

EMTHANJENI MUNICIPALITY



MTREF FINAL BUDGET

2021/2022 FINANCIAL YEAR

**EMTHANJENI
MUNICIPALITY (NC073)**

**SCHEDULE A
FINAL BUDGET AND
SUPPORTING
DOCUMENTATION OF A
MUNICIPALITY**

2021-22 MTREF

FINAL BUDGET OF
EMTHANJENI
MUNICIPALITY

2021/22 TO 2023/24
MEDIUM TERM REVENUE AND
EXPENDITURE FORECASTS

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All public libraries within the municipality
At www.emthanjeni.co.za

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Part 1 – Annual Budget

1.1 Mayor's Budget Speech

Madam Speaker, chairing the Council Meeting

Executive Committee members,
Chief Whip,
Chairperson of MPAC,
Councillors,
Municipal Manager,

Chief Financial Officer,

Directors of different Directorates within the Municipality Managers
Administration staff

Members of the Public, Ladies and Gentlemen Good Morning;

A hearty welcome to the first, historical online virtual council meeting, I hope that you are well and complying with all the necessary COVID-19 coronavirus prescripts.

As the Mayor, it is my legislated responsibility to provide direction to the IDP and budget processes. The COVID-19 coronavirus dilemma has presented many challenges with respect to the finalization of the Draft Budget and the Integrated Development Plan. The future strategic planning and budgetary processes move into unfamiliar territory.

The effect of the lockdown and the economic impact thereof will seriously impact the amount of revenue we will be able to collect. As the Municipality, the only way to protect financial sustainability is to provide for the additional expenditure necessitated by COVID-19 in the form of sanitizers, face masks, gloves, and other protective gear and equipment, which will be provided to municipal officials in order to protect one of our most valuable assets.

We as the municipality have put funds aside for assisting the poorest of the poor individuals residing in the municipal area.

KEY BUDGET ISSUES

Income is categorized according to the following main sources:

1. REVENUE

The revenue projections are not the issue at hand, the payment for services by consumers are very problematic and impact very unfavourably to availability of cash and cash flow management:

1.1. RATES AND TAXES

- Tariffs will increase by 4%
- The total exemption valuation will increase to R35 000.
- Agricultural property owners will receive a rebate 10%
- Increments have been conservatively calculated to maintain sustained income levels taking into consideration the new valuation of properties.
- Various categories of properties are being levied differently.

1.2. ELECTRICITY

- Electricity Tariffs will increase on a total average between 14.59% for all the blocks, IBT brackets as from 01 July 2021 for prepaid and conventional electricity meters.
- Final approval for electricity tariffs is still outstanding from NERSA.

1.3. WATER

- Water will increase by 4%.
- Only Indigent Households will be getting the first 6000 liters of water free as it is included their Free Basic Services Basket.

1.4. SEWERAGE AND REFUSE REMOVAL

- Both Tariffs will increase by 4%.

1.5. SECONDARY TARIFFS

- Secondary Tariffs will increase by 6% during 2021/2022.

The total budgeted average increment for all revenue sources will be between 4-5 %, except for electricity where the levy can increase by more than the average increment

2. EXPENDITURE

2.1 EMPLOYEE COSTS: SALARIES AND WAGES

- Salaries and wages has been provided at an increment of 4% for all employees with the exception of Senior Managers of the municipality.

2.2 EMPLOYEE COSTS: BENEFIT CONTRIBUTIONS

- A provision of an average increment of 0% has been provided

At some time, the Municipality should consider to do or to undergo a staff investigation study to determine the productivity levels of staff as a whole. The objective should be to have a right employee complement that will serve the municipality and be able to execute theri developmental mandate to its communities. Focus should be placed on sustainable service delivery and adequate performance of staff in general .

2.3 REPAIR AND MAINTENANCE

- A provision of an average increment of 6 % will provided. This shows Council's commitment to the maintenance of all assets.

2.4 BULK PURCHASES

- Electricity purchases will increase on a weigthed average of 14,6 - 18% from 01 July 2021 and water contracts with the farmers for the registration of servitudes should be implemented continously. Water will increase on average by 4%.

2.5 CAPITAL CHARGES

- Capital Charges will increase due the fleet augmentation and upgrade of electricity transformer
- Capital charges of outstanding Payables such Eskom, Office of Auditor, MSCOA Developer and other Creditors will also increase

2.6 GENERAL COSTS

- A provision of an average increment of 5% will provided.

2.7 PROVISION FOR BAD DEBTS

- A provision of an average increment of 18% has been provided on all budgeted levied revenue.
-

2.8 GRANTS

UNCONDITIONAL GRANTS

- Equitable Share R49, 935 million

CONDITIONAL GRANTS: OPERATING BUDGET

- Finance Management Grant (FMG) R1, 700 000
- Library Development Grant awaits the NC Dora R 740 000
- Housing Accreditation Subsidy awaits the NC Dora R 450 000

CONDITIONAL GRANTS: CAPITAL BUDGET'S

- Municipal Infrastructure Grant (MIG) R12, 596 million
- Expanded Public Works Programme R1, 389 million
- Integrated National Electricity Program (INEP) R4, 000 million
- EEDSM R3, 000 million
- Water Services Infrastructure Grant (WSIG) R8,000 million

Clear project programmes are awaited for the allocation of the Conditional Grants for the MTREF.

BUDGET ANALYSIS

- The overall increases during the 2021/2022 financial year reflect an annual increment of ± 4-6%.
- The total primary tariff increment will be 4% which has taken several market conditions, socio economic factors that impacted the country as a whole.
- Electricity tariff increments are as per NERSA's guidelines.
- The general tariff increment between 4-5% is also in line with the current economic data available.
- The Budget will try to be as realistic as far as possible and external or macro-economic factors, as well as micro-economic factors, were taken into consideration. However, the Municipality has no control over these macro conditions that impact very heavily on the operations of the Municipality.
These are interest rates, fuel prices, inflation rates, high food prices, unemployment rate, and also statutory levies imposed by National and Provincial Governments, etc.
- The Budget is very much driven by income generation and also focusses on building and maintaining infrastructure development within the Emthanjeni Municipality.

- All budgeted income will be realised through the extensive efforts that will be enforced by the officialdom.
- Strict expenditure mechanisms will be enforced to ensure that the key Strategic Objectives of the Municipality are achieved.
- Budget is in line with the policies of Council, especially directed at the poorest of the poor, with the provision of Free Basic Services to all qualifying Indigent Households.
- Local Economic Development opportunities must be identified in order to provide sustainable LED projects for the communities.
- The Budget is also biased towards the Indigent Households within the Municipality.

BUDGET RELATED POLICIES

The following budgetary policies form part of Final Budget:

(a) the Revised Final Property Rates Policy

(b) the Revised Final Credit Control Policy

(c) the Final Customer Care Policy

(d) the Revised Final Indigent Policy

(e) the Revised Final Tariff Policy for water, electricity and other municipal services

(f) the Final Cash and Investment Policy

(g) Revised Final Asset Management Policy

(h) Revised SCM

(i) Revised Subsistence and Travel Policy

(j) Revised Final Augmentation Policy

(k) Revised Final Implementation Policy

(l) Revised Final FIDPM

(m) Revised Final Cost Containment Policy

1.1 CONCLUSION

1.1.1.1 The Budget is also income driven and Emthanjeni Municipality is committed to sustainability and improvement of service delivery to all its residents. The various initiatives that Council will be undertaking will mould and cement its mandate to improve the lives of all residents by focussing on the poor and creating an environment conducive to local economic development.

Affordability and the payment for municipal services remains the corner stone of 2021/2022 municipal budget. This will be entrenched in preparations of future budgets.

The Budget will be prepared under the imperative mandate that it should be a realistic budget.

**1.1.1 Council Budget
Resolutions**

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2021/05/31

11. REPORT FROM MPAC

Geen / None

12. REPORT FROM THE AUDIT COMMITTEE

Geen / None

13. REPORTS ON WARD COMMITTEES / CONSOLIDATED REPORT ON WARD COMMITTEES

Geen / None

14. REPORT ON SALGA ACTIVITIES

Geen / None

15. MONTHLY ACTIVITIES

Geen / None

16. REPORTS FOR NOTING

Geen / None

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17. VERSLAE VIR OORWEGING / REPORTS FOR CONSIDERATION

**17.1 MUNISIPALE FINALE BEGROTING EN FINALE GEINTEGREERDE
ONTWIKKELINGSPLAN: FINANSIËLE JAAR 2021/2022 MTEF / MUNICIPAL FINAL
BUDGET AND REVISED INTEGRATED DEVELOPMENT PLAN: FINANCIAL YEAR
2021/2022 MTEF (5/1/1/18 & 19/2)**

1. Agtergrond / Background

In Hoofstuk 4 van die WMFB word die munisipale begrotingsproses duidelik uiteengesit en Artikels 15 tot 27 handel oor die implementering van die jaarlikse begroting.

Artikel 25 en 34 van Hoofstuk 5 van die Stelselwet bepaal dat die Hersiene GOP ook jaarliks aan die Raad voorgelê moet word vir goedkeuring.

Emthanjeni Munisipaliteit begin met 'n nuwe Algemene Waardasielys gedurende 2021/2022 met 1 Julie 2021 as die waardasiedatum.

Chapter 4 of the MFMA clearly outlines the municipal budget process and Sections 15 to 27 give effect to the implementation of the annual budget.

In terms of Section 25 and 34 of Chapter 5 of the Systems Act the revised IDP must also be submitted to the Council annually for approval.

Emthanjeni Municipality is starting with a new General Valuation Roll during 2021/2022, where the Valuation date will be 01 July 2021.

2. Regsimplikasies / Legal Implications

Daar moet voldoen word aan die bepalings van die betrokke artikels in die WMFB en die Stelselwet en ook die WEBW.

The provisions of the relevant sections of the MFMA and Municipal Systems Act and the MPRA.

3. Finansiële Implikasies / Financial Implications

Alle uitgawes aangeaan vanaf 1 Julie 2021 sal in ooreenstemming wees met die goedgekeurde begroting soos bepaal in die WMFB.

All expenditure incurred from 1 July 2021 will be in accordance with the approved budget as set out in the MFMA.

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2021/05/31

4. Voorgestelde Aanbeveling / Proposed Recommendation

Dat die Raad die volgende goedkeur:

1. Kommentaar van die Burgemeester oor -

1.1 Die Finale Begroting vir Totale Inkomste vir 2021/2022 wat R333 687 825 bedra.

1.2 Die Finale Begroting vir Totale Kapitaal- en Bedryfsuitgawes vir 2021/2022 wat R333 687 825 bedra, asook aanduidende totale bedrae vir die tydperk van die Mediumtermynuitgaweraamwerk:

1.2.1 Finale Begroting vir Bedryfsuitgawes wat R292 890 687 bedra.

1.2.2 Finale Begroting vir Kapitale Uitgawes wat R40 596 000 bedra.

1.2.3 Aanwendingsbegrotingsposte volgens die regering se finansiële statistiek-funksie.

1.3 Verhoging van tariewe soos per tariefskedule

(i) Eiendomsbelasting

(ii) Elektrisiteit

(iii) Water

(iv) Vullisverwydering

(v) Riolering / Sanitasie

2. Ander begrotingsverwante dokumente

(a) 'n Opsomming van die Hersiene Geïntegreerde Ontwikkelingsplan vir 2020/2021 wat gekoppel is aan die begroting soos uiteengesit in die Kapitaalbegroting en Bedryfsbegroting.

(b) die Finale Eiendomsbelastingsbeleid

(c) die Finale Ontwikkelingsbeleid

(d) die Finale Kredietbeheer- en invorderingsbeleid

(e) die Finale Klientediens en Bestuursbeleid

(f) die Finale Behoeftigheids(deernis) beleid

(g) die Finale Tariefbeleid

(h) die Finale Kontant- en Beleggingsbeleid

(i) die Finale Begrotingimplementeringsbeleid

(j) die Finale Batebestuursbeleid

(k) die Finale Reis- en Verblyfbeleid

(l) die Finale Voorsieningskanaalbestuursbeleid

(m) die Finale Kostebesparings- en Inperkingsbeleid

2. Die Waardasiedatum van 01 Julie 2021 vir die opstel van 'n nuwe Algemene Waardasierol.

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That the Council approve

1. The Mayor's comments on -

1.1 The Final Total Revenue Budget for 2021/2022 amounting to R333 687 825.

1.2 The Final Total Capital and Operating Budget for 2021/2022 amounting to R309 853 347 and also indicative total amounts for Medium Term Expenditure Framework:

1.2.1 Final Operating Budget amounting to R292 890 687.

1.2.2 Final Capital Budget amounting to R40 596 000.

1.2.3 The Appropriation votes as per Government Finance Statistics (GF) Functions

1.3 Increase in tariffs as per tariff schedule

(i) Rates and Taxes

(ii) Electricity

(iii) Water

(iv) Refuse

(v) Sewerage / Sanitation

(vi) Secondary Tariffs

2. Other budget-related documents such as:

(a) A Summary of the Revised Integrated Development Plan for 2020/2021, which is linked to the budget as outlined in the Capital Budget and Operating Budget.

(b) the Final Property Rates Policy

(c) the Final Augmentation Policy

(d) the Final Credit Control and Debt Collection Policy

(e) the Final Customer Care and Management Policy

(f) the Final Indigent Policy

(g) the Final Tariff Policy

(h) the Final Cash and Investment Policy

(i) the Final Budget Implementation Policy

(j) the Final Asset Management Policy

(k) the Final Subsistence and Travel Policy

(l) the Final Supply Chain Management Policy

(m) the Final Cost Containment Policy

3. The Valuation date of 01 July 2021 for the new General Valuation Roll

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5. Kommentaar deur die Rekenpligte Beampte / Artikel 82 van die Strukturewet & Artikel 60 van die Wet op Munisipale Finansiële Bestuur / Comments by the Accounting Officer / Section 82 of the Structures Act & Section 60 of the MFMA

Dat die Raad goedkeuring van die Finale Begroting, Begrotingsbeleide, Tariewe, soos hierbo genome, en die Geïntegreerde Ontwikkelingsplan oorweeg.

That Council consider approval of the Final Budget, Budget Policies, Tariffs set out above, and Integrated Development Plan.

6. Aanhangsels / Attachments

1. Die Finale Geïntegreerde Ontwikkelingsplan vir 2021/2022 word aangeheg as **RV 1 tot RV 147.**
 2. Finale Geïntegreerde Ontwikkelingsplan Bestuursopsomming 2017-2022 word aangeheg as **RV 148 tot RV 157.**
 3. Finale Begrotingsopsomming word aangeheg as **RV 158 tot RV 165.**
 4. Die Finale Eiendomsbelastingsbeleid word aangeheg as **RV 166 tot RV 190.**
 5. Die Finale Ontwikkelingsbeleid word aangeheg as **RV 191 tot RV 204.**
 6. Die Finale Kredietbeheer- en Invorderingsbeleid word aangeheg as **RV 205 tot RV 215.**
 7. Die Finale Klientediens- en Bestuursbeleid word aangeheg as **RV 216 tot RV 232.**
 8. Die Finale Behoeftigheids(deernis) beleid word aangeheg as **RV 233 tot RV 242.**
 9. Die Finale Tariefbeleid word aangeheg as **RV 243 tot RV 255.**
 10. Die Finale Kontant- en Beleggingsbeleid word aangeheg as **RV 256 tot RV 274.**
 11. Die Finale Begrotingimplementeringsbeleid word aangeheg as **RV 275 tot RV 294.**
 12. Die Finale Batebestuursbeleid word aangeheg as **RV 295 tot RV 336.**
 13. Die Finale Reis- en Verblyfbeleid word aangeheg as **RV 337 tot RV 345.**
 14. Die Finale Voorsieningskanaalbestuursbeleid word aangeheg as **RV 346 tot RV 400.**
 15. Die Finale Kostebesparings- en Inperkingsbeleid word aangeheg as **RV 401 tot RV 412.**
 16. Skedule van Beraamde Tariewe word aangeheg as **RV 413 tot RV 428.**
 17. Finale Beleid "Small Scale Embedded Electricity Generation" word aangeheg as **RV 429 tot RV 436.**
 18. Kontrakbestuursbeleid word aangeheg as **RV 437 tot RV 463.**
 19. Finale Begroting: Opsomming en Aannames word aangeheg as **RV 464 tot RV 470.**
 20. A-Begrotingskedules word aangeheg as **RV 471 tot RV 482.**
 21. Elektrisiteitsvoorsieningsverordening word aangeheg as **RV 483 tot RV 521.**
 22. Beleid vir Huiswinkels Tariewe word aangeheg as **RV 522 tot RV 533.**
-
1. *The Final Integrated Development Plan for 2021/2022 is attached as **RV 1 to RV 147.***
 2. *Final Integrated Development Plan 2017-2022 Executive Summary is attached as **RV 148 to RV 157.***
 3. *Final Budget Executive Summary is attached as **RV 158 to RV 165.***
 4. *Final Property Rates Policy is attached as **RV 166 to RV 190.***
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5. *Final Augmentation Policy is attached as RV 191 to RV 204.*
6. *Final Credit Control and Debt Collection Policy is attached as RV 205 to RV 215.*
7. *Final Customer Care and Management Policy is attached as RV 216 to RV 232.*
8. *Final Indigent Policy is attached as RV 233 to RV 242.*
9. *Final Tariff Policy is attached as RV 243 to RV 255.*
10. *Final Cash and Investment Policy is attached as RV 256 to RV 274.*
11. *Final Budget Implementation Policy is attached as RV 275 to RV 294.*
12. *Final Asset Management Policy is attached as RV 295 to RV 336.*
13. *Final Subsistence and Travel Policy is attached as RV 337 to RV 345.*
14. *Final Supply Chain Management Policy is attached as RV 346 to RV 400.*
15. *Final Cost Containment Policy is attached as RV 401 to RV 412.*
16. *Schedule of Estimated Tariffs is attached as RV 413 to RV 428.*
17. *Final Small Scale Embedded Generation (SSEG) Electricity Policy is attached as RV 429 to RV 436.*
18. *Contract Management Policy is attached as RV 437 to RV 463.*
19. *Final Budget Assumptions Summary is attached as RV 464 to RV 470.*
20. *A- Budget Schedule Tables are attached as RV 471 to RV 482.*
21. *Electricity Supply By-Law is attached as RV 483 to RV 521.*
22. *Tuckshop Policy is attached as RV 522 to RV 533.*

7. Besluit van die Raad / Resolution of Council

Dat die Raad die volgende goedkeur:

1. Die Burgemeester se Begrotingstoespraak en kommentaar oor -

1.1 Die Finale Begroting vir Totale Inkomste vir 2021/2022 wat R333 687 825 bedra.

1.2 Die Finale Begroting vir Totale Kapitaal- en Bedryfsuitgawes vir 2021/2022 wat R333 687 825 bedra, asook aanduidende totale bedrae vir die tydperk van die Mediumtermynuitgaweraamwerk:

1.2.1 Finale Begroting vir Bedryfsuitgawes wat R292 890 687 bedra.

1.2.2 Finale Begroting vir Kapitale Uitgawes wat R40 596 000 bedra.

1.2.3 Aanwendingsbegrotingsposte volgens die regering se finansiëlestatistiek-funksie.

1.3 Verhoging van tariewe soos per tariefskedule

(i) Eiendomsbelasting

(ii) Elektrisiteit

(iii) Water

(iv) Vullisverwydering

(v) Riolering / Sanitasie

PK

2. Ander begrotingsverwante dokumente

- (a) 'n Opsomming van die Hersiene Geïntegreerde Ontwikkelingsplan vir 2020/2021 wat gekoppel is aan die begroting soos uiteengesit in die Kapitaalbegroting en Bedryfsbegroting.
- (b) die Finale Eiendomsbelastingsbeleid
- (c) die Finale Ontwikkelingsbeleid
- (d) die Finale Kredietbeheer- en invorderingsbeleid
- (e) die Finale Kliëntediens en Bestuursbeleid
- (f) die Finale Behoeftigheids(deernis) beleid
- (g) die Finale Tariefbeleid
- (h) die Finale Kontant- en Beleggingsbeleid
- (i) die Finale Begrotingimplementeringsbeleid
- (j) die Finale Batebestuursbeleid
- (k) die Finale Reis- en Verblyfbeleid
- (l) die Finale Voorsieningskanaalbestuursbeleid
- (m) die Finale Kostebesparings- en Inperkingsbeleid

3. Die Waardasiedatum van 01 Julie 2021 vir die opstel van 'n nuwe Algemene Waardasierol.

Voorsteller: Raadslid NP Mkontwana
Sekondant: Raadslid RR Faul

That the Council approves

1. The Mayor's Budget Speech and comments on -

1.1 The Final Total Revenue Budget for 2021/2022 amounting to R333 687 825.

1.2 The Final Total Capital and Operating Budget for 2021/2022 amounting to R309 853 347 and also indicative total amounts for Medium Term Expenditure Framework:

1.2.1 Final Operating Budget amounting to R292 890 687.

1.2.2 Final Capital Budget amounting to R40 596 000.

1.2.3 The Appropriation votes as per Government Finance Statistics (GF) Functions

1.3 Increase in tariffs as per tariff schedule

- (i) Rates and Taxes
- (ii) Electricity
- (iii) Water
- (iv) Refuse

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2021/05/31

- (v) Sewerage / Sanitation*
- (vi) Secondary Tariffs*

2. Other budget-related documents such as:

- (a) A Summary of the Revised Integrated Development Plan for 2020/2021, which is linked to the budget as outlined in the Capital Budget and Operating Budget.*
- (b) the Final Property Rates Policy*
- (c) the Final Augmentation Policy*
- (d) the Final Credit Control and Debt Collection Policy*
- (e) the Final Customer Care and Management Policy*
- (f) the Final Indigent Policy*
- (g) the Final Tariff Policy*
- (h) the Final Cash and Investment Policy*
- (i) the Final Budget Implementation Policy*
- (j) the Final Asset Management Policy*
- (k) the Final Subsistence and Travel Policy*
- (l) the Final Supply Chain Management Policy*
- (m) the Final Cost Containment Policy*

3. The Valuation date of 01 July 2021 for the new General Valuation Roll

Proposed: Councillor NP Mkontwana
Seconded: Councillor RR Faul

ek

Executive Summary

Final Budget 2021/2022 MTEF

The Mayor tabled the budget schedule to Council where the IDP and the Budget processes started in earnest.

Several consultative meetings IDP Rep forums, Budget Input were conducted to solicit the views, input, needs, etc. of the various communities of Emthanjeni Municipality. Various platforms were utilised during the consultative process such as local radio station, Facebook, virtual meetings as well community meetings.

The current and previous inputs of the communities have been recorded and taken into consideration when the Budget is aligned to the IDP.

The budget was prepared in conjunction with the MFMA circulars and other regulations.

A.IDP and linkage of IDP to budget (Capital Budget)

A Revised IDP will be tabled to Council during March 2021 and thereafter it will be published for comments.

Communities should re-assess their needs which forms part of the revised IDP document during the Budget feedback meetings. However all needs cannot be achieved, realized or addressed in one financial year or over one MTEF period.

Several new Budgetary Policies and Bylaws will be introduced. New tariff structure will also be implemented as from 01 July 2021.

Emthanjeni Municipality's total direct Final Capital Budget for 2021/2022 financial year amounts to R40 596 000 plus borrowing finances.

The current linkage of the IDP to the budget is broken down as follows:

1. Capital Grants	R27 596 000
1.1 Municipal Infrastructure Grant	R12 596 000
1.2 Integrated National Electricity Programme (INEP)	R 4 000 000
1.3 EEDSM	R 3 000 000
1.4 Water Services Infrastructure Grant	R 8 000 000
2. Own Capital Funding (Municipal cash reserves are depleted)	R 0
3. Borrowed Capital	R 13 000 000
Electricity: New and upgrade of transformer in de aar west	R13 000 000
Vehicle augmentation (Rental or Finance lease payments)	R12 000 000
<i>(Financing options will be considered such Finance Lease or Long term loan)</i>	
4. Public Donations	R 0

B. OPERATING BUDGET

1. Budgeted Income

1.1. Total expected Net Rates Income will be R39 824 078 (R37 566 489) in 2020/2021)

-The annual exemption remain at R35 000 in 2021/2022 for residential properties.

1.2 Other Levied Services budgeted income are almost R154 915 357

1.2.1 -Electricity amount to R79 332 547

1.2.2 -Water amounts R38 396 021

1.2.3 -Sewerage amounts to R23 924 658

1.2.4 -Refuse removal amounts to R13 055 092

1.2.5 -Other service charges amounts to R207 039.

1.3 Fines will be budgeted for at gross amounts of R1 160 124

1.4 Licenses and permits will be R1 945 438

1.5 Rental of facilities and equipment expected income will be R877 495

1.6 Interest Income will be R2 170 116

1.6.1 External Investments amounts to R424 580

1.6.2 Interest charged on Arrear accounts amounts to R1 745 536

1.7 Operating Grants and Subsidies amount to R54 214 000

1.7.1 -Equitable Share R49 935 000

1.7.2 -Finance Management Grant R 1 700 000

1.7.3 -Library Development Fund R 740 000

1.7.4 -EPWP R 1 389 000

1.7.5 -Housing Accreditation Grant R 450 000

1.8 Other Budgeted Revenue R37 928 813

Prepaid Electricity Sales of R35 955 931 is included in the other budgeted revenue.

1.9 The Total Budgeted Revenue (Income) for the 2021/2022 Financial year are R333 687 825. The total budgeted income consists out of

1.9.1 Capital Grants - R 27 596 000

1.9.2 Operating Grants and Subsidies - R 54 214 000

1.9.3 Borrowed Capital - R 13 000 000

1.9.4 Own generation of budgeted income - R238 877 250

There is a decrease in total budgeted income of between 4 and 6 % in relation to the previous year.

The main reasons for the increase are:

(i) **The Conditional Grants increase by more than R15 million for this budget**

(ii) **Total revenue for Rates and Taxes will increase by 4% property rates accounts. The total exemption valuation (rebate amount) remains R35 000 as per the Municipal Property Rates Act.**

Agricultural property and Public Benefit Organizations rebate of 10%.

- (iii) **(Water, Sewerage and Refuse will be increase very conservatively by 4% in relation to the previous financial year.**
- (iv) **Electricity tariffs will be increased by 14.60% as per NERSA guidelines discussion document and approval will have an impact on this final tariffs.**
- (v) **A very cautious and conservative approach were followed during the budget preparations. The current payment patterns of consumers played a crucial role in our budget approach.**
- (vi) **The Anticipated Budgeted Revenue for the majority of services has decrease from the previous year. This relates to the current economic conditions that exist nationally and within Emthanjeni Municipality.**

(The general increment of service tariffs and levies was followed as per MFMA guidelines.

- (vii) **The general apathy of non-payment for municipal services by the consumers will impact severely on service delivery and will contribute to non-payment of creditors and service providers.**
- (viii) **Continuous Credit Control Mechanisms and the enforcement of credit control policies together with all budgetary policies cannot be more emphasize as it will impact negative or positive on the operations of the municipality.**
- (ix) **The budget has been prepared on the basis of sustainable delivery and financial viability and cost effectiveness to render municipal services to its communities, residents and consumers on an ongoing, unstoppable basis. Payment for services by consumers cannot be emphasized more or enough.**

2. Expenditure

2.1 Salary and wages

-The total salaries and social contributions for the year amounts to R93 350 859
(**R87 750 623** in 2020/2021)

-4% Provision for Annual increase has been made and a 2,5% notch increment for all employees. No increases were budgeted for Senior Managers.

-Emthanjeni Municipality should apply for exemption for salary increases as per SALGBC guidelines and criteria if the final salary negotiations will be more than 4%.

-The total salary package includes the salary of all the current personnel and some vacant positions. Not all posts on the approved organogram have been budgeted for in the 2021-2022 financial year. If we have to budget for all the positions, our salary budget will take up more than 70% of the municipal operating budget

-Efficient and effective alignment of staff, should to be undertaken to ensure overall productivity of staff within the municipality. Council should consider a staff productivity assessment or investigation to determine whether the municipality has the right and competent staff within the municipality as a whole.

-The salary budget needs to be monitored as we must really assess the current staff and positions. The productivity of staff need to be prioritized as much more work must be done on this issue. New appointments must be reconsidered as the wage bill is increasing at an alarming rate. -

-The salary percentage to the **Operating Budget is 32%** and to the **total capital and operating budget is +/- 29,1%**

2.2 Councilors Remuneration

-Councilor Remuneration amounts for **R6 715 414** (R6 488 323 in 2020/2021).

-Councillor remuneration has been provided a 3,5% increase on the current Public Officers Bearers Act.

-the councilor remuneration percentage to the total capital and operating budget is +/- 2,10%

The total salaries and wages, social contributions and councilor remuneration is 31,2% in relation to the total capital and operating budget.

2.3 Provision for Bad Debts, working capital reserve to R7 213 829

(R7 754 943 in 2020/2021).

2.4 Net Impairment of assets & depreciation estimated at R 9 890 825

(R10 632 741 in 2020/2021)

2.5 Repair and maintenance total estimation are R13 010 795 (which is being be split between Materials and Contracted Services.

2.6 Contracted Services costs are budgeted for R10 761 620

(R10 607 367 in 2020/2021)

2.7 Capital Charges for interest on loans amounts to R3 341 523

(R2 129 934 in 2020/2021).

2.8 Bulk Purchases for Water and Electricity amounts to R85 054 923

-Electricity amounts to **R82 035 237** (R71 643 805 in 2020/2021). This increase represents mainly the Eskom's tariff increment as approved guidelines issue by NERSA.

-Water amounts to **R3 019 685** (R2 895 192 in 2020/2021). The water contract with the water farmers should be finalized ASAP.

2.9 Operating Grants and subsidy expenditure amounts to R27 412 243

(R26 672 243 in 2020/2021), which are mostly spent on the 4000 Indigent Households for the subsidized free basic services provide to approved Indigent Households.

2.10 Capital Grants payments amounts to R27 596 000. Borrowing of R13 000 000 for the upgrade of electrical transformers. These amounts are mainly recognized on the income side and also on the expenditure side.

2.12 Other expenditure amounts to R34 487 978 (R35 594 466 in 2020/2021) include some of activities that will take place amongst others:

The major expenditure types have been decrease in relation to the previous year. A marginal increment was allocated at those expenditure types who increased.

Expenditure control together with cost containment measures will be strongly adhered to in order to further exercise adequate expenditure control over the scarce resources.

Strict control mechanisms must be enforced by Budget Drivers. Expenditure must be prioritized. Travelling expenses must be managed properly and only meetings that will add value to the municipality should be attended by Councillors and Officials of the municipality.

The Budgeted Expenditure for 2021 /2022 are **R333 486 687** which comprise of Operating Budget of **R293 091 825** and the Capital budget of **R27 596 000 and Borrowed capital of R13 000 000**. This represents a total decrease of +-3% in the relation to the previous year's Budget. The increase is mainly due to the capital increase of grants received. The operating expenditure increased very slightly and is almost insignificantly. Expenditure budgeting control will continue to be enforce strictly. The realization of revenue impacts on the expenditure management.

C.Tariff Increments

Tariffs expected increases for the 2021/2022 financial year are set out below. These are

1. Rates and taxes

- Residential properties will increased by 4%.
- Agriculture properties will be levied according (residential properties) in the ratio 1:0,25 and rebate of 10%.
- The owner must be at least sixty (65) years of age and total gross monthly income or earnings must not exceed
 - (i) an amount of R5 500 to qualify for a 50% rates rebate*
 - (ii) an amount of R6 250 to qualify for a 45% rates rebate*
 - (iii) an amount of R7 000 to qualify for a 40% rates rebate*
- Mining and Industrial property will increase higher than the other categories. Portions of farms which are exclusive used for renewable or solar energy will be part of this category of properties.

2. Electricity

- Basic fee will increase by 4.00%
- Conventional and Prepaid electricity tariffs will be increase (see tariff schedule
 - 1-600 kWh increase by 14.59%
 - 601kWh increase by 14.59%

A new Small Scale Embedded Generation (SSEG) tariff charge will be introduced and will be levied after NERSA approves the tariffs. It may not be in the 2021/22 financial year but will be implemented as soon as approval is received.

3. Water

- Basic fee will increase by 4%.
- Water consumption will be increased by 4% in all blocks

4. Sewerage and sanitation

- Tariffs increased by 4%

5. Refuse removal

- Tariffs increased by 4%

6. All other secondary tariffs.

- Tariffs increased by 6%.

D. Indigent households

A total of almost 4000 indigent households are expected to receive subsidized services every month. The subsidized services include

1. Rates (The first R35 000 of municipal valuations exempted from paying Rates and taxes)	R 0
2. 50 kWh of electricity	R69.20
3. Water (Basic fee Plus 6kl of water).	R137.43
4. Monthly sewerage	R236,33
5. Monthly refuse removal	<u>R147,37</u>
Total monthly subsidized services to Indigent Households (Please note: Free Basic services amounts include Value added Tax (VAT))	<u>R590,33</u>

The re-application of all Indigent Households for Subsidized services (FBS) can continue and be processed early in the 2021/2022 financial year. ***The process needs to be completed ASAP in order to update our records and registers annually. Auditors are auditing the application process very intensively.***

J. CONCLUSION

The 2021/2022 budget has taken cognisance of the Covid-19 Pandemic as well as the economic conditions of the communities in consideration.

Tariffs increased very conservatively to make it affordable and is a budget to make services affordable to all consumers. It is a plan to implement the cross-cutting of expenditure. It aims to render municipal services at a sustainable manner. ESKOM and electricity provision to all consumers remains a priority to this Council.

The inflationary increases of tariffs are mainly focused on affordability of consumers to pay for their services. Nonpayment will threaten the municipality's ability to render sustainable services. Hence it becomes imperative to obtain a 100% plus payment culture within our municipality.

The Council remains committed to create a conducive environment for investors to invest in the economy of Emthanjeni municipality cannot be underestimated. The various economic initiatives are testimony of Council's commitment, readiness and ability to ensure that we continue with the path of National Development Plan.

The budget is prepared under the auspices and principles of revenue collection and the actual realization of budgeted revenue. Taking these principles into consideration which all of us must ensure that austerity measures are adhered to and implemented.

Sustainable service delivery still takes precedence in this budget.

1.2 Operating Revenue Framework

For Emthanjeni 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 and socio economic conditions that affect rural areas. 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;
- 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 recovering of outstanding arrears with the assistance of a debt collection firm.

The following table is a summary of the 2021/22 MTREF (classified by main revenue source): **Table 1 Summary of revenue classified by main revenue source**

NC073 Emthanjeni - Table A4 Budgeted Financial Performance (revenue and expenditure)			
Description	2021/22 Medium Term Revenue & Expenditure Framework		
	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand			
Revenue By Source			
Property rates	39 820	41 573	43 734
Service charges - electricity revenue	79 333	86 999	91 523
Service charges - water revenue	38 396	40 085	42 170
Service charges - sanitation revenue	23 925	24 977	26 276
Service charges - refuse revenue	13 055	13 630	14 338
Rental of facilities and equipment	877	916	964
Interest earned - external investments	425	443	466
Interest earned - outstanding debtors	1 746	1 822	1 917
Dividends received	–	–	–
Fines, penalties and forfeits	1 160	1 211	1 274
Licences and permits	1 945	2 031	2 137
Agency services	–	–	–
Transfers and subsidies	54 274	57 315	57 404
Other revenue	50 805	41 894	44 073
Gains	330	345	362
Total Revenue (excluding capital transfers and contributions)	306 091	313 242	326 639

Table 2 Percentage growth in revenue by main revenue source

NC073 Emthanjeni - Table A4 Budgeted Financial Performance (revenue and expenditure)							
Description	Pre-audit outcome	2021/22 Medium Term Revenue & Expenditure Framework					
		Budget Year 2021/22	% Increase/Decrease	Budget Year +1 2022/23	% Increase/Decrease	Budget Year +2 2023/24	% Increase/Decrease
R thousand							
Revenue By Source							
Property rates	37 566	39 820	6.00%	41 573	4.40%	43 734	5.20%
Service charges - electricity revenue	72 149	79 333	9.96%	86 999	9.66%	91 523	5.20%
Service charges - water revenue	36 813	38 396	4.30%	40 085	4.40%	42 170	5.20%
Service charges - sanitation revenue	22 764	23 925	5.10%	24 977	4.40%	26 276	5.20%
Service charges - refuse revenue	12 457	13 055	4.80%	13 630	4.40%	14 338	5.20%
Rental of facilities and equipment	910	877	-3.52%	916	4.40%	964	5.20%
Interest earned - external investments	517	425	-17.92%	443	4.40%	466	5.20%
Interest earned - outstanding debtors	1 656	1 746	5.42%	1 822	4.40%	1 917	5.20%
Dividends received	-	-	-	-	-	-	-
Fines, penalties and forfeits	1 672	1 160	-30.62%	1 211	4.40%	1 274	5.20%
Licences and permits	2 369	1 945	-17.87%	2 031	4.40%	2 137	5.20%
Agency services	-	-	-	-	-	-	-
Transfers and subsidies	58 840	54 274	-7.76%	57 315	5.60%	57 404	0.15%
Other revenue	35 002	50 805	45.15%	41 894	-17.54%	44 073	5.20%
Gains	210	330	57.14%	345	4.40%	362	5.20%
Total Revenue (excluding capital transfers and contributions)	282 926	306 091	8.19%	313 242	2.34%	326 639	4.28%

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.

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 ten percentage of the total revenue mix. In the 2021/22 financial year, revenue from rates and services charges totalled R194, 529 million or 58.30 %. This increases to R207, 264 million, and R218, 042 million in the respective financial years of the MTREF. A notable trend is the increase in the total percentage revenue generated from rates and services charges which increases from 58.30 per cent in 2021/22, to 60.00 per cent in 2022/23 and to 60.54 % in 2023/24. This growth can be mainly attributed to the increased share that the sale of electricity contributes to the total revenue mix, which in turn is due to rapid increases in the demand of electricity due to the various developments taking place in Emthanjeni Municipality. Eskom tariffs for bulk electricity. The above table excludes revenue foregone arising from discounts and rebates associated with the tariff policies of the Municipality. Details in this regard are contained in Table 64 MBRR SA1.

The largest source of income is generated from Electricity which totals R79, 333. Transfers and subsidies is the second largest revenue source totalling 16.26 per cent or R54, 274 million rand and increases to R57, 404 million by 2023/24. The third largest source is Water and it followed by other revenue realised. The 'other revenue' which consists of various items such as income received from permits and licenses, building plan fees, connection fees, transport fees and advertisement fees. 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 R54, 274 million in the 2021/22 financial year and steadily increases to R57, 404 million by 2023/24.

The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Table 3 Operating Transfers and Grant Receipts

NC073 Emthanjeni - Supporting Table SA18 Transfers and grant receipts			
Description	2020/21 Medium Term Revenue & Expenditure Framework		
	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand			
RECEIPTS:			
Operating Transfers and Grants			
National Government:	53 024	56 073	56 097
Local Government Equitable Share	49 935	52 773	52 625
Finance Management	1 700	1 850	1 946
EPWP Incentive	1 389	1 450	1 526
Provincial Government:	1 190	1 242	1 307
Sport and Recreation	740	773	813
Housing	450	470	494
District Municipality:	–	–	–
Other grant providers:	–	–	–
Total Operating Transfers and Grants	54 214	57 315	57 404

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.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The percentage increases of both Eskom and Water bulk 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 and in these 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 and water, 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.

1.2.1 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.

Property Rates tariffs increased very conservatively since 2009.

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.

A new General Valuation Roll was implemented from 01 July 2017 the effect of the new valuation on the 2018-19 financial year is as follows:

- Total revenue for Rates and Taxes will decrease compared to the previous financial year, although valuations increased in the De Aar West for residential property owners.
- Although the rates tariff will decrease significantly in relation to the previous year, the rates levy will increase above the inflation rate for residential property owners in De Aar West, but in De Aar East, Nonzwakazi, Hanover and Britstown the property rates levies will reflect a decrease on the property rates accounts.
- Agricultural property owners will also see a decrease in their levies. The other property categories rates and taxes will increased.

The following stipulations in the Property Rates Policy are highlighted:

- The first R35 000 of the market value of a property used for residential purposes is Excluded from the rate-able value (Section 17(h) of the MPRA). 10 per cent rebate will be granted on all agricultural properties, the application process will be waved from the 2021/2022 financial year.
- Mining and Industrial property will increase higher than the other categories. Portions of farms which are exclusive used for renewable or solar energy will be part of this category of properties.
- 100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy if the market value of their property is R35 000 or less.
- For pensioners a further rebate will be granted upon application and must the criteria as set out in the Rates Policy
- The Municipality may grants additional rates rebate in respect of properties owned by public benefit organisations and used for any specific benefit activities listed in Part 1 of the Nine Schedule to the Income Tax Act, after to the current property rates levy ratio of (1:0.25) is applied. Applications received after 31 August for the financial year in respect of which the application is made will only not be considered. The rates account must be paid up to date otherwise the application will be unsuccessful.
- Rebates will **only be granted on properties owned by the municipality and vacant municipal properties** which are sold to development or purchase subject to the conditions below.

Proper buildings and plants must be erected within six months after registration at the deeds office. Construction must be completed within one year in order to qualify for rates rebates. Failure to complete construction on these properties within one year after registration of properties at the deeds office, the municipality will use the building plans amount as a basis of municipal property valuation, and levy the properties accordingly.

Rebates will only be granted on vacant municipal land. The rebates will be implemented as follows:

First Year (Year 1)

A rebate of 100% on the municipal value will be allowed to these properties.

Second Year (Year 2)

A rebate of 100% on the municipal value will be allowed to these properties.

Third Year (Year 3)

A rebate of 60% on the municipal value will be allowed to these properties.

Fourth Year (Year 4)

A rebate of 40% on the municipal value will be allowed to these properties.

Fifth Year (Year 5)

A rebate of 20% on the municipal value will be allowed to these properties.

Sixth Year (Year 6)

A rebate of 0% on the municipal value will be allowed to these properties.

The categories of rate-able properties for purposes of levying rates and the proposed rates for the 2021/22 financial year based on a percentage increases(decreases) from 1 July 2021 is contained below:

Table 4 Comparison of proposed rates to be levied for the 2021/22 financial year

Category	Current Tariff (1 July 2020)	Proposed tariff (from 1 July 2021)
	c/R	c/R
Residential properties	0.012916	0.01343
Agricultural Properties (1:0.25 irt residential properties) (Agricultural Property must take note that the Nett Effect of the Agricultural Levy will be as follows:)*	0.003229	0.00336
State owned properties	0.022342	0.02065
Business & Guesthouses	0.018729	0.01948
Industrial	0.023578	0.02452
Place of Worship	0.012916	0.01343
Public Benefit Organization	0.003229	0.00336
Mining	0.024001	0.02496
Vacant land	0.038402	0.02621

1.2.2 Sale of Water and Impact of Tariff Increases

South Africa faces similar challenges with regard to water supply as it did with electricity, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs are designed to encourage efficient and sustainable consumption.

In addition National Treasury has urged all municipalities to ensure that water tariff structures are cost reflective by 2015.

Better maintenance of infrastructure, new water provision construction programmes and cost-reflective tariffs will ensure that the supply challenges are managed in future to ensure sustainability. Emthanjeni Municipality will increase water tariffs by 4 per cent from 1 July 2021.

Emthanjeni Municipality has undertaken a critical assessment of its capital infrastructure requirements. Regional Bulk Water's assessment indicates that for the extension of water resources in De Aar and Water's current infrastructure is unlikely to sustain its long-term ability to supply water and they had no other choice to upgrade infrastructure, hence the significant increase in the cost of water.

A tariff increase of 4 per cent from 1 July 2021 for water is proposed. This is based on input cost assumptions of between 6 to 15 per cent increase in the cost of bulk water to the water farmers. **In addition only Indigent Households will be getting the first 6 kilo-litres of water free as it is included their Free Basic Services Basket.**

A summary of the proposed tariffs for households (residential) and non-residential are as follows (these tariffs are exclusive of VAT):

Table 5 Proposed Water Tariffs

CATEGORY	CURRENT TARIFFS 2020/21	PROPOSED TARIFFS 2021/22
	Rand per kℓ	Rand Per kℓ
RESIDENTIAL		
Basic fee: Residential	76.00	79.04
(i) 1 to 6 kℓ per 30-day period	5.58	5.80
(ii) 7 to 15 kℓ per 30-day period	10.09	10.50
(iii) 16 to 30 kℓ per 30-day period	11.47	11.92
(iv) 31 to 45 kℓ per 30-day period	13.36	13.90
(v) 46 and 65 kℓ per 30-day period	14.04	14.60
(vi) 66 kℓ and more per 30-day period	15.44	16.06
NON-RESIDENTIAL		
Basic fee: Business	388.24	403.77
(i) 1 to 6 kℓ per 30-day period	5.58	5.80
(ii) 7 to 15 kℓ per 30-day period	10.09	10.50
(iii) 16 to 30 kℓ per 30-day period	11.47	11.92
(iv) 31 to 45 kℓ per 30-day period	13.36	13.90
(v) 46 and 65 kℓ per 30-day period	14.04	14.60
(vi) 66 kℓ and more per 30-day period	15.44	16.06

The following table shows the impact of the proposed increases in water tariffs on the water charges for a single dwelling-house: (excluding VAT)

Table 6 Comparison between current water charges and increases (Domestic)

Monthly consumption kℓ	Current amount Payable R	Proposed amount Payable R	Difference (Increase) R	Percentage change
Basic Fee	76.00	79.04	3.04	4%
6	33.48	34.80	1.32	4%
15	90.81	94.50	3.69	4%
30	172.05	171.99	8.19	4%
45	200.51	200.51	9.55	4%
51	84.21	84.21	4.01	4%
100	756.43	756.43	36.02	4%

1.2.3 Sale of Electricity and Impact of Tariff Increases

NERSA is in the process revised bulk electricity pricing structure, Final approval for electricity tariffs is still outstanding from NERSA.

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.

The following table shows the impact of the proposed increases in electricity tariffs for domestic customers (excluding VAT):

Table 7 Comparison between current electricity charges and increases (Domestic)

Monthly consumption kWh	Current amount Payable R	Proposed amount Payable R	Difference (Increase) R	Percentage change
100	114.20	130.86	16.66	14.59%
250	195.05	223.50	28.45	14.59%
500	406.49	465.80	59.31	14.59%
750	509.95	584.35	74.40	14.59%
1 000	542.74	621.93	79.19	14.59%
2 000	2170.94	2487.68	316.74	14.59%

It should further be noted that Emthanjeni Municipality implemented the IBT as required by NERSA. The effect thereof will be that the higher the consumption, the higher the cost per kWh. The aim is to subsidise the lower consumption users (mostly the poor). Emthanjeni Municipality has implemented the Incline Block Tariff (IBT) structure since 01 July 2009.

The inadequate electricity bulk capacity and the impact on service delivery and development remains a challenge for the municipality. Most of the suburbs and network reticulation was designed or strengthened during the 1980's and 1990's 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.

1.2.4 Sanitation and Impact of Tariff Increases

A tariff increase of 5 per cent for sanitation from 1 July 2020 is proposed. This is based on the input cost assumptions related to water. It should be noted that electricity costs contributes approximately between 20 - 30 per cent of waste water treatment input costs. The following factors also contribute to the proposed tariff increase:

- Free sanitation will be applicable to registered indigent households; and
- The network extension and upgrade of exiting purification plants will impact on tariffs over the MTEF period.

The total revenue expected to be generated from rendering this service amounts to R25, 464 million for the 2021/22 financial year.

The following table compares the current and proposed tariffs excluding VAT:

Table 8 Comparison between current sanitation charges and increases

CATEGORY	CURRENT TARIFF 2020/21	PROPOSED TARIFF 2021/22
Residential Households	188.16	195.68
Business	263.04	273.56
Government	354.68	368.87

1.2.5 Waste Removal and Impact of Tariff Increases

Currently solid waste removal is at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The Municipality will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of solid waste function be undertaken, and that this include investigating alternative service delivery models. The outcomes of this investigation will be incorporated into the next planning cycle.

A 4 per cent increase in the waste removal tariff is proposed from 1 July 2021. Higher increases will not be viable in 2021/22 owing to the significant increases implemented in previous financial years as well as the overall impact of higher than inflation increases of other services.

The following table compares current and proposed amounts payable from 1 July 2021 excluding VAT:

Table 9 Comparison between current waste removal fees and increases

Service	CURRENT TARIFFS 2020/21	PROPOSED TARIFFS 2021/22
Tariff per households container per month or part of a month:	117.35	122.04
Tariff per Special refuse removal *	204.46	212.64
Garden & Building rubble*	411.24	427.69
Solar Rubble per / Kg self-removal*	54.96	57.16
Solar Rubble per / Kg :Removal by the Municipality per truck*	3346.51	3 480.37

1.2.6 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.

1.3 Operating Expenditure Framework

Emthanjeni Municipality's expenditure framework for the 2021/22 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*.

The following table is a high level summary of the 2021/22 budget and MTREF (classified per main type of operating expenditure):

Table 10 Summary of operating expenditure by standard classification Item

NC073 Emthanjeni - Table A4 Budgeted Financial Performance (revenue and expenditure)				
Description	Ref	2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	1	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Expenditure By Type				
Employee related costs	2	93 351	93 834	123 521
Remuneration of councillors		6 715	6 917	7 193
Debt impairment	3	7 214	7 531	7 923
Depreciation & asset impairment	2	9 891	10 303	15 394
Finance charges		3 342	3 485	3 635
Bulk purchases	2	85 055	88 712	92 527
Other materials	8	13 011	13 666	25 987
Contracted services		10 762	11 208	11 663
Transfers and subsidies		-	-	-
Other expenditure	4, 5	62 892	63 764	65 728
Losses			2	2
Total Expenditure		292 232	299 423	353 572

The budgeted allocation for employee related costs for the 2021/22 financial year totals R93 351 million, which equals 31 per cent of the total operating expenditure. Salary budget increases for the next Financial Year will be provided for at an estimated level of at 6.25% The SALGBC circular provides for an increase of CPI + 1.5%.

As part of the Municipality's cost reprioritization and cash management strategy vacancies only departmental prioritization of critical vacancies within the Municipality has been budgeted for. In addition expenditure against overtime must significantly be managed to reduced costs, with provisions against this budget item only being provided for essential services and other critical functions.

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 of 90 per cent and the Debt Write-off Policy of the Municipality. For the 2021/22 financial year this amount equates to R7, 214 million and escalates to R7, 923 million by 2023/24. 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 a Net of R9, 891 million for the 2021/22 financial and equates to 3.38 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.

Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 1.14 per cent (R3 342 million) of operating expenditure excluding annual redemption for 2021/22.

Bulk purchases are directly informed by the purchase of electricity from Eskom and water from Farmers within the municipal boundaries. 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 of fuel, diesel, materials for maintenance, cleaning materials and chemicals. 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.

Contracted services have been identified as a cost saving area for the Municipality. As part of the compilation of the 2021/22 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced. In the 2021/22 financial year, this group of expenditure totals R10, 762 million and has decreased since last year. For the out year growth has been limited to 8.37% per cent. . Further details relating to contracted services can be seen in Table 64 MBRR SA1.

1.3.1 Priority given to repairs and maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2021/22 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and 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. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance:

1.3.2 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 Indigent Policy. The target is to register +/- 4 000 indigent households during the 2021/22 financial year, a process reviewed annually by the end of June 2020. Detail relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement is contained in Table 27 MBRR A10 (Basic Service Delivery Measurement) on The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

1.4 Capital expenditure

The following table provides a breakdown of budgeted capital expenditure by vote:

Table 11 2021/22 Medium-term capital budget per vote

Vote Description	Ref	2021/22 Medium Term Revenue & Expenditure Framework		
		Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1			
Funded by:				
National Government		27 596	32 259	29 331
Provincial Government				
District Municipality				
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		–	–	–
Transfers recognised - capita	4	27 596	32 259	29 331
Borrowing	6	13 000	–	–
Internally generated funds		860	895	931
Total Capital Funding	7	41 456	33 154	30 262

For 2021/22 an amount of R41, 456 million has been budgeted for the development of assets. Infrastructure Assets represents 97.93 per cent of the total capital budget. In the outer years this amount totals R32, 259 million, 97.3 per cent and R29, 331 million, 96.92 per cent respectively for each of the financial years. Road transport department receives the highest allocation of R12 596 million followed by Electricity department of R20 million in 2021/22 financial years. Road transport will receive the highest allocation in 2022/23 as well as in 2023/24, this will amount to R13, 259 million and R 13, 656 respectively.

Further detail relating to asset classes and proposed capital expenditure is contained in Table 26 MBRR A9 (Asset Management). In addition to the MBRR Table A9, MBRR Tables SA34a, b, c provides a detailed breakdown of the capital programme relating to new asset construction, capital asset renewal as well as operational repairs and maintenance by asset class. Some of the salient projects to be undertaken over the medium-term includes, amongst others:

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:
 - a. The operating surplus/(deficit) (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which
 - (i) Transfers recognised is reflected on the Financial Performance Budget;
 - (ii) Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.
4. The Cash backing/surplus reconciliation shows that in previous financial years the municipality was not paying much attention to managing this aspect of its finances, and consequently many of its obligations are not cash-backed. This places the municipality in a very vulnerable financial position, as the recent slow-down in revenue collections highlighted. Consequently Council has taken a deliberate decision to ensure adequate cash-backing for all material obligations in accordance with the adopted policies. This cannot be achieved in one financial year. But over the MTREF there is progressive improvement in the level of cash-backing of obligations. It is anticipated that the goal of having all obligations cash-back will be achieved by 2021/22, when a small surplus is reflected.
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. It is anticipated that by 2021/22 the free basic water will remain at 6kl for Indigent Households.

Table 12 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

NC073 Emthanjeni - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional	1									
Governance and administration		54 974	58 060	73 044	62 775	69 460	69 460	65 270	68 687	69 427
Executive and council		3 989	3 364	5 805	5 255	12 140	12 140	4 879	5 457	5 264
Finance and administration		50 985	54 695	67 239	57 520	57 320	57 320	60 390	63 231	64 163
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		13 667	19 008	11 274	7 560	4 940	4 940	4 592	4 731	4 977
Community and social services		1 777	1 546	2 282	1 670	1 670	1 670	1 716	1 729	1 819
Sport and recreation		148	115	167	45	45	45	31	32	34
Public safety		10 701	16 633	8 110	5 793	3 173	3 173	2 340	2 443	2 570
Housing		1 040	713	714	52	52	52	505	527	554
Health		1	1	1	-	-	-	-	-	-
Economic and environmental services		15 174	10 799	17 371	14 053	14 053	14 053	14 434	15 178	15 675
Planning and development		1 086	1 003	569	13 486	13 486	13 486	13 985	14 709	15 182
Road transport		14 088	9 797	16 802	567	567	567	449	469	493
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		157 887	155 788	172 935	223 888	211 188	211 188	249 391	256 905	270 099
Energy sources		86 902	82 330	86 348	121 818	113 618	113 618	139 162	139 025	146 040
Water management		42 473	40 472	53 176	43 866	43 866	43 866	53 820	58 876	62 026
Waste water management		17 343	21 442	20 047	36 790	34 090	34 090	35 831	37 476	39 401
Waste management		11 169	11 545	13 364	21 414	19 614	19 614	20 579	21 527	22 631
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	241 702	243 656	274 624	308 277	299 642	299 642	333 687	345 501	360 178
Expenditure - Functional										
Governance and administration		58 107	72 103	61 911	55 973	62 858	62 858	57 710	59 091	103 344
Executive and council		19 752	24 385	8 696	18 244	25 129	25 129	17 042	17 563	18 253
Finance and administration		38 355	47 718	53 215	36 812	36 812	36 812	40 668	41 528	85 091
Internal audit		-	-	-	-	917	917	-	-	-
Community and public safety		34 417	34 249	33 830	31 698	30 651	30 651	31 865	32 175	32 791
Community and social services		19 034	18 457	17 649	14 042	14 042	14 042	14 467	14 780	14 678
Sport and recreation		4 389	4 873	4 660	5 021	5 021	5 021	5 325	5 371	5 586
Public safety		7 284	7 651	7 857	9 804	8 757	8 757	9 109	9 035	9 385
Housing		3 672	3 235	3 658	2 654	2 654	2 654	2 797	2 816	2 962
Health		37	32	5	176	176	176	166	173	180
Economic and environmental services		38 942	41 259	38 187	30 167	30 167	30 167	30 661	29 770	30 982
Planning and development		16 213	19 265	16 610	12 039	12 039	12 039	12 579	11 342	11 796
Road transport		22 730	21 993	21 577	18 128	18 128	18 128	18 082	18 427	19 186
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		154 216	185 234	177 071	157 563	154 610	154 610	170 655	177 043	185 057
Energy sources		96 539	102 409	113 323	96 572	96 142	96 142	107 983	112 339	117 302
Water management		29 597	40 059	22 453	20 152	19 105	19 105	19 998	20 754	21 719
Waste water management		16 588	27 798	26 842	22 433	22 003	22 003	22 778	23 536	24 636
Waste management		11 492	14 968	14 453	18 406	17 359	17 359	19 896	20 414	21 400
Other	4	1 228	1 188	1 203	1 260	1 260	1 260	1 342	1 344	1 398
Total Expenditure - Functional	3	286 910	334 033	312 202	276 661	279 546	279 546	292 232	299 423	353 572
Surplus/(Deficit) for the year		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	41 455	46 078	6 605

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

- Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 14 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.
- Note the Total Revenue on this table includes capital revenues (Transfers recognised – capital) and so does not balance to the operating revenue shown on Table A4.
- Note that as a general principle the revenues for the Trading Services should exceed their expenditures. The table highlights that this is the case for Electricity, Water and Waste water functions, but not the Waste management 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.
- Other functions that show a deficit between revenue and expenditure are being financed from rates revenues and other revenue sources reflected under the Corporate Services.

Table 13 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

NC073 Emthanjeni - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote										
Vote 1 - Office of the Mayor	1	3 470	2 961	5 166	4 644	11 529	11 529	4 399	4 976	4 783
Vote 2 - Municipal Manager		519	404	639	611	611	611	480	480	480
Vote 3 - Finance		50 919	54 586	67 105	57 399	57 199	57 199	60 262	63 097	64 022
Vote 4 - Corporate Services		66	109	134	121	121	121	128	134	141
Vote 5 - Community & Social Services		56 266	51 995	44 685	21 613	18 993	18 993	61 102	63 735	67 010
Vote 6 - Infrastructure		130 461	133 601	156 895	223 888	211 188	211 188	207 316	213 079	223 741
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	241 702	243 656	274 624	308 277	299 642	299 642	333 687	345 500	360 176
Expenditure by Vote to be appropriated										
Vote 1 - Office of the Mayor	1	16 197	21 703	7 739	15 242	22 127	22 127	13 037	17 563	18 253
Vote 2 - Municipal Manager		3 555	2 682	957	3 002	3 002	3 002	4 005	1 932	2 190
Vote 3 - Finance		26 719	33 402	34 590	29 619	29 619	29 619	25 269	41 528	85 091
Vote 4 - Corporate Services		11 636	14 315	18 625	7 193	7 193	7 193	15 399	8 721	17 018
Vote 5 - Community & Social Services		98 342	78 203	76 328	64 042	62 995	62 995	68 952	77 468	80 224
Vote 6 - Infrastructure		130 461	183 727	173 963	157 563	154 610	154 610	165 570	152 210	150 795
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	286 910	334 033	312 202	276 661	279 546	279 546	292 232	299 422	353 571
Surplus/(Deficit) for the year	2	(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	41 455	46 078	6 605

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

- 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. The following table is an analysis of the surplus or deficit for the electricity and water trading services.

Table 14: Surplus/(Deficit) calculations for the trading services

Functional Classification Description	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	Audited Outcome	Audited Outcome	Audited Outcome						
Revenue - Functional									
Electricity									
Total Revenue	86 902 208.00	82 329 563.97	86 347 789.75	121 818 350.00	113 618 350.00	113 618 350.00	139 161 888.00	139 025 199.00	146 040 112.00
Less Operating Expenditure	96 538 752.00	102 408 849.00	113 322 827.73	96 572 469.00	96 142 469.00	96 142 469.00	107 982 666.00	112 338 996.00	117 301 943.00
Surplus/(Deficit) for the year	(9 636 544.00)	(20 079 285.03)	(26 975 037.98)	25 245 881.00	17 475 881.00	17 475 881.00	31 179 222.00	26 686 203.00	28 738 169.00
Water									
Total Revenue	42 473 032.00	40 471 885.74	53 176 449.46	43 866 009.00	43 866 009.00	43 866 009.00	53 819 840.00	58 875 933.00	62 026 476.00
Less Operating Expenditure	29 597 205.00	40 059 442.41	22 453 207.93	20 151 612.00	19 104 945.00	19 104 945.00	19 997 651.00	20 753 853.00	21 719 445.00
Surplus/(Deficit) for the year	12 875 827.00	412 443.33	30 723 241.53	23 714 397.00	24 761 064.00	24 761 064.00	33 822 189.00	38 122 080.00	40 307 031.00

- The electricity trading surplus decreases over the 2021/22 MTREF in terms of rand value from R31, 179 million to R28, 738 throughout the MTREF. This is primarily as a result of capital projects and grants as well as the high increases in Eskom bulk purchases and the tariff setting policy of the municipality to buffer the impact of these increases on individual consumers.
- The surplus on the water account is hugely inflated due to capital projects that will take place remains positive over the MTREF translating into a surplus of R33 822 million, R38 122 million and R40 307 million for each of the respective financial years. The surplus includes the capital expenditure that will be incur during the 2021/22 financial year.
- Note that the surpluses on these trading accounts are utilised as an internal funding source for the capital programme for asset renewal, refurbishment and the development of new asset infrastructure, and are not used to cross-subsidise other municipal services.

Table 15 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

NC073 Emthanjeni - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	32 179	33 191	39 481	37 566	37 566	37 566	37 566	39 820	41 573	43 734
Service charges - electricity revenue	2	73 251	75 489	82 077	79 149	72 149	72 149	72 149	79 333	86 999	91 523
Service charges - water revenue	2	25 951	25 543	27 724	36 813	36 813	36 813	36 813	38 396	40 085	42 170
Service charges - sanitation revenue	2	11 865	12 300	13 246	25 464	22 764	22 764	22 764	23 925	24 977	26 276
Service charges - refuse revenue	2	6 273	6 421	7 034	14 257	12 457	12 457	12 457	13 055	13 630	14 338
Rental of facilities and equipment		852	842	775	910	910	910	910	877	916	964
Interest earned - external investments		1 468	1 955	1 814	717	517	517	517	425	443	466
Interest earned - outstanding debtors		1 093	1 506	1 777	1 656	1 656	1 656	1 656	1 746	1 822	1 917
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		9 202	13 119	7 909	4 292	1 672	1 672	1 672	1 160	1 211	1 274
Licences and permits		1 630	1 281	699	2 369	2 369	2 369	2 369	1 945	2 031	2 137
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		45 461	46 292	49 405	51 955	58 840	58 840	58 840	54 274	57 315	57 404
Other revenue	2	2 452	3 112	3 862	33 302	35 002	35 002	35 002	50 805	41 894	44 073
Gains		9	246	42	210	210	210	210	330	345	362
Total Revenue (excluding capital transfers and contributions)		211 684	221 297	235 844	288 661	282 926	282 926	282 926	306 091	313 242	326 639
Expenditure By Type											
Employee related costs	2	65 517	82 324	86 450	87 751	87 751	87 751	87 751	93 351	93 834	123 521
Remuneration of councillors		5 335	5 502	5 719	6 488	6 488	6 488	6 488	6 715	6 917	7 193
Debt impairment	3	25 390	62 614	49 563	7 755	7 755	7 755	7 755	7 214	7 531	7 923
Depreciation & asset impairment	2	62 770	52 637	50 051	10 633	10 633	10 633	10 633	9 891	10 303	15 394
Finance charges		8 207	14 277	3 923	2 130	2 130	2 130	2 130	3 342	3 485	3 635
Bulk purchases	2	59 964	62 706	70 126	74 539	74 539	74 539	74 539	85 055	88 712	92 527
Other materials	8	12 246	12 471	7 570	14 729	11 345	11 345	11 345	13 011	13 666	25 987
Contracted services		-	-	-	11 224	10 607	10 607	10 607	10 762	11 208	11 663
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	47 471	40 693	38 596	61 412	68 297	68 297	68 297	62 892	63 764	65 728
Losses		10	809	203	-	-	-	-	-	2	2
Total Expenditure		286 910	334 033	312 202	276 661	279 546	279 546	279 546	292 232	299 423	353 572
Surplus/(Deficit)		(75 226)	(112 736)	(76 358)	12 000	3 380	3 380	3 380	13 859	13 819	(26 934)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		30 017	22 359	38 781	19 616	16 716	16 716	16 716	27 596	32 259	33 539
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605

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

- Total revenue is R333, 687 million in 2021/22 and increases to R360, 178 million by 2023/24. This represents an increase of 7.94 per cent for the 2021/22 MTREF.
- Revenue to be generated from property rates is R39, 820 million in the 2021/22 financial year and increases to R43, 734 million by 2023/24 which represents 8.95 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 5 per cent across the MTREF with the exception to electricity tariffs which has been increased by 14.59% in 2021/22.

3. Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the Municipality totalling R154,708 million for the 2021/22 financial year and increasing to R165, 691 million by 2022/23 and increasing to R174, 307 million by 2023/24. For the 2021/22 financial year services charges amount to 46.36 per cent of the total revenue base and increase by 2.03 per cent per annum over the medium-term. This growth can mainly be attributed to the increase in the bulk prices of electricity and water.
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 increases over the 2021/22 MTREF, in 2021/22 it increases 4 per cent and then increases by 7 per cent 2023/24. The percentage share of this revenue source declines due to the more rapid relative growth in service charge revenues.
5. Bulk purchases have significantly increased over the 2017/18 to 2023/24 period escalating from R59, 964 million to R92, 527 million. These increases can be attributed to the substantial increase in the cost of bulk electricity from Eskom and water from the water contracts with farmers. As well as the increase in demand for the above mentioned commodities.
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.

Budgeted Capital Expenditure by vote, standard classification and funding source

Vote Description	Ref	2021/22 Medium Term Revenue & Expenditure Framework		
		Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1			
Capital Expenditure - Functional				
Governance and administration		660	686	714
Executive and council		–	–	–
Finance and administration		660	686	714
Internal audit		–	–	–
Community and public safety		–	–	–
Economic and environmental services		12 596	13 259	13 656
Road transport		12 596	13 259	13 656
Trading services		28 200	19 208	15 892
Energy sources		20 000	8 000	4 000
Water management		8 000	11 000	11 675
Waste water management		–	–	–
Waste management		200	208	217
Other		–	–	–
Total Capital Expenditure - Functional	3	41 456	33 154	30 262
Funded by:				
National Government		27 596	32 259	29 331
Provincial Government				
District Municipality				
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		–	–	–
Transfers recognised - capital	4	27 596	32 259	29 331
Borrowing	6	13 000	–	–
Internally generated funds		860	895	931
Total Capital Funding	7	41 456	33 154	30 262

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. In relation to multi-year appropriations, for 2021/22 has been allocated of the total R0 capital budget.
3. Single-year capital expenditure has been appropriated at R41, 456 million for the 2021/22 financial year and remains relatively constant over the MTREF.
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, internally generated funds from current year surpluses as well as borrowings from financial institutions. For 2021/22, capital transfers totals R27, 596 million, increases to R32, 259 million by 2022/23 and then decreases to R29, 331 million in 2023/24. Borrowing funding totaling R13 million over the 2021/22 MTREF.

These funding sources are further discussed in detail in 2.6 (Overview of Budget Funding).

Table 16 MBRR Table A6 - Budgeted Financial Position

NC073 Emthanjeni - Table A6 Budgeted Financial Position											
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
ASSETS											
Current assets											
Cash		277	35 431	21 764	10 384	10 384	10 384	10 384	9 165	11 008	9 069
Call investment deposits	1	12 549	–	–	–	–	–	–	–	–	–
Consumer debtors	1	71 098	46 169	59 024	64 670	64 670	64 670	64 670	–	–	–
Other debtors			4 794	12 259	6	6	6	6	6	6	7
Current portion of long-term receivables		5	–	–	6	6	6	6	2	2	2
Inventory	2	58 090	53 705	54 058	52 833	52 833	52 833	52 833	54 946	56 594	58 858
Total current assets		142 019	140 100	147 105	127 899	127 899	127 899	127 899	64 120	67 611	67 936
Non current assets											
Long-term receivables		2	0	–	2	2	2	2	–	–	–
Investments		28	7	28	30	30	30	30	30	30	31
Investment property		5 719	5 719	5 719	5 725	5 725	5 725	5 725	5 782	5 869	5 928
Investment in Associate			–	–	–	–	–	–	–	–	–
Property, plant and equipment	3	776 195	752 298	727 680	838 804	825 904	825 904	825 904	867 309	887 473	917 734
Biological				–	–	–	–	–	–	–	–
Intangible		137	102	50	192	192	192	192	212	184	172
Other non-current assets		6 967	–	–	8	8	8	8	–	–	–
Total non current assets		789 046	758 126	733 476	844 759	831 859	831 859	831 859	873 333	893 555	923 864
TOTAL ASSETS		931 065	898 226	880 581	972 658	959 758	959 758	959 758	937 453	961 166	991 800
LIABILITIES											
Current liabilities											
Bank overdraft	1	9 883	18 397	21 973	6 993	6 993	6 993	6 993	7 272	7 491	7 640
Borrowing	4	3 734	241	241	791	791	791	791	410	–	–
Consumer deposits		2 346	2 415	2 518	2 659	2 659	2 659	2 659	2 741	2 831	2 926
Trade and other payables	4	76 385	120 730	144 532	52 335	52 335	52 335	52 335	53 906	55 523	57 188
Provisions		2 038	1 835	1 929	2 083	2 083	2 083	2 083	2 146	2 210	2 254
Total current liabilities		94 385	143 618	171 192	64 862	64 862	64 862	64 862	66 475	68 055	70 009
Non current liabilities											
Borrowing		25 250	1 290	–	11 443	1 443	1 443	1 443	12 590	–	–
Provisions		46 937	79 447	73 060	98 755	98 755	98 755	98 755	99 742	100 739	101 747
Total non current liabilities		72 186	80 737	73 060	110 198	100 198	100 198	100 198	112 332	100 739	101 747
TOTAL LIABILITIES		166 571	224 355	244 253	175 060	165 060	165 060	165 060	178 807	168 794	171 756
NET ASSETS	5	764 494	673 872	636 328	797 598	794 698	794 698	794 698	758 646	792 372	820 044
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		764 494	673 872	636 328	797 598	794 698	794 698	794 698	758 646	792 372	820 044
Reserves	4	–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	5	764 494	673 872	636 328	797 598	794 698	794 698	794 698	758 646	792 372	820 044

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 66 is supported by an extensive table of notes (SA3 which can be found on page 102) providing a detailed analysis of the major components of a number of items, including:
 - Call investments deposits;
 - Consumer debtors;
 - Property, plant and equipment;
 - Trade and other payables;
 - Provisions non - current;
 - Changes in net assets; and
 - Reserves

4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.

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

Table 17 MBRR Table A7 - Budgeted Cash Flow Statement

NC073 Emthanjeni - Table A7 Budgeted Cash Flows											
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		15 202			30 053	30 053	30 053	30 053	33 838	35 415	38 361
Service charges		99 013	128 766	123 501	137 115	131 109	131 109	131 109	128 937	135 122	146 877
Other revenue		15 282			33 814	32 894	32 894	32 894	33 526	34 540	37 305
Transfers and Subsidies - Operational	1	41 316	94 955	66 084	51 955	58 840	58 840	58 840	55 274	57 315	57 404
Transfers and Subsidies - Capital	1	33 782			19 616	16 716	16 716	16 716	27 596	32 259	33 539
Interest		1 468	1 955	1 814	1 898	1 698	1 698	1 698	1 845	1 812	2 026
Dividends					-	-	-	-	-	-	-
Payments											
Suppliers and employees		(165 623)	176 143	(165 082)	(251 301)	(251 221)	(251 221)	(251 221)	(248 504)	(258 636)	(280 160)
Finance charges		(4 002)	(5 540)	(7 941)	(2 130)	(2 130)	(2 130)	(2 130)	(3 342)	(3 485)	(3 635)
Transfers and Grants	1	(516)			-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		35 921	396 279	18 376	21 021	17 960	17 960	17 960	29 170	34 344	31 716
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		27	-	-	210	210	210	210	330	345	362
Decrease (increase) in non-current receivables					-	-	-	-	-	-	-
Decrease (increase) in non-current investments					-	-	-	-	-	-	-
Payments											
Capital assets		(32 401)	(26 690)	(34 327)	(31 616)	(18 716)	(18 716)	(18 716)	(41 456)	(33 154)	(30 262)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(32 374)	(26 690)	(34 327)	(31 406)	(18 506)	(18 506)	(18 506)	(41 126)	(32 809)	(29 900)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans					-	-	-	-	-	-	-
Borrowing long term/refinancing		45	-	-	12 000	2 000	2 000	2 000	13 000	-	-
Increase (decrease) in consumer deposits			594	-	102	102	102	102	82	90	95
Payments											
Repayment of borrowing		(3 433)	(3 808)	(1 290)	(861)	(861)	(861)	(861)	(889)	(1 003)	(1 029)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(3 388)	(3 213)	(1 290)	11 241	1 241	1 241	1 241	12 193	(913)	(934)
NET INCREASE/ (DECREASE) IN CASH HELD		160	366 376	(17 242)	856	695	695	695	237	621	882
Cash/cash equivalents at the year begin:	2	2 784	(2 944)	17 033	2 565	(208)	(208)	(208)	487	724	1 345
Cash/cash equivalents at the year end:	2	2 944	363 432	(208)	3 421	487	487	487	724	1 345	2 228

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 increased slightly over the 2021/22 MTREF.
4. The 2017/18 year provide for a net increase in cash of R 2 944 million for the 2021/22 financial year resulting in an overall cash position of R0, 724 million at year end.
5. The 2019/20 has been informed by the planning principle of ensuring adequate cash reserves over the medium-term and after the adjustment budget process it became clear that huge amount of funds would become necessary in the next financial year to acquire new fleet which would curb raising costs of repairs and maintenance.
6. In the 2021/22 MTREF expected cash and cash equivalents totals R0, 724 million as at the end of the 2022/23 financial year R1 345 million and increases to R2 228 million by 2023/24.

Table 18 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

NC073 Emthanjeni - Table A8 Cash backed reserves/accumulated surplus reconciliation												
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework			
					Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22
R thousand												
Cash and investments available												
Cash/cash equivalents at the year end	1	2 944	363 432	(208)	3 421	487	487	487	724	1 345	2 228	
Other current investments > 90 days		(0)	(346 398)	0	(30)	2 905	2 905	2 905	1 169	2 172	(799)	
Non current assets - Investments	1	28	7	28	30	30	30	30	30	30	31	
Cash and investments available:		2 972	17 041	(181)	3 421	3 421	3 421	3 421	1 923	3 548	1 460	
Application of cash and investments												
Unspent conditional transfers		-	-	-	-	-	-	-	-	-	-	
Unspent borrowing		-	-	-	-	-	-	-	-	-	-	
Statutory requirements	2				323	323	323	323				
Other working capital requirements	3	20 498	(37 976)	(47 694)	(2 798)	(3 858)	(3 858)	(3 858)	(5)	(5)	(5)	
Other provisions												
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-	
Reserves to be backed by cash/investments	5											
Total Application of cash and investments:		20 498	(37 976)	(47 694)	(2 474)	(3 534)	(3 534)	(3 534)	(5)	(5)	(5)	
Surplus(shortfall)		(17 526)	55 017	47 513	5 895	6 955	6 955	6 955	1 928	3 553	1 465	

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 adopted 2018/19 MTREF was funded owing to the surplus.
6. As part of the budgeting and planning guidelines that informed the compilation of the 2021/22 MTREF the end objective of the medium-term framework was to ensure the budget is funded aligned to section 18 of the MFMA.

Table 19 MBRR Table A9 - Asset Management

NC073 Emthanjeni - Table A9 Asset Management											
Description		Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
CAPITAL EXPENDITURE											
Total New Assets 1											
Infrastructure											
Community Assets											
Heritage Assets											
Investment properties											
Other Assets											
Biological or Cultivated Assets											
Intangible Assets											
Computer Equipment											
Furniture and Office Equipment											
Machinery and Equipment											
Transport Assets											
Land											
Zoo's, Marine and Non-biological Animals											
Total Renewal of Existing Assets 2											
Infrastructure											
Community Assets											
Heritage Assets											
Investment properties											
Other Assets											
Biological or Cultivated Assets											
Intangible Assets											
Computer Equipment											
Furniture and Office Equipment											
Machinery and Equipment											
Transport Assets											
Land											
Zoo's, Marine and Non-biological Animals											
Total Upgrading of Existing Assets 6											
Roads Infrastructure											
Storm water Infrastructure											
Electrical Infrastructure											
Water Supply Infrastructure											
Sanitation Infrastructure											
Solid Waste Infrastructure											
Rail Infrastructure											
Coastal Infrastructure											
Information and Communication Infrastructure											
Infrastructure											
Community Facilities											
Sport and Recreation Facilities											
Community Assets											
Heritage Assets											
Revenue Generating											
Non-revenue Generating											
Investment properties											
Operational Buildings											
Housing											
Other Assets											
Biological or Cultivated Assets											
Servitudes											
Licences and Rights											
Intangible Assets											
Computer Equipment											
Furniture and Office Equipment											
Machinery and Equipment											
Transport Assets											
Land											
Zoo's, Marine and Non-biological Animals											
Total Capital Expenditure 4											
Roads Infrastructure											
Storm water Infrastructure											
Electrical Infrastructure											
Water Supply Infrastructure											
Sanitation Infrastructure											
Solid Waste Infrastructure											
Rail Infrastructure											
Coastal Infrastructure											
Information and Communication Infrastructure											
Infrastructure											
Community Facilities											
Sport and Recreation Facilities											
Community Assets											
Heritage Assets											
Revenue Generating											
Non-revenue Generating											
Investment properties											
Operational Buildings											
Housing											
Other Assets											
Biological or Cultivated Assets											
Servitudes											
Licences and Rights											
Intangible Assets											
Computer Equipment											
Furniture and Office Equipment											
Machinery and Equipment											
Transport Assets											
Land											
Zoo's, Marine and Non-biological Animals											
TOTAL CAPITAL EXPENDITURE - Asset class											
ASSET REGISTER SUMMARY - PPE (WDV) 5											
Roads Infrastructure											
Storm water Infrastructure											
Electrical Infrastructure											
Water Supply Infrastructure											
Sanitation Infrastructure											
Solid Waste Infrastructure											
Rail Infrastructure											
Coastal Infrastructure											
Information and Communication Infrastructure											
Infrastructure											
Community Facilities											
Sport and Recreation Facilities											
Community Assets											
Heritage Assets											
Revenue Generating											
Non-revenue Generating											
Investment properties											
Operational Buildings											
Housing											
Other Assets											
Biological or Cultivated Assets											
Servitudes											
Licences and Rights											
Intangible Assets											
Computer Equipment											
Furniture and Office Equipment											
Machinery and Equipment											
Transport Assets											
Land											
Zoo's, Marine and Non-biological Animals											
TOTAL ASSET REGISTER SUMMARY - PPE (WC) 5											
EXPENDITURE OTHER ITEMS											
Depreciation											
Repairs and Maintenance by Asset Class											
Roads Infrastructure											
Storm water Infrastructure											
Electrical Infrastructure											
Water Supply Infrastructure											
Sanitation Infrastructure											
Solid Waste Infrastructure											
Rail Infrastructure											
Coastal Infrastructure											
Information and Communication Infrastructure											
Infrastructure											
Community Facilities											
Sport and Recreation Facilities											
Community Assets											
Heritage Assets											
Revenue Generating											
Non-revenue Generating											
Investment properties											
Operational Buildings											
Housing											
Other Assets											
Biological or Cultivated Assets											
Servitudes											
Licences and Rights											
Intangible Assets											
Computer Equipment											
Furniture and Office Equipment											
Machinery and Equipment											
Transport Assets											
Land											
Zoo's, Marine and Non-biological Animals											
TOTAL EXPENDITURE OTHER ITEMS											

Explanatory notes to Table A9 - Asset Management

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.
2. The following graph provides an analysis between depreciation and operational repairs and maintenance over the MTREF. It highlights the municipality's strategy to address the maintenance backlog.

Table 20 MBRR Table A10 - Basic Service Delivery Measurement

NC073 Emthanjeni - Table A10 Basic service delivery measurement										
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Household service targets	1									
Water:										
Piped water inside dwelling		11 114	11 480	11 480	11 480	11 594	11 640	11 740	11 740	11 857
Piped water inside yard (but not in dwelling)		695	736	736	736	743	763	763	763	771
Using public tap (at least min.service level)	2	465	452	452	452	444	430	430	430	434
Other water supply (at least min.service level)	4	341	333	333	333	320	310	310	310	313
<i>Minimum Service Level and Above sub-total</i>		12 615	13 001	13 001	13 001	13 101	13 143	13 243	13 243	13 375
Using public tap (< min.service level)	3	--	--	--	--	--	--	--	--	--
Other water supply (< min.service level)	4	--	--	--	--	--	--	--	--	--
No water supply		--	--	--	--	--	--	--	--	--
<i>Below Minimum Service Level sub-total</i>		--	--	--	--	--	--	--	--	--
Total number of households	5	12 615	13 001	13 001	13 001	13 101	13 143	13 243	13 243	13 375
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		8 847	9 377	9 377	9 377	9 507	10 038	10 138	10 138	10 239
Flush toilet (with septic tank)		2 252	2 365	2 365	2 365	2 425	2 480	2 480	2 480	2 505
Chemical toilet		705	663	663	663	636	625	625	625	631
Pit toilet (ventilated)		458	431	431	431	406	--	--	--	--
Other toilet provisions (> min.service level)		--	--	--	--	--	--	--	--	--
<i>Minimum Service Level and Above sub-total</i>		12 262	12 836	12 836	12 836	12 974	13 143	13 243	13 243	13 375
Bucket toilet		353	--	--	--	--	--	--	404	408
Other toilet provisions (< min.service level)		--	--	--	--	--	--	--	63	63
No toilet provisions		--	--	--	--	--	--	--	--	--
<i>Below Minimum Service Level sub-total</i>		353	--	--	--	--	--	--	467	471
Total number of households	5	12 615	12 836	12 836	12 836	12 974	13 143	13 243	13 710	13 847
Energy:										
Electricity (at least min.service level)		3 838	3 990	4 290	4 290	4 290	4 290	4 290	4 333	4 376
Electricity - prepaid (min.service level)		8 115	8 206	8 350	8 350	8 350	8 500	8 500	8 585	8 971
<i>Minimum Service Level and Above sub-total</i>		11 953	12 196	12 640	12 640	12 640	12 790	12 790	12 918	13 347
Electricity (< min.service level)		469	435	400	400	400	400	400	404	408
Electricity - prepaid (< min. service level)		193	189	162	162	162	162	162	163	163
Other energy sources		--	--	--	--	--	--	--	--	--
<i>Below Minimum Service Level sub-total</i>		662	624	562	562	562	562	562	567	571
Total number of households	5	12 615	12 820	13 202	13 202	13 202	13 352	13 352	13 485	13 918
Refuse:										
Removed at least once a week		12 615	13 624	13 624	13 624	13 624	13 684	13 684	13 684	13 821
<i>Minimum Service Level and Above sub-total</i>		12 615	13 624	13 624	13 624	13 624	13 684	13 684	13 684	13 821
Removed less frequently than once a week		--	--	--	--	--	--	--	--	--
Using communal refuse dump		--	--	--	--	--	--	--	--	--
Using own refuse dump		--	--	--	--	--	--	--	--	--
Other rubbish disposal		--	--	--	--	--	--	--	--	--
No rubbish disposal		--	--	--	--	--	--	--	--	--
<i>Below Minimum Service Level sub-total</i>		--	--	--	--	--	--	--	--	--
Total number of households	5	12 615	13 624	13 624	13 624	13 624	13 684	13 684	13 684	13 821
Households receiving Free Basic Service										
Water (6 kilolitres per household per month)	7	3 750	3 750	3 800	3 800	3 800	4 000	4 000	4 000	4 000
Sanitation (free minimum level service)		3 750	3 750	3 800	3 800	3 800	4 000	4 000	4 000	4 000
Electricity/other energy (50kwh per household per month)		3 750	3 750	3 800	3 800	3 800	4 000	4 000	4 000	4 100
Refuse (removed at least once a week)		3 750	3 750	3 800	3 800	3 800	4 000	4 000	4 000	4 000
Cost of Free Basic Services provided - Formal Settlements (
Water (6 kilolitres per indigent household per month)	8	--	--	--	6 344	6 344	6 344	--	--	--
Sanitation (free sanitation service to indigent households)		--	--	--	10 907	10 907	10 907	--	--	--
Electricity/other energy (50kwh per indigent household per month)		--	--	--	2 897	2 897	2 897	--	--	--
Refuse (removed once a week for indigent households)		--	--	--	6 802	6 802	6 802	--	--	--
Cost of Free Basic Services provided - Informal Formal Settlements		--	--	--	--	--	--	--	--	--
Total cost of FBS provided		--	--	--	26 950	26 950	26 950	--	--	--
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)										
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)	9									
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		(388)	--	--	30 196	30 196	30 196	--	--	--
Water (in excess of 6 kilolitres per indigent household per month)		--	--	--	--	--	--	--	--	--
Sanitation (in excess of free sanitation service to indigent households)		--	--	--	--	--	--	--	--	--
Electricity/other energy (in excess of 50 kwh per indigent household)		--	--	--	--	--	--	--	--	--
Refuse (in excess of one removal a week for indigent households)		--	--	--	--	--	--	--	--	--
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of subsidised services provided		(388)	--	--	30 196	30 196	30 196	--	--	--

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.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the Mayor, who is also the chairperson of the Finance Committee.

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

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

i. 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 2020) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required the IDP and budget time schedule in September 2020. Key dates applicable to the process were:

- **August 2020** – Strategic planning session of all the Councillors 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 2021/22 MTREF;
- **November 2020** – Detail departmental budget proposals (capital and operating) submitted to the Budget and Treasury Office for consolidation and assessment against the financial planning guidelines;
- **January 2021** - Review of the financial strategy and key economic and financial planning assumptions by the Budget Steering Committee. This included financial forecasting and scenario considerations;
- **25 January 2021** - Council considers the 2020/21 Mid-year Review and Adjustments Budget;
- **January 2021** – Multi-year budget proposals are submitted to the Executive Committee for endorsement;
- **February 2021** - Recommendations of the Executive Committee are communicated to the Budget Steering Committee, and on to the respective departments. The draft 2021/22 MTREF is revised accordingly;

- **28 March 2021** - Tabling in Council of the draft 2021/22 IDP and 2020/21 MTREF for public consultation;
- **April 2021** – Public consultation;
- **20 April 2021** - Closing date for written comments;
- **6 to 21 May 2021** – Draftisation of the 2021/22 IDP and 2021/22 MTREF, taking into consideration comments received from the public, comments from National Treasury, and updated information from the most recent Division of Revenue Bill and financial framework; and
- **31 May 2021** - Tabling of the 2021/22 MTREF before Council for consideration And approval.

There were deviations from the key dates set out in the Budget Time Schedule tabled in Council due to commitments that arose on the planned activities.

ii. IDP and Service Delivery and Budget Implementation Plan

The Final IDP as tabled Council on 28 May 2021. It started in September 2020 after the tabling of the IDP Process Plan and the Budget Time Schedule for the 2021/22 MTREF in August.

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 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 2021/22 MTREF, based on the approved 2020/21 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 2021/22 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2020/21 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.

iii. Financial Modelling and Key Planning Drivers

As part of the compilation of the 2021/22 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 2021/22 MTREF:

- Municipality's growth potential
- Policy priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e. inflation, Eskom increases, household debt, migration patterns)

- Performance trends The approved 2020/21 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
- Solar Energy project potentials

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51 and 54 has been taken into consideration in the planning and prioritisation process.

iv. Community Consultation

Emthanjeni Municipality did not, as per Government Gazette no. 43184, convene any meetings with community members before approving the tabled budget by council on the 31 May 2021.

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

Integrated developmental planning in the South African context is amongst 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 2019/20 MTREF and further planning refinements that have directly informed the compilation of the budget.

Table 21 IDP Strategic Objectives

	2020/21 Financial Year	2021/22 MTREF
1.	Ensure that all residents have access to sustainable free basic services and all other services rendered	Provision of access to all basic services rendered to residents within the available resources.
2.	Development and transformation of the institution with the aim of capacitating the municipality in meeting the Objectives	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.
3.	Promote sustainable and representative governance through the efficient, effective	Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.
4.	Promote sustainable and representative governance through the efficient, effective and sustainable utilization of resources in consultation with the residents of Emthanjeni Municipality.	Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.
5.	Create an effective, efficient, sustainable and viable municipality through financial management	Maintaining a financially sustainable and viable Municipality.
6.	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor.
7.	Contribute to the development of caring communities which promote and protect the right and needs of all citizens, with a particular focus on the poor.	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.
8.	Ensure a healthy environment for all residents of Emthanjeni through effective environmental management.	

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 there 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 safe working environments by effective enforcement of building and health regulations;
- Promote viable, sustainable communities through proper zoning; and
- Promote environmental sustainability by protecting wetlands and key open spaces.

3.2 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 capacity to achieve 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 2021/22 MTREF has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

Table 22 MBRR Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

NC073 Emthanjeni - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand												
Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	To ensure a safe and healthy environment for all			1 638	1 651	1 861	2 007	2 137	2 137	2 261	2 545	2 815
Maintaining a financially sustainable and viable Municipality	A strategy is developed to ensure the long term financial viability and health of the municipality			29 217	29 454	33 197	35 794	38 112	38 112	40 337	41 688	52 006
Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality	Strategy and plan developed for effective information sharing and communication with the public			36 927	37 225	41 957	45 239	48 169	48 169	50 980	52 602	54 090
Provision of access to all basic services rendered to residents within the available resources	Delivery of basic services at an exceptional standard			173 919	175 326	197 609	225 236	211 223	211 223	240 109	248 666	251 266
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	241 702	243 656	274 624	308 277	299 642	299 642	333 687	345 501	360 178

Table 23 MBRR Table SA5 - Reconciliation between the IDP strategic objectives and budgeted operating expenditure

NC073 Emthanjeni - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
R thousand													
Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their	To ensure a safe and healthy environment for all				15 782	14 750	13 071	13 207	13 207	13 807	14 146	16 705	
Development and transformation of the institution with the aim of capacitating the Municipality in meeting their objectives	A Comprehensive skills plan that is congruent with growing needs of the municipality				-	-	-	-	-	-	-	-	
Development and transformation of the institution with the aim of capacitating the Municipality in meeting their objectives	Performance management system in place with performance contracts for all directors and senior staff in the municipality				599	560	496	502	502	524	537	634	
Maintaining a financially sustainable and viable Municipality	A strategy is developed to ensure the long term financial viability and health of the municipality				162 470	151 852	134 565	135 968	135 968	142 139	145 636	171 974	
Maintaining a financially sustainable and viable Municipality	System in place that works and is able to deal with non-delivery of staff				-	-	-	-	-	-	-	-	
Maintaining a financially sustainable and viable Municipality	System is in place to track spending according to budget allocation				76	71	63	64	64	67	68	81	
Promote representative governance through the sustainable utilization of available resources in consultation with the	Compliance system implemented and monitored				-	-	-	-	-	-	-	-	
Promote representative governance through the sustainable utilization of available resources in consultation with the	Strategy and plan developed for effective information sharing and communication with the public				10 778	10 073	8 927	9 020	9 020	9 429	9 661	11 408	
Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area	LED strategy developed with clear plans for job creation.				270	252	224	226	226	236	242	286	
Provision of access to all basic services rendered to residents within the available resources	Delivery of basic services at an exceptional standard				144 023	134 610	119 286	120 530	120 530	126 000	129 100	152 447	
Provision of access to all basic services rendered to residents within the available resources	Enhanced service delivery				35	33	29	29	29	31	31	37	
Allocations to other priorities													
Total Expenditure				1	-	334 033	312 202	276 661	279 546	279 546	292 232	299 423	353 572

2.3 Measurable performance objectives and indicators

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

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

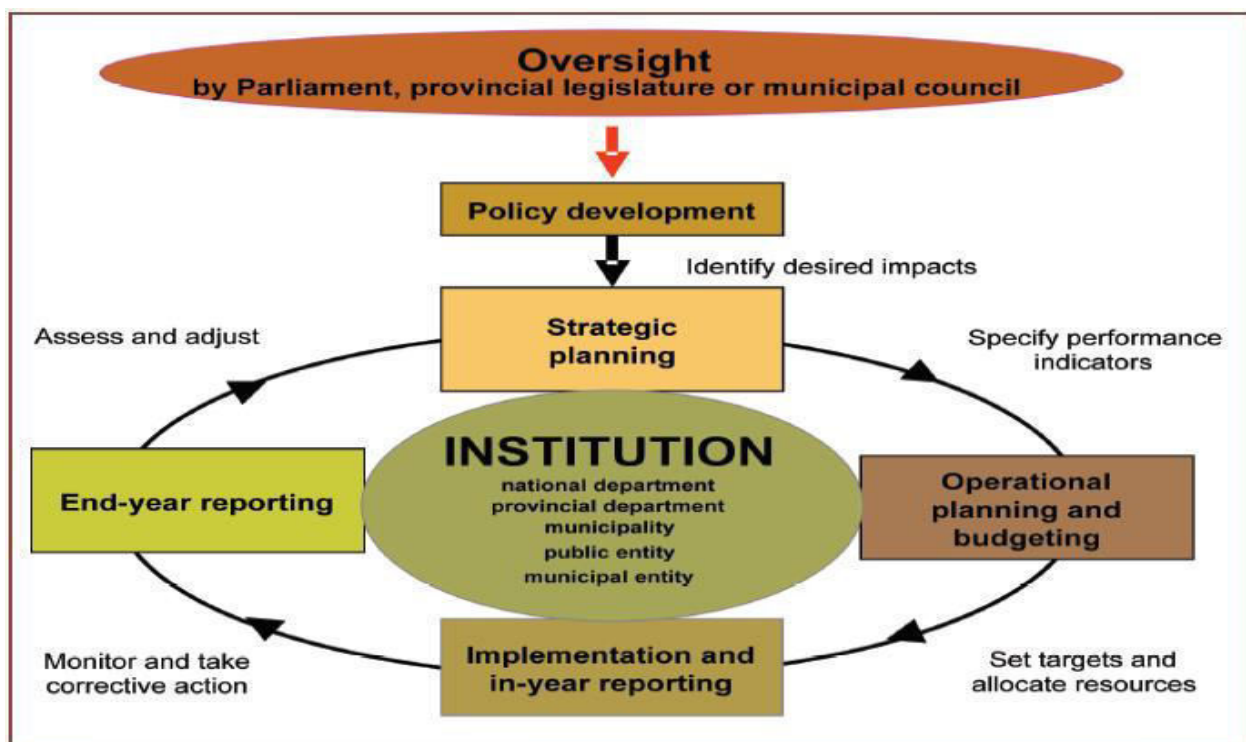
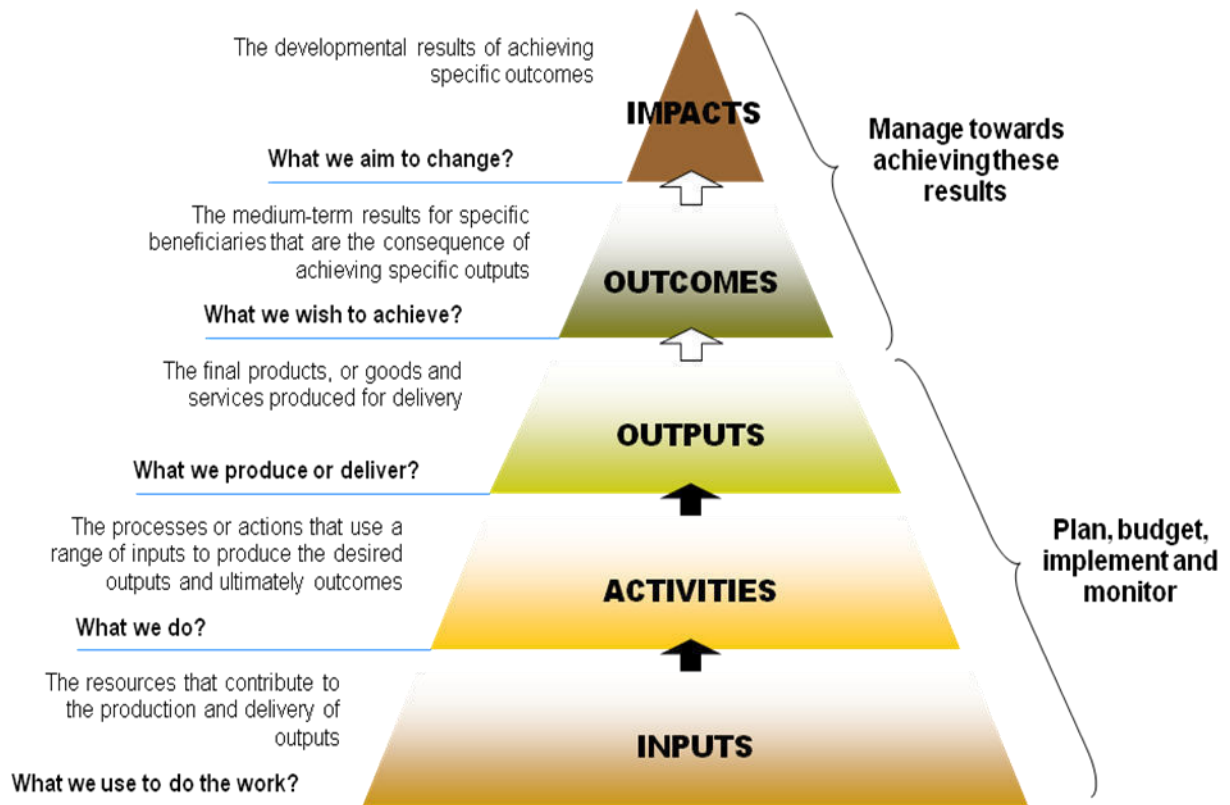


Figure 1 Planning, budgeting and reporting cycle

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:



The following table sets out the municipalities main performance objectives and benchmarks for the 2021/22 MTREF.

NC073 Emthanjeni - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	4.1%	5.4%	1.7%	1.1%	1.1%	1.1%	1.1%	1.4%	1.5%	1.3%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	7.0%	10.3%	2.8%	1.3%	1.3%	1.3%	1.3%	1.7%	1.8%	1.7%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	1.6%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	93.8%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity											
Current Ratio	Current assets/current liabilities	1.5	1.0	0.9	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1.5	1.0	0.9	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Liquidity Ratio	Monetary Assets/Current Liabilities	0.1	0.2	0.1	0.2	0.2	0.2	0.2	0.1	0.2	0.1
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		76.4%	84.2%	72.8%	86.5%	88.7%	88.7%	88.7%	83.7%	82.3%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		76.4%	84.2%	72.8%	86.5%	88.7%	88.7%	88.7%	83.7%	82.3%	85.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	33.6%	23.0%	30.2%	22.4%	22.9%	22.9%	22.9%	0.0%	0.0%	0.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA's 65(e))										
Creditors to Cash and Investments		2594.8%	0.0%	0.0%	1529.8%	10752.1%	10752.1%	10752.1%	0.0%	0.0%	0.0%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (KW)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Water Distribution Losses (2)	Total Volume Losses (kℓ)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	31.0%	37.2%	36.7%	30.4%	31.0%	31.0%	31.0%	30.5%	30.0%	37.8%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	5.8%	5.6%	3.2%	5.1%	4.0%	4.0%	4.0%	4.3%	4.4%	8.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	33.5%	30.2%	22.9%	4.4%	4.5%	4.5%	4.5%	4.3%	4.4%	5.8%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	28.8	56.4	67.6	92.5	92.5	92.5	82.0	89.4	83.8	88.1
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	47.3%	33.1%	41.8%	33.3%	35.4%	35.4%	35.4%	0.0%	0.0%	0.0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0.2	17.8	(0.0)	0.2	0.0	0.0	0.0	0.0	0.1	0.1

2.4 Performance indicators and benchmarks

2.4.1 Borrowing Management

Capital expenditure in local government can be funded by capital grants, own-source revenue and long term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. As with all other municipalities, Emthanjeni's borrowing strategy is primarily informed by the affordability of debt repayments. The structure of the Municipality's debt portfolio is dominated by annuity loans. The following financial performance indicators have formed part of the compilation of the 2021/22 MTREF:

- *Borrowing to asset ratio* is a measure of the long-term borrowing as a percentage of the total asset base of the municipality. While this ratio is decreasing over the MTREF from 2.65 per cent to 0 per cent in 2023/24, it needs to that this decrease is due to the fact that the municipality will pay off all loans over the MTREF.
- *Capital charges to operating expenditure* are a measure of the cost of borrowing in relation to the operating expenditure. It can be seen that the cost of borrowing has fluctuated from 4.78 per cent in 2020/21, 4.46 per cent in 2021/22 and 4.24 per cent in 2022/23. This decrease can be attributed to the paying off of loans by the municipality.

In summary, various financial risks could have a negative impact on the future borrowing capacity of the municipality. In particular, the continued ability of the Municipality to meet its revenue targets and ensure its forecasted cash flow targets are achieved will be critical in meeting the repayments of the debt service costs. As part of the compilation of the 2021/22 MTREF the potential of smoothing out the debt profile over the longer term will be investigated.

2.4.2 Safety of Capital

- *The debt-to-equity ratio* is a financial ratio indicating the relative proportion of equity and debt used in financing the municipality's assets. The indicator is based on the total of loans, creditors, and overdraft and tax provisions as a percentage of funds and reserves. During the 2021/22 financial year the ratio deteriorated to a level 0.1 per cent.
- *The gearing ratio* is a measure of the total long term borrowings over funds and reserves. Between 2017/18 and 2023/24 the gearing ratio peaked at 0 per cent. This was primarily a result of the having no long term borrowing.

2.4.3 Liquidity

- *Current ratio* is a measure of the current assets divided by the current liabilities and as a benchmark the Municipality has set a limit of 1, hence at no point in time should this ratio be less than 1. For the 2021/22 MTREF the current ratio is 1.97 in the 2021/22 financial year. Going forward it will be necessary to maintain these levels.
- *The liquidity ratio* is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately. Ideally the municipality should have the cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1. Anything below 1 indicates a shortage in cash to meet creditor obligations. For the 2017/18 financial year the ratio was 1.5 and as part of the financial planning strategy it has been remaining constant at 1 in the 2018/19 financial year. This is expected to reach optimal level by 2020/21. This needs to be considered a pertinent risk for the municipality as any under collection of revenue will translate into serious financial challenges for the Municipality. As part of the longer term financial planning objectives this ratio will have to be set at a minimum of 1.

2.4.4 Revenue Management

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

2.4.5 Creditors Management

- The municipality is currently not paying all their creditors within the accepted 30 days. This also resulted in fruitless and wasteful expenditure due to interest on overdue creditors account. While the liquidity ratio is of concern, by applying daily cash flow management the municipality has managed to ensure a 100 per cent compliance rate to this legislative obligation. This has had a favourable impact on suppliers' perceptions of risk of doing business with the Municipality, which is expected to benefit the Municipality in the form of more competitive pricing of tenders, as suppliers compete for the Municipality's business.

2.4.6 Other Indicators

- The electricity distribution losses has increased from 13.1 per cent in the 2014/15 financial year to 17.64 per cent in 2018/19. There are however initiatives put in place to ensure these targets are achieved include managing illegal connections and theft of electricity by rolling out smart metering systems, including prepaid meters, and the hiring of a meter readers that prevent increasing illegal connections.
- The water distribution losses have been significantly reduced from 16.7 per cent in 2014/15 to 14.5 per cent in 2020/21. This has been achieved with the introduction of a water leakage report and action centre. Various awareness programmes are unfolding to reduce these losses and also to repair these leakages.
- Employee costs as a percentage of operating revenue decreases over the MTREF. This is primarily owing to the high increase in bulk purchases which directly increase revenue levels, as well as increased allocation relating to operating grants and transfers.
- Similar to that of employee costs, repairs and maintenance as percentage of operating revenue is also decreasing owing directly to cost drivers such as bulk purchases increasing far above inflation. In real terms, repairs and maintenance has increased as part of the Municipality's strategy to ensure the management of its asset base.

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

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

For the 2020/21 financial year 3 900 registered indigents have been provided for in the budget with this figured increasing to almost 4 000 by 2021/22. In terms of the Municipality's indigent policy registered households are entitled to 6kl free water, 50 kWh of electricity, sanitation and free waste removal once a week, as well as a discount on their property rates.

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

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

2.6 Providing clean water and managing waste water

The Municipality is the Water Services Authority for the entire municipality in terms of the Water Services Act, 1997 and acts as water services provider.

The Department of Water Affairs conducts an annual performance rating of water treatment works, presenting a Blue Drop or Green Drop award respectively to potable water treatment works and waste water treatment works that meet certain criteria of excellence.

Emthanjeni Municipality is striving to obtain full Blue Drop status in 2018/19, indicating that the Municipality's drinking water is of exceptional quality.

The following is briefly the main challenges facing the Municipality in this regard:

- The infrastructure at most of the waste water treatment works is old and insufficient to treat the increased volumes of waste water to the necessary compliance standard;
- Shortage of skilled personnel makes proper operations and maintenance difficult;
- Electrical power supply to some of the plants is often interrupted which hampers the purification processes; and

2.7 Overview of budget related-policies

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

2.7.1 Review of credit control and debt collection procedures/policies

The Collection Policy as approved by Council in May 2019. 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.

As most of the indigents within the municipal area are unable to pay for municipal services because they are unemployed, the Integrated Indigent Exit Programme aims to link the registered indigent households to development, skills and job opportunities. The programme also seeks to ensure that all departments as well as external role players are actively involved in the reduction of the number of registered indigent households.

The 2021/22 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. In addition, the potential of a payment incentive scheme is being investigated and if found to be viable will be incorporated into the policy. The policy is currently being revised.

2.7.2 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). The policy is currently being revised.

2.7.3 Budget Adjustment Policy

The adjustments budget process is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the financial management practices of municipalities. To ensure that the Municipality continues to deliver on its core mandate and achieves its developmental goals, the mid-year review and adjustment budget process will be utilised to ensure that underperforming functions are identified and funds redirected to performing functions. The policy is currently being revised.

2.7.4 Supply Chain Management Policy

The Supply Chain Management Policy was adopted by Council in September 2007. An amended policy has been approved by council on the 31 May 2021. The policy is currently being revised.

2.7.5 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 approved by Council in May 2020 and was amended during May 2014 in respect of both Operating and Capital Budget Fund Transfers. An amended policy has been approved by council on the 31 May 2021. The policy is currently being revised.

2.7.6 Cash Management and Investment Policy

The Municipality's Cash Management and Investment Policy was amended by Council in May 2021. 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 introduce time frames to achieve certain benchmarks. An amended policy has been approved by council on the 31 May 2021. The policy is currently being revised.

2.7.7 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. An amended policy has been approved by council on the 31 May 2021. The policy is currently being revised.

2.7.8 Financial Modelling and Scenario Planning Policy

The Financial Modelling and Scenario Planning Policy has directly informed the compilation of the 2021/22 MTREF with the emphasis on affordability and long-term sustainability. The policy dictates the approach to longer term financial modelling. The outcomes are then filtered into the budget process. The model and scenario planning outcomes are taken to Council every November and then translate into recommendations for the budget guidelines that inform the compilation of the next MTREF. One of the salient features of the policy is the emphasis on financial sustainability. Amongst others, the following has been modelled as part of the financial modelling and scenario planning process:

- Approved 2019/20 Adjustments Budget;
- Cash Flow Management Interventions, Initiatives and Strategies (including the cash backing of reserves);
- Economic climate and trends (i.e. Inflation, household debt levels, indigent factors, growth, recessionary implications);
- Loan and investment possibilities;
- Performance trends;
- Tariff Increases;
- The ability of the community to pay for services (affordability);
- Policy priorities;
- Improved and sustainable service delivery; and
- Debtor payment levels.

All the above policies are available on the Municipality's website, as well as the following budget related policies:

- Property Rates Policy;
- Funding and Reserves Policy;
- Borrowing Policy;
- Budget Policy; and
- Basic Social Services Package (Indigent Policy).

The policy is currently being revised.

2.8 Overview of budget assumptions

The following assumptions were crucial and determining factors during the budget process and the preparations of the budget.

ASSUMPTIONS

- National Treasury direction or guidelines on budget increases that must be in line with the macro-economic strategy as reflected in the MFMA Budgetary Circulars.
- Inflation for 2021 is just below 3,9% but it does not really reflect the real price increases on the ground. CPIX is currently at 3.2%
- Cash Budgeting takes preference although we should also establish the accrual basis of budget (Revenue versus Cash Collection)
- NERSA tariff increase guideline stated that municipalities should budget for increases of between 16 and 19% . The average increment will be as from 01 July 2021 which , will not only have a direct impact on the sale and procurement of electricity but on price hikes in general. This will have a significant influence on the the affordability patterns of consumers within the municipality.
- The current situation at ESKOM is also contributing to the uncertainties and uncontrollable factors experienced by South Africans as a whole.
- No Salary increases for the next Financial Year are estimated, a **0% (Zero percent)** increment is anticipated, where the 6.25% of the current year, as per SALGBC circular were provided. Emthanjeni Municipality should prepare itself to apply for an exemption at the SALGBC. The total Employee Related Cost per annum is approximately above R90 000 000 (R90 million).

At some time, the Municipality should consider to do or to undergo a staff investigation study to determine the productivity levels of staff as a whole. The objective should be to have a right employee complement that will serve the municipality and be able to execute their developmental mandate to its communities. Focus should be placed on sustainable service delivery and adequate performance of staff in general .

- Apart from the normal salary increments, Medical Aid Employer contribution increments will be between 6% and 9%. This places a heavier financial burden on the revenue sources and impacts on the tariff calculations as a whole.
- General increases in purchasing or cost price of normal items increase on average far above the inflation rate and continue to increase in comparison with the same period last year.
- The current economic status to “JUNK ECONOMIC STATUS” and the Covid-19 pandemic contribute to a weaker Rand, high Foreign Exchange Rate, weaker economic outlook, higher unemployment levels, increased number of Indigent Households, the increase in food, oil prices and other commodities price hikes are also not favourable to the current economic outlook.
- The macro- economic outlook impacts not only directly on municipalities but forces municipalities to operate within their budgetary means. Expenditure control will be a major controlling factor for the years to come.

- The current economic conditions do not alleviate and promote job creation hence the unemployment levels contribute to non-payment for municipal services. This impact seriously negative on Cash flow reserves of the municipality.
- Repair and maintenance costs, together with labour costs of repairing municipal assets, also fall victim of the huge price hikes which need to be taken into consideration. This is an area where much more investment will be required over the next few years.
- The negative forecasts impact severely on the municipality's ability to render sustainable quality services to its communities

2.8.1 FORECASTING OF REVENUE AND EXPENDITURE

1. REVENUE

The revenue projections are not the issue at hand, the payment for services by consumers are very problematic and impact very unfavourably to availability of cash and cash flow management:

1.1. RATES AND TAXES

- Tariffs will increase by 4%
- The total exemption valuation will increase to R35 000.
- Agricultural property owners will receive a rebate 10%
- Increments have been conservatively calculated to maintain sustained income levels taking into consideration the new valuation of properties.
- Various categories of properties are being levied differently.

1.2. ELECTRICITY

- Electricity Tariffs will increase on a total average between 16% and 19% for the block of 0-600 KWh as from 01 July 2021 for prepaid and conventional electricity meters.
- Final approval for electricity tariffs is still outstanding from NERSA.

1.3. WATER

- Water will increase by 4%.
- Only Indigent Households will be getting the first 6000 liters of water free as it is included their Free Basic Services Basket.

1.4. SEWERAGE AND REFUSE REMOVAL

- Both Tariffs will increase by 4%.

1.5. SECONDARY TARIFFS

- Secondary Tariffs will increase by ±6-10 % during 2020/2021.

The total budgeted average increment for all revenue sources will be between 5-7%, except for electricity where the levy can increase by more than the average increment

2. EXPENDITURE

2.1 EMPLOYEE COSTS: SALARIES AND WAGES

- Salaries and wages has been provided at an increment of 0%

2.2 EMPLOYEE COSTS: BENEFIT CONTRIBUTIONS

- A provision of an average increment of 0% has been provided

At some time, the Municipality should consider to do or to undergo a staff investigation study to determine the productivity levels of staff as a whole. The objective should be to have a right employee complement that will serve the municipality and be able to execute their developmental mandate to its communities. Focus should be placed on sustainable service delivery and adequate performance of staff in general .

2.3 REPAIR AND MAINTENANCE

- A provision of an average increment of 6 % will provided. This shows Council's commitment to the maintenance of all assets.

2.4 BULK PURCHASES

- Electricity purchases will increase on a weighed average of 16-19% from 01 July 2021 and water contracts with the farmers for the registration of servitudes should be implemented continuously. Water will increase on average by 4%.

2.5 CAPITAL CHARGES

- Capital Charges will increase due the fleet augmentation and upgrade of electricity transformer
- Capital charges of outstanding Payables such Eskom, Office of Auditor, MSCOA Developer and other Creditors will also increase.

2.6 GENERAL COSTS

- A provision of an average increment of 5% will provided.

2.7 PROVISION FOR BAD DEBTS

- A provision of an average increment of 18% has been provided on all budgeted levied revenue.

2.8 GRANTS

UNCONDITIONAL GRANTS

- Equitable Share R49, 935 million

CONDITIONAL GRANTS: OPERATING BUDGET

- Finance Management Grant (FMG) R1, 700 million
- Library Development Grant awaits the NC Dora
- Housing Accreditation Subsidy awaits the NC Dora

CONDITIONAL GRANTS: CAPITAL BUDGET'S

- Municipal Infrastructure Grant (MIG) R12, 596 million
- Expanded Public Works Programme R1, 389 million
- Integrated National Electricity Program (INEP) R4, 000 million
- EEDSM R3, 000 million
- Water Services Infrastructure Grant (WSIG) R8,000 million

Clear project programmes are awaited for the allocation of the Conditional Grants for the MTREF.

BUDGET ANALYSIS

- The overall increases during the 2021/2022 financial year reflect an annual increment of $\pm 4-6\%$.
- The total primary tariff increment will be 4% which has taken several market conditions, socio economic factors that impacted the country as a whole.
- Electricity tariff increments are as per NERSA's guidelines.
- The general tariff increment between 4-5% is also in line with the current economic data available.
- The Budget will try to be as realistic as far as possible and external or macro-economic factors, as well as micro-economic factors, were taken into consideration. However, the Municipality has no control over these macro conditions that impact very heavily on the operations of the Municipality. These are interest rates, fuel prices, inflation rates, high food prices, unemployment rate, and also statutory levies imposed by National and Provincial Governments, etc.
- The Budget is very much driven by income generation and also focusses on building and maintaining infrastructure development within the Emthanjeni Municipality.
- All budgeted income will be realised through the extensive efforts that will be enforced by the officialdom.
- Strict expenditure mechanisms will be enforced to ensure that the key Strategic Objectives of the Municipality are achieved.
- Budget is in line with the policies of Council, especially directed at the poorest of the poor, with the provision of Free Basic Services to all qualifying Indigent Households.
- Local Economic Development opportunities must be identified in order to provide sustainable LED projects for the communities.
- The Budget is also biased towards the Indigent Households within the Municipality.

BUDGET RELATED POLICIES

The following budgetary policies form part of Final Budget:

- (a) the Revised Final Property Rates Policy*
- (b) the Revised Final Property Rates Bylaw*
- (c) the Revised Final Credit Control Policy*
- (d) the Final Customer Care Policy*
- (e) the Revised Final Indigent Policy*
- (f) the Revised Final Tariff Policy for water, electricity and other municipal services*
- (g) the Final Cash and Investment Policy*
- (h) Revised Final Asset Management Policy*
- (i) Revised SCM*
- (j) Revised Subsistence and Travel Policy*
- (k) Revised Final Augmentation Policy*
- (l) Revised Final Implementation Policy*
- (m) Revised Final FIDPM*
- (n) Revised Final Cost Containment Policy*
- (o) Final Tuck shop Policy*

CONCLUSION

The Budget is also income driven and Emthanjeni Municipality is committed to sustainability and improvement of service delivery to all its residents. The various initiatives that Council will be undertaking will mould and cement its mandate to improve the lives of all residents by focussing on the poor and creating an environment conducive to local economic development.

Affordability and the payment for municipal services remains the corner stone of 2021/2022 municipal budget. This will be entrenched in preparations of future budgets.

The Budget will be prepared under the imperative mandate that it should be a realistic budget.

2.9 Overview of budget funding

2.9.1 Medium-term outlook: operating revenue

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

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The Municipality derives most of its operational revenue from the provision of goods and services such as water, electricity, sanitation and solid waste removal. 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 96 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 2021/22 MTREF on the different revenue categories are:

Table 24 Proposed tariff increases over the medium-term

Revenue category	2021/22 proposed tariff increase	2022/23 proposed tariff increase	2023/24 proposed tariff increase
	%	%	%
Property rates	5	5	5
Sanitation	5	5	5
Solid Waste	5	5	5
Water	5	5	5
Electricity	14.59	6.22	6.22

Revenue to be generated from property rates is R39, 820 million in the 2021/22 financial year and increases to R43, 734 million by 2023/24 which represents 12.71 per cent of the operating revenue base of the Municipality. It remains relatively constant over the medium-term. With the implementation of the Municipal Property Rates Act the basis of rating significantly changed.

2.9.1 Medium-term outlook: capital revenue

The following table is a breakdown of the funding composition of the 2021/22 medium-term capital programme:

Table 26 Sources of capital revenue over the MTREF

Vote Description	2021/22 Medium Term Revenue & Expenditure Framework			
	R thousand	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Funded by:				
National Government		27 596	32 259	29 331
Provincial Government		–	–	–
District Municipality		–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		–	–	–
Transfers recognised - capital		27 596	32 259	29 331
Borrowing		13 000	–	–
Internally generated funds		860	895	931
Total Capital Funding		41 456	33 154	30 262

Sources of capital revenue for the 2021/22 financial year

Capital grants and receipts equates to 66.57 per cent of the total funding source which represents R27, 596 million for the 2021/22 financial year and increases to R33, 154 million or 97.30 per cent by 2022/23 then for 2023/24 it increases again to R29, 331 million or 96.92 per cent.

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

Table 27 MBRR Table SA 17 - Detail of borrowings

NC073 Emthanjeni - Supporting Table SA17 Borrowing

Borrowing - Categorized by type	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Parent municipality										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)		25 250	1 290	-	11 443	1 443	1 443	12 590	-	-
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	25 250	1 290	-	11 443	1 443	1 443	12 590	-	-
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	25 250	1 290	-	11 443	1 443	1 443	12 590	-	-

Council intends to enter into a borrowing agreement to finance the purchase of vehicles as contained in Council's capital program for the 2021/2022 financial year. Council intends to acquire loan funding for the amount of R12 000 000. Requests for proposals inviting local banks to submit proposals on the required long-term funding has been published.

2.9.2 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 28 MBRR Table A7 - Budget cash flow statement

NC073 Emthanjeni - Table A7 Budgeted Cash Flows

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		22 851	15 202	23 970	29 923	31 681	31 681	31 681	30 053	31 255	32 162
Service charges		102 247	99 013	106 145	142 512	138 661	138 661	138 661	137 115	142 220	145 645
Other revenue		9 811	15 282	1 697	8 290	12 077	12 077	12 077	33 814	32 960	34 145
Transfers and Subsidies - Operational	1	40 221	41 316	44 046	49 796	40 085	40 085	40 085	51 955	54 276	57 973
Transfers and Subsidies - Capital	1	9 339	33 782	50 499	29 784	44 820	44 820	44 820	19 616	48 772	58 775
Interest		2 272	1 468	1 237	2 056	3 633	3 633	3 633	1 898	1 974	2 032
Dividends					-	-	-	-	-	-	-
Payments											
Suppliers and employees		(172 579)	(165 623)	(181 080)	(223 603)	(219 560)	(219 560)	(219 560)	(251 301)	(259 458)	(268 061)
Finance charges		(3 365)	(4 002)	(5 518)	(2 038)	(2 038)	(2 038)	(2 038)	(2 130)	(2 215)	(2 279)
Transfers and Grants	1		(516)		-	(1 913)	(1 913)	(1 913)	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		10 797	35 921	40 996	36 719	47 447	47 447	47 447	21 021	49 784	60 391
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		94	27	164	200	200	200	200	210	218	225
Decrease (increase) in non-current receivables					-	-	-	-	-	-	-
Decrease (increase) in non-current investments					-	-	-	-	-	-	-
Payments											
Capital assets		(22 081)	(32 401)	(23 253)	(48 873)	(57 492)	(57 492)	(57 492)	(31 616)	(48 772)	(58 775)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(21 987)	(32 374)	(23 089)	(48 673)	(57 292)	(57 292)	(57 292)	(31 406)	(48 554)	(58 550)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans					-	-	-	-	-	-	-
Borrowing long term/refinancing		9 497	45		12 000	12 000	12 000	12 000	12 000	-	-
Increase (decrease) in consumer deposits				90	28	88	88	88	102	53	41
Payments											
Repayment of borrowing		(3 046)	(3 433)	(3 808)	(527)	(957)	(957)	(957)	(861)	(901)	(950)
NET CASH FROM/(USED) FINANCING ACTIVITIES		6 451	(3 388)	(3 718)	11 501	11 131	11 131	11 131	11 241	(848)	(909)
NET INCREASE/ (DECREASE) IN CASH HELD		(4 739)	160	14 188	(453)	1 286	1 286	1 286	856	383	931
Cash/cash equivalents at the year begin:	2	7 524	2 784	2 944	1 279	1 279	1 279	1 279	2 565	3 421	3 804
Cash/cash equivalents at the year end:	2	2 784	2 944	17 132	826	2 565	2 565	2 565	3 421	3 804	4 735

2.9.4 Cash Backed Reserves/Accumulated Surplus Reconciliation

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

Table 29 MBRR Table A8 - Cash backed reserves/accumulated surplus reconciliation

NC073 Emthanjeni - Table A8 Cash backed reserves/accumulated surplus reconciliation											
Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Cash and investments available											
Cash/cash equivalents at the year end	1	2 944	363 432	(208)	3 421	487	487	487	724	1 345	2 228
Other current investments > 90 days		(0)	(346 398)	0	(30)	2 905	2 905	2 905	1 169	2 172	(799)
Non current assets - Investments	1	28	7	28	30	30	30	30	30	30	31
Cash and investments available:		2 972	17 041	(181)	3 421	3 421	3 421	3 421	1 923	3 548	1 460
Application of cash and investments											
Unspent conditional transfers		-	-	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2				323	323	323	323			
Other working capital requirements	3	20 498	(37 976)	(47 694)	(2 798)	(3 858)	(3 858)	(3 858)	(5)	(5)	(5)
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		20 498	(37 976)	(47 694)	(2 474)	(3 534)	(3 534)	(3 534)	(5)	(5)	(5)
Surplus(shortfall)		(17 526)	55 017	47 513	5 895	6 955	6 955	6 955	1 928	3 553	1 465

From the above table it can be seen that the cash and investments available total R1, 923 million in the 2021/22 financial year however this increases to R3, 548 million by 2022/23, including the projected cash and cash equivalents as determined in the cash flow forecast. The following is a breakdown of the application of this funding:

Unspent conditional transfers (grants) are automatically assumed to be an obligation as the municipality has received government transfers in advance of meeting the conditions. Ordinarily, unless there are special circumstances, the municipality is obligated to return unspent conditional grant funds to the national revenue fund at the end of the financial year. In the past these have been allowed to 'roll-over' and be spent in the ordinary course of business, but this practice has been discontinued. During the 2013/14 financial year the municipality was required to supply National Treasury with a detailed analysis of the unspent grants as well as an action plan of spending the grants.

There is no unspent borrowing from the previous financial years. In terms of the municipality's Borrowing and Investments Policy, borrowings are only drawn down once the expenditure has been incurred against the particular project. Unspent borrowing is ring-fenced and reconciled on a monthly basis to ensure no unnecessary liabilities are incurred.

- The main purpose of other working capital is to ensure that sufficient funds are available to meet obligations as they fall due. A key challenge is often the mismatch between the timing of receipts of funds from debtors and payments due to employees and creditors. High levels of debtor non-payment and receipt delays will have a greater requirement for working capital, as was experienced by the Municipality in 2018/19 resulting in cash flow challenges. For the purpose of the cash backed reserves and accumulated surplus reconciliation a provision equivalent to one month's operational expenditure has been provided for. It needs to be noted that although this can be considered prudent, the desired cash levels should be 60 days to ensure continued liquidity of the municipality. Any underperformance in relation to collections could place upward pressure on the ability of the Municipality to meet its creditor obligations.
- Most reserve fund cash-backing is discretionary in nature, but the reserve funds are not available to support a budget unless they are cash-backed. The reserve funds are not fully cash-backed. The level of cash-backing is directly informed by the municipality's cash backing policy. These include the rehabilitation of landfill sites and quarries.

2.9.3 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 30 MBRR SA10 – Funding compliance measurement

NC073 Emthanjeni Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	2 944	363 432	(208)	3 421	487	487	487	724	1 345	2 228
Cash + investments at the yr end less applications - R'000	18(1)b	2	(17 526)	55 017	47 513	5 895	6 955	6 955	6 955	1 928	3 553	1 465
Cash year end/monthly employee/supplier payments	18(1)b	3	0.2	17.8	(0.0)	0.2	0.0	0.0	0.0	0.0	0.1	0.1
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605
Service charge rev % change - macro CPI-X target exclusive	18(1)a,(2)	5	N.A.	(3.7%)	4.9%	8.0%	(12.0%)	(6.0%)	(6.0%)	1.0%	0.5%	(0.8%)
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	78.6%	74.5%	66.9%	85.2%	86.9%	86.9%	86.9%	78.2%	80.4%	82.9%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	17.0%	40.9%	29.2%	4.0%	4.3%	4.3%	4.3%	3.7%	3.6%	3.6%
Capital payments % of capital expenditure	18(1)c:19	8	100.0%	114.8%	111.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	1.6%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	93.8%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	(28.3%)	39.9%	(9.3%)	0.0%	0.0%	0.0%	(100.0%)	1.9%	0.8%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	(99.4%)	(100.0%)	0.0%	0.0%	0.0%	0.0%	(100.0%)	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	1.6%	1.7%	1.0%	1.8%	1.4%	1.4%	1.6%	1.5%	1.5%	2.8%
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

2.9.4.1 Cash/cash equivalent position

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

If the municipality's forecast cash position is negative, for any year of the medium term budget, the budget is very unlikely to meet MFMA requirements or be sustainable and could indicate a risk of non-compliance with section 45 of the MFMA which deals with the repayment of short term debt at the end of the financial year. The forecasted cash and cash equivalents for the 2021/22 MTREF shows R0, 724 million, R1, 345 million and R2, 228 million for each respective financial year.

2.9.4.2 Cash plus investments less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash and investments as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in Table 25. 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.

2.9.4.3 Monthly average payments covered by cash or cash equivalents

The purpose of this measure is to understand the level of financial risk should the municipality be under stress from a collection and cash in-flow perspective. Regardless of the annual cash position an evaluation should be made of the ability of the Municipality to meet monthly payments as and when they fall due. It is especially important to consider the position should the municipality be faced with an unexpected disaster that threatens revenue collection such as rate boycotts. Notably, the ratio has been falling significantly for the period 2017/18 to 2023/24, moving from 0.2 to 0.1 with the 2021/22 MTREF.

As part of the 2021/22 MTREF the municipalities improving cash position causes the ratio to move upwards to 1.0 and then improves slightly slightly to 1.2 and 3.3 for the outer years. As indicated above the Municipality aims to achieve at least one month's cash coverage in the medium term, and then gradually move towards two months coverage. This measure will have to be carefully monitored going forward.

2.9.4.4 Surplus/deficit excluding depreciation offsets

The main purpose of this measure is to understand if the revenue levels are sufficient to conclude that the community is making a sufficient contribution for the municipal resources consumed each year. An 'adjusted' surplus/deficit is achieved by offsetting the amount of depreciation related to externally funded assets. Municipalities need to assess the result of this calculation taking into consideration its own circumstances and levels of backlogs. If the outcome is a deficit, it may indicate that rates and service charges are insufficient to ensure that the community is making a sufficient contribution toward the economic benefits they are consuming over the medium term. For the 2021/22 MTREF the indicative outcome is a surplus of R41, 455 million, R46, 078 million and R6, 065 million.

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

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

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

The factor is calculated by deducting the maximum macro-economic inflation target increase (which is currently 3 - 6 per cent). The result is intended to be an approximation of the real increase in revenue. Considering the lowest percentage tariff increase in relation to revenue generated from rates and services charges is 6 per cent, with the increase in electricity at 8 per cent it is to be expected that the increase in revenue will exceed the inflation target figures. However, the outcome is lower than it might be due to the slowdown in the economy and a reduction in consumption patterns. This trend will have to be carefully monitored and managed with the implementation of the budget.

2.9.4.6 Cash receipts as a percentage of ratepayer and other revenue

This factor is a macro measure of the rate at which funds are 'collected'. This measure is intended to analyse the underlying assumed collection rate for the MTREF to determine the relevance and credibility of the budget assumptions contained in the budget. It can be seen that the outcome is at 94.5, 92.5 and 91.5 per cent for each of the respective financial years.

Given that the assumed collection rate was based on a 90 per cent performance target, the cash flow statement has been conservatively determined. In addition the risks associated with objections to the valuation roll need to be clarified and hence the conservative approach, also taking into consideration the cash flow challenges experienced in the current financial year. This measure and performance objective will have to be meticulously managed. Should performance with the mid-year review and adjustments be positive in relation to actual collections of billed revenue, the adjustments budget will be amended accordingly?

2.9.4.7 Debt impairment expense as a percentage of billable revenue

This factor measures whether the provision for debt impairment is being adequately funded and is based on the underlying assumption that the provision for debt impairment (doubtful and bad debts) has to be increased to offset under-collection of billed revenues. The provision has been appropriated at 4.7, 4.7 and 4.7 per cent over the MTREF. Considering the debt incentive scheme and the municipality's revenue management strategy's objective to collect outstanding debtors of 90 days, the provision is well within the accepted leading practice.

2.9.4.8 Capital payments percentage of capital expenditure

The purpose of this measure is to determine whether the timing of payments has been taken into consideration when forecasting the cash position. It can be seen that a 2 per cent timing discount has been factored into the cash position forecasted over the entire financial year. The municipality aims to keep this as low as possible through strict compliance with the legislative requirement that debtors be paid within 30 days.

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

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

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

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

2.9.4.11 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. Both measures show a relatively stable trend in line with the Municipality's policy of settling debtor's accounts within 30 days.

2.9.4.12 Repairs and maintenance expenditure level

This measure must be considered important within the context of the funding measures criteria because a trend that indicates insufficient funds are being committed to asset repair could also indicate that the overall budget is not credible and/or sustainable in the medium to long term because the revenue budget is not being protected. Details of the Municipality's strategy pertaining to asset management and repairs and maintenance are contained in Table 60 MBRR SA34C.

2.9.4.13 Asset renewal/rehabilitation expenditure level

This measure has a similar objective to aforementioned objective relating to repairs and maintenance. A requirement of the detailed capital budget (since MFMA Circular 28 which was issued in December 2005) is to categorise each capital project as a new asset or a renewal/rehabilitation project. The objective is to summarise and understand the proportion of budgets being provided for new assets and also asset sustainability. A declining or low level of renewal funding may indicate that a budget is not credible and/or sustainable and future revenue is not being protected, similar to the justification for 'repairs and maintenance' budgets. Further details in this regard are contained in Table 59 MBRR.

2.9.5 Expenditure on grants and reconciliations of unspent funds

Table 31 MBRR SA19 - Expenditure on transfers and grant programmes

Table 32 MBRR SA 20 - Reconciliation between of transfers, grant receipts and unspent funds

Table 40 MBRR SA29 - Budgeted monthly capital expenditure (standard classification)

NC073 Emthanjeni - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
Capital Expenditure - Functional	1																
Governance and administration				66	66	66	66	66	66	66	66	66	66	66	660	686	714
Executive and council				-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration				66	66	66	66	66	66	66	66	66	66	660	686	714	
Internal audit				-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety																	
Community and social services				-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation				-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety				-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing				-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health				-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		1 494	1 002	1 104	1 388	930	1 065	808	456	1 512	1 053	1 051	734	12 596	13 259	13 656	
Planning and development				-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport		1 494	1 002	1 104	1 388	930	1 065	808	456	1 512	1 053	1 051	734	12 596	13 259	13 656	
Environmental protection				-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		300	2 609	2 618	3 220	1 856	3 633	1 309	969	858	2 315	2 408	6 105	28 200	19 208	15 892	
Energy sources		300	2 150	2 200	2 000	850	2 250	400	650	350	1 750	1 650	5 450	20 000	8 000	4 000	
Water management			459	398	1 200	986	1 363	889	299	489	545	738	635	8 000	11 000	11 675	
Waste water management																	
Waste management				20	20	20	20	20	20	20	20	20	20	200	208	217	
Other																	
Total Capital Expenditure - Functional	2	1 794	3 610	3 787	4 674	2 852	4 764	2 183	1 492	2 436	3 434	3 525	6 905	41 456	33 154	30 262	
Funded by:																	
National Government		1 794	610	3 701	1 588	2 766	678	2 097	1 406	2 350	3 348	3 439	3 819	27 596	32 259	29 331	
Provincial Government																	
District Municipality																	
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)																	
Transfers recognised - capital		1 794	610	3 701	1 588	2 766	678	2 097	1 406	2 350	3 348	3 439	3 819	27 596	32 259	29 331	
Borrowing			3 000		3 000		4 000						3 000	13 000			
Internally generated funds				86	86	86	86	86	86	86	86	86	86	860	895	931	
Total Capital Funding		1 794	3 610	3 787	4 674	2 852	4 764	2 183	1 492	2 436	3 434	3 525	6 905	41 456	33 154	30 262	

2.9.8 Annual budgets and SDBIPs – internal departments

2.9.8.1 Water Services Department – Vote 14

The department is primarily responsible for the distribution of potable water within the municipal boundary, which includes the purification of raw water, maintenance of the reticulation network and implementation of the departmental capital programme.

There are currently no unfilled positions in the top management structure of the Water Services Department. The top management structure consists of the Director of Infrastructural and Housing Services, three Managers who report directly to him.

The departmental strategy is ensuring the economic value and useful life of the water reticulation network and infrastructure is maintained. The departmental revenue base is primarily informed by the sale of water of which budget appropriation for the 2021/22 financial year is and has been informed by a collection rate of 90 per cent and distribution losses of 12 per cent.

The establishment of a water demand management unit has proven to be extremely successful with the reduction of distribution losses by 2.6 per cent for the 2022/23 financial year. The further expansion of this unit will inevitably result in the further lowering of the distribution losses, thus paying for the unit itself and effecting additional savings for the municipality.

2.10 Contracts having future budgetary implications

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

2.11 Capital expenditure details

The following three table's present details of the Municipality's capital expenditure programme, firstly on new assets, then the renewal of assets and daftly on the repair and maintenance of assets.

2.12 Legislation compliance status

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

1. In year reporting

Reporting to National Treasury in electronic format was fully complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days) has progressively improved and includes monthly published financial performance on the Municipality's website.

2. 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. Three interns have been appointed, recruitment process have commenced for the appointment of another three. Since the introduction of the Internship programme the Municipality has successfully employed and trained 5 interns through this programme and a majority of them were appointed either in the Municipality or other Institutions. The interns were trained by institutions such as Kgolo Institute, KPMG, Ernest & Young, SARS, Auditor General, and National Treasury. Newly appointed interns have not attended training as yet however it will commence in the 2021/2022 financial year.

3. Budget and Treasury Office

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

4. Audit Committee

An Audit Committee has been established and is fully functional. Capacitation training will be provided to Audit Committee members.

5. Service Delivery and Implementation Plan

The detail SDBIP document is at a draft stage and will be Finalised after approval of the 2021/22 MTREF in June 2021 directly aligned and informed by the 2021/22 MTREF.

6. Annual Report

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

7. MFMA Training

The MFMA training module in electronic format is presented at the Municipality's internal centre and training is ongoing.

8. 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 documents

Table 41 MBRR Table SA1 - Supporting detail to budgeted financial performance

NC073 Emthanjeni - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
REVENUE ITEMS:											
Property rates											
Total Property Rates	6	31 790			67 763	67 763	67 763	67 763	39 820	41 573	43 734
less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		(388)			30 196	30 196	30 196	30 196			
Net Property Rates		32 179	-	-	37 566	37 566	37 566	37 566	39 820	41 573	43 734
Service charges - electricity revenue											
Total Service charges - electricity revenue	6	73 251			82 047	75 047	75 047	75 047	79 333	86 999	91 523
less Revenue Foregone (in excess of 50 kwh per indigent household per month)											
less Cost of Free Basis Services (50 kwh per indigent household per month)					2 897	2 897	2 897	2 897			
Net Service charges - electricity revenue		73 251	-	-	79 149	72 149	72 149	72 149	79 333	86 999	91 523
Service charges - water revenue											
Total Service charges - water revenue	6	25 951			43 157	43 157	43 157	43 157	38 396	40 085	42 170
less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)											
less Cost of Free Basis Services (6 kilolitres per indigent household per month)					6 344	6 344	6 344	6 344			
Net Service charges - water revenue		25 951	-	-	36 813	36 813	36 813	36 813	38 396	40 085	42 170
Service charges - sanitation revenue											
Total Service charges - sanitation revenue	6	11 865			36 370	33 670	33 670	33 670	23 925	24 977	26 276
less Revenue Foregone (in excess of free sanitation service to indigent households)											
less Cost of Free Basis Services (free sanitation service to indigent households)					10 907	10 907	10 907	10 907			
Net Service charges - sanitation revenue		11 865	-	-	25 464	22 764	22 764	22 764	23 925	24 977	26 276
Service charges - refuse revenue											
Total refuse removal revenue	6	6 273			21 059	19 259	19 259	19 259	13 055	13 630	14 338
Total landfill revenue											
less Revenue Foregone (in excess of one removal a week to indigent households)											
less Cost of Free Basis Services (removed once a week to indigent households)					6 802	6 802	6 802	6 802			
Net Service charges - refuse revenue		6 273	-	-	14 257	12 457	12 457	12 457	13 055	13 630	14 338
Other Revenue by source											
Fuel Levy											
Other Revenue		2 452			33 302	35 002	35 002	35 002	50 805	41 894	44 073
Total 'Other' Revenue	1	2 452	-	-	33 302	35 002	35 002	35 002	50 805	41 894	44 073
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	65 517			59 658	59 658	59 658	59 658	63 466	63 794	83 977
Pension and UIF Contributions					11 228	11 228	11 228	11 228	11 944	12 006	15 804
Medical Aid Contributions					2 052	2 052	2 052	2 052	2 182	2 194	2 888
Overtime					1 524	1 524	1 524	1 524	1 621	1 630	2 145
Performance Bonus					5 986	5 986	5 986	5 986	6 368	6 401	8 426
Mobv. Vehicle Allowance					2 021	2 021	2 021	2 021	2 150	2 161	2 845
Cellphone Allowance					513	513	513	513	546	548	722
Housing Allowances					763	763	763	763	812	816	1 074
Other benefits and allowances					949	949	949	949	1 009	1 014	1 335
Payments in lieu of leave					92	92	92	92	98	98	129
Long service awards					1 772	1 772	1 772	1 772	1 885	1 894	2 494
Post-retirement benefit obligations					1 195	1 195	1 195	1 195	1 271	1 278	1 682
sub-total	4	65 517	-	-	87 751	87 751	87 751	87 751	93 351	93 834	123 521
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	65 517	-	-	87 751	87 751	87 751	87 751	93 351	93 834	123 521
Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment	1	62 770			10 633	10 633	10 633	10 633	9 891	10 303	15 394
Lease amortisation											
Capital asset impairment											
Total Depreciation & asset impairment	1	62 770	-	-	10 633	10 633	10 633	10 633	9 891	10 303	15 394
Bulk purchases											
Electricity Bulk Purchases	1	59 964			71 644	71 644	71 644	71 644	85 055	88 712	92 527
Water Bulk Purchases					2 895	2 895	2 895	2 895			
Total bulk purchases	1	59 964	-	-	74 539	74 539	74 539	74 539	85 055	88 712	92 527
Transfers and grants											
Cash transfers and grants	1										
Non-cash transfers and grants											
Total transfers and grants	1	-	-	-	-	-	-	-	-	-	-
Contracted services											
Outsourced Services											
Consultants and Professional Services					8 290	7 673	7 673	7 673	10 762	11 208	11 663
Contractors					2 934	2 934	2 934	2 934			
Total contracted services		-	-	-	11 224	10 607	10 607	10 607	10 762	11 208	11 663
Other Expenditure By Type											
Collection costs											
Contributions to 'other' provisions					55	55	55	55			
Audit fees					4 471	4 471	4 471	4 471			
Other Expenditure		47 471			56 887	63 772	63 772	63 772	62 892	63 764	65 728
Total 'Other' Expenditure	1	47 471	-	-	61 412	68 297	68 297	68 297	62 892	63 764	65 728
by Expenditure Item											
Employee related costs	8										
Other materials					5 864	5 864	5 864	5 864			
Contracted Services					8 864	8 864	8 864	8 864			
Other Expenditure											
Total Repairs and Maintenance Expenditure	9	-	-	-	14 729	14 729	14 729	14 729	-	-	-

2.1.4 Manager Quality Certificate

Municipal manager's quality certificate

I Isak Visser....., municipal manager of Emthanjeni Municipality, hereby certify that the Final 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 Isak Visser

Municipal manager of Emthanjeni Municipality

Signature 

Date 14/06/2021

ANNEXURE 1: POLICIES

EMTHANJENI MUNICIPALITY



FINAL ASSET MANAGEMENT POLICY

BUDGET 2021/2022 MTERF

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ABBREVIATIONS**NC073 *Emthanjeni Municipality***

AMP	Asset Management Plan
AO	Accounting Officer
ASB	Accounting Standards Board
CFO	Chief Financial Officer
CMIP	Comprehensive Municipal Infrastructure Plan
CoGTA	Department of Co-operative Governance and Traditional Affairs
CRC	Current Replacement Cost
DRC	Depreciated Replacement Cost
EPWP	Expanded Public Work Program
EUL	Estimated Useful Life
GIAMA	Government-wide Immoveable Asset Management Act
GRAP	Generally Recognised Accounting Practise
HOD(SO)	Head of Department (Senior Official)/Directors of Directorates
IAMP	Infrastructure Asset Management Plan
IDP	Integrated Development Plan
IIMM	International Infrastructure Management Manual
ISO	International Standards Organisation
MFMA	Municipal Finance Management Act
MSA	Municipal Systems Act
ODRC	Optimised Depreciated Replacement Cost
OHSA	Occupational Health and Safety Act
PPE	Property, Plant and Equipment
RUL	Remaining Useful Life
RV %	RV % Residual Value Percentage
SDBIP	Service Delivery and Budget Implementation Plan
VAT	Value Added Tax

1 PURPOSE OF THIS DOCUMENT

This document indicates the policy framework for the management of Municipal movable and immovable Property Plant and Equipment (PPE), investment property, intangible, biological assets and heritage assets.

2 BACKGROUND

2.1 CONSTITUTIONAL AND LEGAL FRAMEWORK

The South African Constitution requires municipalities to strive, within their financial and administrative capacity, to achieve the following objects:

- providing democratic and accountable government for local communities;
- ensuring the provision of services to communities in a sustainable manner;
- promoting social and economic development;
- promoting a safe and healthy environment; and
- encouraging the involvement of communities and community organisations in matters of local government.

The manner in which a municipality manages its Property, Plant and Equipment (PPE), investment property, intangible assets and heritage assets are central to meeting the above challenges. Accordingly, the Municipal Systems Act, 2000 (MSA) section 2(d) specifically highlights the duty of municipalities to provide services in a manner that is sustainable, and the Municipal Finance Management Act (MFMA) requires municipalities to utilise and maintain their assets in an effective, efficient, economical and transparent manner. The MFMA specifically places responsibility for the management of municipal assets with the Accounting Officer (AO).

The Occupational Health and Safety Act (OHSA) requires municipalities to provide and maintain a safe and healthy working environment, and in particular, to keep its PPE safe.

2.2 ACCOUNTING STANDARDS

The MFMA requires municipalities to comply with the Standards of Generally Recognised Accounting Practice (GRAP), in line with international practice.

The Accounting Standards Board (ASB) has approved a number of Standards of GRAP. When compiling the asset register in accordance with the accounting standards, the requirements of **GRAP 17, GRAP 18, iGRAP 18** cannot be seen in isolation. Various other accounting standards impact on the recognition and measurement of assets within the municipal environment and should be taken into account during the compilation of a GRAP compliant asset register. The applicable standards of GRAP are noted in section 8.

2.3 MANAGEMENT OF INFRASTRUCTURE AND COMMUNITY ASSETS

Effective management of infrastructure and community facilities is central to the municipality providing an acceptable standard of services to the community. Infrastructure impacts on the quality of the living environment and opportunities to prosper. Not only is there a requirement to be effective, but the manner in which the municipality discharges its responsibilities as a public entity is also important. The municipality must demonstrate good governance and customer care, and the processes adopted must be efficient and sustainable. Councillors and officials are custodians on behalf of the public of infrastructure assets, the replacement value of which amounts to several hundred million Rand.

Key themes of the latest generation of national legislation introduced relating to municipal infrastructure management include:

- long-term sustainability and risk management;
- service delivery efficiency and improvement;
- performance monitoring and accountability;
- community interaction, transparent processes and reporting;
- priority development of minimum basic services for all; and
- the provision of financial support from central government in addressing the needs of the poor.

Legislation has also entrenched the Integrated Development Plan (IDP) as the principal strategic planning mechanism for municipalities. However, the IDP cannot be compiled in isolation – for the above objectives to be achieved, the IDP needs to be informed by robust, relevant and holistic information relating to the management of the municipality's infrastructure.

There is a need to direct limited resources to address the most critical needs, to achieve a balance between maintaining and renewing existing infrastructure whilst also addressing backlogs in basic services and facing on-going changes in demand. Making effective decisions on service delivery priorities requires a team effort, with inputs provided by officials from a number of departments of the municipality.

CoGTA has prepared guidelines in line with international practice, that propose that an Infrastructure Asset Management Plan (IAMP) is prepared for each sector (such as potable water, roads etc.). These plans are used as inputs into a Comprehensive Municipal Infrastructure Plan (CMIP) that presents an integrated plan for the municipality covering all infrastructure. The arrangements outlined in the CoGTA guidelines are further strengthened by the provision of National Treasury's Local Government Capital Asset Management Guidelines. This is in line with the practice adopted in national and provincial spheres of government in terms of the Government-wide Immoveable Asset Management Act (GIAMA).

Accordingly, the asset register adopted by a municipality must meet not only financial compliance requirements, but also set a foundation for improved infrastructure asset management practice.

Recognised good practice in the management of infrastructure assets from across the globe has been increasingly documented over the past 10 to 15 years. In 2000, the World Bank cited practice in Australasia as representative of best practice and this has been captured in the International Infrastructure Management Manual (IIMM), and regularly updated with case studies from across the globe, including South Africa. In 2008 the British Standards Institute issued PAS 55 (a publicly available specification on asset management). There is now an initiative by the International Standards Organisation (ISO) to draw on these documents to establish an international standard for infrastructure asset management (ISO 55000 series) that is expected to be issued in 2014. Progressive entities are expected to set compliance with the proposed ISO as a benchmark for practice.

3 OBJECTIVES

The objective of this policy is for the municipality to:

- implement prevailing accounting standards; and
- apply asset management practice in a consistent manner and in accordance with legal requirements and recognised good practice.

4 APPROVAL AND EFFECTIVE DATE

The CFO is responsible for the submission of the Policy to Council to consider its adoption after consultation with the AO. Senior Managers Infrastructure and Community Services must implement this policy as most assets fall within those two directorates.

Council shall indicate the effective date for implementation of the policy.

5 DELEGATIONS AND KEY RESPONSIBILITIES

Accounting Officer

The Accounting Officer (AO) is responsible for the management of the assets of the municipality, including the safeguarding and the maintenance of those assets.

The AO shall ensure that:

- The municipality has and maintains a management, accounting and information system that accounts for the assets of the municipality;
- The municipality's assets are valued in accordance with the standard of generally recognised accounting practice;
- That the municipality has and maintains a system of internal control for assets, including an asset register; and
- The HOD(SO)s and their teams comply with this policy.

The Accounting Officer of the municipality shall be the principal custodian of the entire municipality's assets, and shall be responsible for ensuring that this policy is effectively applied on adoption by Council. To this end, the AO shall be responsible for the preparation, in consultation with the Chief Financial Officer (CFO) and Heads of Department (Senior Official) (HOD(SO)), of procedures to effectively and efficiently apply this policy.

This policy should be applied with due observance of the municipality's policy with regard to delegated powers. Such delegations refer to delegations between the AO and other responsible officials as well as between Council and the Executive Mayor and the Council and the AO. All delegations in terms of this policy must be recorded in writing.

In accordance with the MFMA, the AO of the municipality and all designated officials are accountable to him / her. The AO is therefore accountable for all transactions entered into by his / her delegates. The overall responsibility of asset management lies with the AO. However, the day to day handling of assets should be the responsibility of all officials in terms of delegated authority reduced in writing. The AO may delegate or otherwise assign responsibility for performing these functions but will remain accountable for ensuring these activities are performed.

Chief Financial Officer

The Chief Financial Officer (CFO) is responsible to the AO to ensure that the financial investment in the municipality's assets are safeguarded and maintained.

The CFO, as one of the Directors of the municipality, shall also ensure, in exercising his financial responsibilities, that:

- Appropriate systems of financial management and internal control are established and carried out diligently;
- The financial and other resources of the municipality are utilised effectively, efficiently, economical and transparently;
- Any unauthorised, irregular or fruitless or wasteful expenditure, and losses resulting from criminal or negligent conduct, are prevented;
- All revenue due to the municipality is collected, for example rental income relating to immovable assets;
- The systems, procedures and registers required to substantiate the financial values of the municipality's assets are maintained to standards sufficient to satisfy the requirements of the Accounting Standards;
- Financial processes are established and maintained to ensure the municipality's financial resources are optimally utilised through appropriate asset plans, budgeting, purchasing, maintenance and disposal decisions;
- The AO is appropriately advised on the exercise of powers and duties pertaining to the financial administration of assets;
- The Senior management team are appropriately advised on the exercise of their powers and duties pertaining to the financial administration of assets; and
- This policy and support procedures are established, maintained and effectively communicated.

In terms of section 82 read with section 81(1)(e) of the MFMA the CFO may delegate or otherwise assign responsibility for performing these functions but will remain accountable for ensuring these activities are performed. The CFO shall be the fixed asset registrar of the municipality, and shall ensure that a complete, accurate and up-to-date computerised fixed asset register is maintained. No amendments, deletions or additions to the fixed asset register shall be made other than by the CFO or by an official acting under the written instruction of the CFO.

Directors

Directors report directly to the AO shall ensure that:

- The municipal resources assigned to them are utilised effectively, efficiently, economically and transparently;
- Procedures are adopted and implemented in conformity with this policy to produce reliable data to be input to the municipal fixed asset register;
- Any unauthorised, irregular or fruitless or wasteful utilisation, and losses resulting from criminal or negligent conduct, are prevented;
- The asset management, processes and controls can provide an accurate, reliable and up to date account of assets under their control;
- They are able to manage and justify that the asset plans, budgets, purchasing, maintenance and disposal decisions optimally achieve the municipality's strategic objectives; and
- Manage asset life-cycle transactions to ensure that they comply with the plans, legislative and municipal requirements.

Directors may delegate or otherwise assign responsibility for performing these functions but they shall remain accountable for ensuring these activities are performed.

6 POLICY AMENDMENT

This policy should be reviewed annually to ensure continued compliance with the relevant legislation and accounting standards. Changes to this document shall only be applicable if approved by Council. Any proposals in this regard shall be motivated by the CFO in consultation with the AO and respective Directors. The recommendations of the CFO shall be considered for adoption by Council.

7 RELATIONSHIP WITH OTHER POLICIES

This policy, once effective, will replace the pre-existing Asset Management with respect to the scope of assets covered by this policy.

This policy needs to be read in conjunction with other relevant adopted policies of the municipality, including the following:

- Delegation of Powers;
- Accounting Policy;
- Insurance Policy;
- Enterprise Risk Management Policy;
- Disaster Management Policy;
- Supply Chain Management Policy;
- Credit Control and Debt Collection Policy;
- Tariff Policy;
- Property Rates Policy;
- Funding and Reserves Policy;
- Borrowing Policy;
- Cash Management and Investment Policy
- Long Term Financial Plan Policy;
- Infrastructure Investment and Capital Projects Policy;
- Indigents Policy;
- Provision of Free Basic Services Policy;
- Budget Implementation and Monitoring Policy;
- Managing Electricity and Water Distribution Losses; and
- Asset Disposal Policy.

8 REFERENCES

The following references were observed in compiling this document:

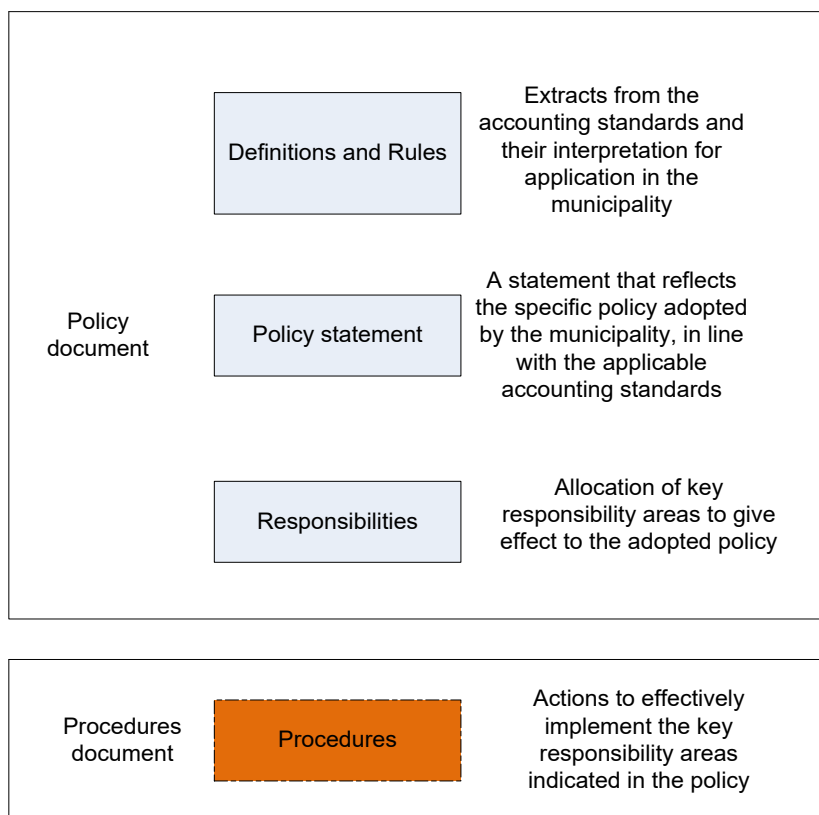
- Asset Management Framework, National Treasury, 2004
- Guidelines for Infrastructure Asset Management in Local Government, Department of Provincial and Local Government, 2006
- Municipal Finance Management Act, 2003
- Disaster Management Act, 2002
- Municipal Systems Act, 2000
- Municipal Structures Act, 1998
- Accounting Standards Board
- MFMA Circular 18 & 44
- Local Government Capital Asset Management Guidelines, National Treasury, 2008
- Government Gazettes (30013 & 31021)

- Generally Recognised Accounting Practice (1-14, 16, 17, 19, 21, 23-27, 31 and 100-104)
- Interpretations of the standards of GRAP issued by the Accounting Standards Board (ASB) (IGRAP 1- 17)
- Directives issued by the ASB
- Municipal transfer and disposal regulations, Government Gazette no.31346
- Accounting guideline issued by National Treasury relating to intangible assets
- Government Gazette, 30 May 2005, No. 27636 on disposal

9 POLICY FORMAT

Figure 1 gives an overview to the format of presentation of this policy document, and how it links to a separate document that provides the procedures. Procedures should be prepared and adopted to give effect to this policy.

Figure 1 - Interaction between the policy and the procedures



10 POLICY FOR FIXED ASSET ACCOUNTING

10.1 RECOGNITION OF IMMOVABLE AND MOVABLE ASSETS

(a) Definitions and rules

Asset

An asset is defined as a resource controlled by an entity, as a result of past events; future economic benefits or service potential associated with the item will flow to the entity.

Fixed Asset

A fixed asset (also referred to as a "non-current asset") is an asset with an expected useful life greater than 12 months.

PPE

Property, plant and equipment are tangible assets that are held for use in the production or supply of goods or services, for rentals to others, or for administrative purposes; and are expected to be used during more than one reporting period. This includes items necessary for environmental or safety reasons to leverage the economic benefits or service potential from other assets. Insignificant items may be aggregated. Property, plant and equipment are broken down into groups of assets of a similar nature or function in the municipality's operations for the purposes of disclosure in the financial statements.

Immovable PPE

Immoveable PPE are fixed structures such as buildings and roads. A plant that is built-in to the fixed structures and is an essential part of the functional performance of the primary asset is considered an immovable asset (though it may be temporarily removed for repair).

Movable PPE

Movable assets are the stock of equipment owned or leased by the municipality such as office equipment and furniture, motor vehicles and mobile plant.

Investment property

Investment property is defined as property (land and/or a building, or part thereof) held (by the owner or the lessee under a finance lease) to earn rentals or capital appreciation, or both (rather than for use in the production or supply of goods or services or for administration purposes or sale in the ordinary course of operations). Examples of investment property are office parks that are rented out. There is no asset hierarchy for investment property; each functional item will be individually recorded. Land held for a currently undetermined use is recognised as investment property until such time as the use of the land has been determined.

Intangible assets

Identifiable non-monetary assets, without physical substance are intangible assets, for examples licenses or rights (such as water licenses), servitudes and software.

An asset meets the criterion of being identifiable in the definition of an intangible asset when it:

- (a) is separable, i.e. is capable of being separated or divided from the municipality and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, asset or liability, or
- (b) arises from contractual rights (including rights arising from binding arrangements) or other legal rights (excluding rights granted by statute), regardless of whether those rights are transferable and separable from the municipality or from other rights and obligations.

Biological Assets

Biological assets are living animals or plants as per the definition in the GRAP on Agriculture.

Capital Spares (Major Spare Parts)

Spares and materials used on a regular basis in the ordinary course of operations are usually carried as inventory (i.e. they are not usually considered fixed assets) and are expensed when consumed. Major spares that constitute an entire or significant portion of a component type, or a specific component, defined in the immovable PPE asset hierarchy are considered capital spare parts and are recognised as an item of PPE as they are expected to be used for more than one period or they can only be used in connection with an item of PPE.

Useful Life

The period over which an asset is expected to be available for use by an entity, or the number of production units expected to be obtained from the asset by an entity.

Major inspections

A condition of continuing to operate an item of PPE may be to perform regular major inspections for faults regardless of whether parts of the item are replaced (for example, Occupational Health and Safety Act no. 85 of 1993 requires lifting equipment to be inspected once a year). When each major inspection is performed, its cost is recognised in the carrying amount of the item of PPE as a replacement if the recognition criteria are satisfied. Any remaining carrying amount of the cost of the previous inspection (as distinct from physical parts) is de-recognised. This occurs regardless of whether the cost of the previous inspection was identified in the transaction in which the item was acquired or constructed. If necessary, the estimated cost of a future similar inspection may be used as an indication of what the cost of the existing inspection component was when the item was acquired or constructed.

Items used irregularly

Tangible items that are used in the production or supply of goods or services on an irregular basis (such as standby equipment) are recognised as items of PPE.

Control

An item is not recognised as an asset unless the entity has the capacity to control the service potential or future economic benefit of the asset, is able to deny or regulate access of others to that benefit, and has the ability to secure the future economic benefit of that asset. Legal title and physical possession are good indicators of control but are not infallible.

Past transactions or events

Assets are only recognised from the point when some event or transaction transferred control to an entity.

Probability of the flow of benefits or service potential

The degree of certainty that any economic benefits or service potential associated with an item will flow to the municipality is based on the judgement. The CFO shall exercise such judgement on behalf of the municipality, in consultation with the respective HOD(SO).

Economic benefits

Economic benefits are derived from assets that generate net cash inflows.

Service Potential

An asset has service potential if it has the capacity, singularly or in combination with other assets, to contribute directly or indirectly to the achievement of an objective of the municipality, such as the provision of services.

Leased assets

A lease is an agreement whereby the lessor conveys to the lessee (in this case, the municipality) the right to use an asset for an agreed period of time in return for a payment or series of payments. Leases are categorised into finance and operating leases. A finance lease is a lease that transfers substantially all the risks and rewards incident to ownership of an asset, even though the title may not eventually be transferred (substance over form). Where the risks and rewards of ownership of the asset are substantially transferred to the municipality, the lease is regarded as a finance lease and the asset recognised by the municipality. Where there is no substantial transfer of risks and rewards of ownership to the municipality, the lease is considered an operating lease and payments are expensed in the income statement on a systematic basis (straight line basis over the lease term).

Asset custodian

The department that controls an asset, as well as the individual (asset custodian) or post that is responsible for the operations associated with such asset in the department, is identified by the respective HOD(SO), recorded, and communicated on recognition of the asset.

Reliable measurement

Items are recognised that possess a cost or fair value that can be reliably measured in terms of this policy.

(b) Policy statement

The municipality shall recognise all movable and immovable assets existing at the time of adoption of this policy and the development of new, upgraded and renewed assets on an on-going basis. Such assets shall be capitalised in compliance with prevailing accounting standards.

(c) Responsibilities

- The CFO, in consultation with the AO and Directors, shall determine effective procedures for the recognition of existing and new assets.
- Every Director shall ensure that all assets under their control are correctly recognised as assets.
- The CFO shall keep a lease register with the following minimum information: name of the lessor, description of the asset, fair value of the asset at inception of the lease, lease commencement date, lease termination date, economic useful life of the asset, lease payments, and any restrictions in the lease agreement.

10.2 CLASSIFICATION OF ASSETS

(a) Definitions and rules

Fixed asset categories

- Property, plant and equipment (which is broken down into groups of assets of a similar nature or function in the municipality's operations) (GRAP 17);
- Intangible assets (GRAP 31);
- Heritage assets (GRAP 103);
- Biological assets (GRAP 101/27);
- Capital Finance Lease assets (GRAP 13); and
- Investment property (GRAP 16).

Class of PPE

A class of PPE is defined as a group of assets of a similar nature or function. The total balance of each class of assets is disclosed in the notes to the financial statements.

PPE Asset hierarchy

An asset hierarchy is adopted for PPE which enables separate accounting of parts (components) of the asset that are considered significant to the municipality from a financial point of view, and for other reasons determined by the municipality,

including risk management (in other words, taking into account the criticality of components) and alignment with the strategy adopted by the municipality in asset renewal (for example the extent of replacement or rehabilitation at the end of life). In addition, the municipality may aggregate relatively insignificant items to be considered as one asset. The structure of the hierarchy recognises the functional relationship of assets and components.

PPE: Infrastructure

Infrastructure assets are immovable assets which are part of a network of similar assets that jointly provide service potential.

PPE: Community Property

Community property is immovable assets contributing to the general well-being of the community, such as community halls and recreation facilities.

PPE: Other property

Buildings that are used for municipal operations such as administration buildings and rental stock or housing not held for capital gain.

PPE: Other Assets

Movable assets are by nature stand-alone assets which are not directly attached or associated with an item of immovable assets and are utilised in an enabling or assisting role on a day-to-day basis.

Heritage assets

Heritage assets are assets of cultural, environmental, historical, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations, such as monuments, nature reserves, and works of art. Some heritage assets have more than one purpose, e.g. an historical building which, in addition to meeting the definition of a heritage asset, is also used as office accommodation. The CFO, on behalf of the municipality, must use his / her judgement to make such an assessment. The asset should be accounted for as a heritage asset if, and only if, the definition of a heritage asset is met, and only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. If a significant portion is used for production, administrative purposes or supply of services or goods, the asset shall be accounted for in accordance with the Standard of GRAP on PPE.

Investment property

Investment property is defined as property (land and/or a building, or part thereof) held (by the owner or the lessee under a finance lease) to earn rentals or capital appreciation, or both (rather than for use in the production or supply of goods or services or for administration purposes or sale in the ordinary course of operations). Examples of investment property are office parks that are rented out. There is no asset hierarchy for investment property; each functional item will be individually recorded. Land held for a currently undetermined use is recognised as investment property until such time as the use of the land has been determined.

Intangible assets

Identifiable non-monetary assets, without physical substance are intangible assets, for examples licenses or rights (such as water licenses), servitudes and software.

An asset meets the criterion of being identifiable in the definition of an intangible asset when it:

- (c) is separable, i.e. is capable of being separated or divided from the municipality and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, asset or liability, or
- (d) arises from contractual rights (including rights arising from binding arrangements) or other legal rights (excluding rights granted by statute), regardless of whether those rights are transferable and separable from the municipality or from other rights and obligations.

However, if the municipality is of the opinion that even though a servitude may meet the definition of an intangible asset, it is essential to the operation of a tangible asset. For example, where the municipality would not be able to construct or operate infrastructure on land that it does not own without acquiring certain rights from the landowner. Therefore the municipality may be of the opinion that it would be more appropriate to include the cost of the servitude in the cost of the tangible asset rather than recognising a separate intangible asset. In such cases servitudes will be accounted for as PPE by applying GRAP 17, and componentisation may be required as the values, nature and the useful life of the servitude and the tangible asset are different.

Servitudes

Where municipalities establish servitudes as part of the registration of a township, the associated rights are granted in statute and are specifically excluded from the standard on intangible assets. Such servitudes cannot be sold, transferred, rented or exchanged freely and are not separable from the municipality. Consequently such servitudes are not recognised in the asset register.

Servitudes that are created through acquisition (including by way of expropriation or agreement) can be recognised as *either intangible assets or PPE* at cost. The municipality *may* include the cost of the servitude in the cost of the PPE if it is essential to the construction or operation of the asset (such as in the case of pipes).

Biological Assets

Biological assets are living animals or plants as per the definition in the GRAP on Agriculture.

Non-current assets held for sale

A non-current asset (or disposal group) is considered to be "held for sale" if its carrying amount will be recovered principally through a sale transaction rather than through continuing use. An immovable asset classified as a "non-current asset held for sale" shall be reclassified as a current asset, and will therefore be taken off the Asset Register. This provision does not apply to immovable assets that are abandoned.

To be classified as "held for sale", the asset must be available for immediate sale (i.e. to be completed within a year) in its present condition, and it must be highly probable that the sale will take place (management must be committed to a plan to sell the asset and an active programme to locate a buyer must have been initiated). If the municipality acquires an immovable asset exclusively for the purpose of selling it, it shall be classified as a "non-current asset held for sale" at its acquisition date only if all the above requirements are met.

An extension of the period required to complete the sale does not preclude an asset from being classified as held for sale if the delay is caused by events or circumstances beyond the municipality's control and there is sufficient evidence that the municipality remains committed to its plan to sell the asset. However, if the municipality has classified an asset as held for sale, but the criteria are no longer met, the municipality shall cease to classify the asset as held for sale.

If the criteria are only met after the reporting date, the municipality shall not classify the immovable asset as held for sale in those financial statements when issued. However, when those criteria are met after the reporting date but before the authorisation date for the financial statements to be issued, the municipality shall disclose a description of the immovable asset; a description of the facts and circumstances of the sale, or leading to the expected disposal, and the expected manner and timing of disposal; and if applicable, the segment in which the asset (or disposal group) is presented. Non-current assets held for sale are not similar to inventory. Inventory refers to assets held for trading purposes, assets manufactured or purchased to be sold for a profit. If a management decision has been made to sell a non-current asset, that asset will be classified as a non-current asset held for sale.

(b) Policy statement

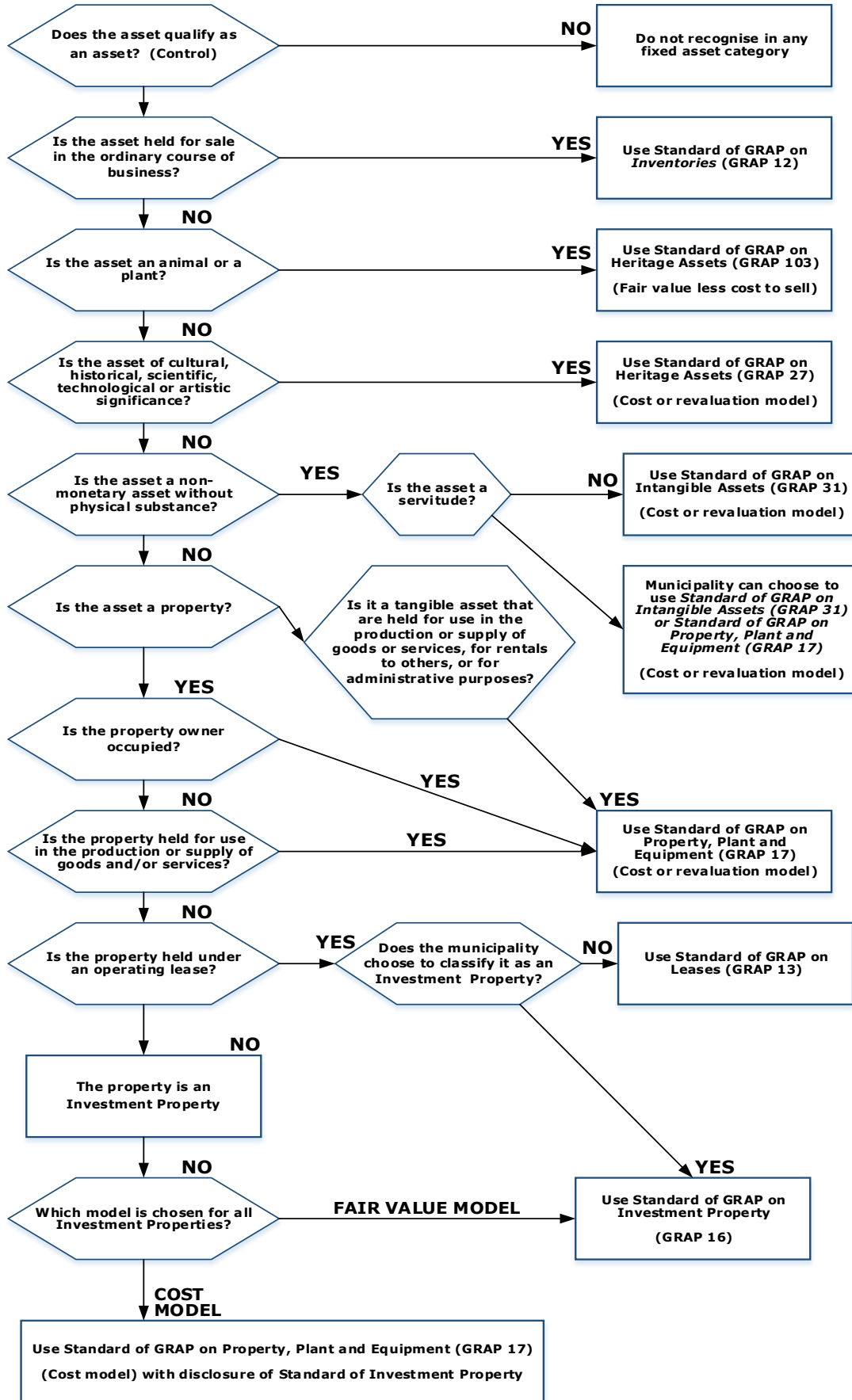
Asset hierarchies shall be adopted for each of the asset groups, separately identifying items of PPE at component level that are significant from a financial or risk perspective, and, where applicable, grouping items that are relatively insignificant. Investment Property and Intangible assets are not required to be componentised.

PPE shall be disclosed in the financial statements at the sub-category level.

A committee to be nominated by Council will consider the recognition of assets as heritage assets and motivate their recommendation for adoption by Council.

Annexure A indicates the hierarchy structure for immovable assets while **Annexure B** indicates the hierarchy structure for movable assets.

Figure 2 – Decision tree – Classification of assets



(c) Responsibilities

- The CFO shall ensure that the classification of immovable assets adopted by the municipality complies with the statutory requirements.
- The CFO shall consult with the Directors responsible for PPE to determine an effective and appropriate asset hierarchy for each asset class of PPE to component level and record such in the asset management procedures document.
- Every Director shall ensure that all immovable assets under their control are classified correctly within the classification adopted by the municipality.
- Every Director shall advise the CFO when assets should be re-classified.

10.3 IDENTIFICATION OF ASSETS**(a) Definitions and rules**Immovable asset coding

An asset coding system is the means by which the municipality is able to uniquely identify each immovable asset (at the lowest level in the adopted asset hierarchy) in order to ensure that it can be accounted for on an individual basis.

Barcoding system

A barcoding system will be used for movable assets as the means by which the municipality is able to uniquely identify each movable asset in order to ensure that it can be accounted for on an individual basis, which will also assist with the subsequent verification process of movable assets.

(b) Policy statement

A coding system shall be adopted and applied that will enable each asset of immovable assets (with PPE at the lowest level in the adopted asset hierarchy) to be uniquely and readily identified. Similarly a barcoding system shall be adopted for movable assets.

(c) Responsibilities

- The AO shall develop and implement an immovable asset coding system in consultation with the CFO and other Directors to meet the policy objective.
- Directors shall ensure that all the immovable assets under their control are correctly coded.
- Directors shall ensure that all the movables assets under their control are barcoded.

10.4 ASSET REGISTER**(a) Definitions and rules**Asset register

A fixed asset register is a database with information relating to each asset. The fixed asset register is structured in line with the adopted classification structure. The scope of data in the register is sufficient to facilitate the application of the respective accounting standards for each of the asset classes, and the strategic and operational asset management needs of the municipality.

Procurement of assets

All assets acquired must be in terms of the capital budget and assets must be procured in such a way that:

- a proper need for the asset was identified;
- procurement documentation supports the format adopted for the asset register and the asset hierarchy; and

- proper and approved procurement procedures are adhered to in terms of the Supply Chain Management Policy. Authorisation for procurement should be as per the Municipalities' delegation of authority and payment for assets should be in accordance with the financial policies and regulations of the Council.

Updating data in the asset register

The fixed asset register is updated by an Asset Management Administrator only when authorised and instructed to do so by the CFO. The Asset Management Administrator is precluded from being a custodian of any asset.

(b) Policy statement

A fixed asset register shall be established to provide the data required to apply the applicable accounting standards, as well as other data considered by the municipality to be necessary to support strategic asset management planning and operational management needs. The asset register shall be updated and reconciled to the general ledger on a regular basis, which will be reconciled to the financial statements at year end.

(c) Responsibilities

- The CFO shall define the format of the fixed asset register in consultation with the AO and the Directors shall ensure that the format complies with the prevailing accounting standards and disclosure requirements.
- Directors shall provide the CFO with the data required to establish and update the asset register in a timely fashion.
- The CFO shall establish procedures to control the completeness and integrity of the asset register data.
- The CFO shall ensure proper application of the control procedures.

10.5 MEASUREMENT AT RECOGNITION

(a) Definitions and rules

Measurement at recognition of PPE

An item of PPE that qualifies for recognition is measured at cost. Where an asset is acquired at no or nominal cost (for example in the case of donated or developer-created assets), its cost is deemed to be its fair value at the date of acquisition. In cases where it is impracticable to establish the cost of an item of PPE, such as on recognising PPE for which there are no records, or records cannot be linked to specific assets, its cost is deemed to be its fair value.

Measurement at recognition of investment property

Investment property will be measured at cost including transaction cost at initial recognition. However, where an investment property was acquired through a non-exchange transaction (i.e. where the investment property was acquired for no or nominal value), its cost is its fair value at the date of acquisition.

Measurement at recognition of intangible assets

Intangible assets will be measured at cost at initial recognition. Where assets are acquired for no or nominal consideration, the cost is deemed to equal the fair value of the asset on the date acquired.

Measurement at recognition of heritage assets

Heritage assets will be measured at cost at initial recognition. Where assets are acquired for no or nominal consideration, the cost is deemed to equal the fair value of the asset on the date acquired.

If the municipality holds an asset that might be regarded as a heritage asset but which, on initial recognition, does not meet the recognition criteria of a heritage asset because it cannot be reliably measured, relevant and useful information about it shall be disclosed in the notes to the financial statements as follows:

- A description of the heritage asset or class of heritage assets.
- The reason why the heritage asset or class of heritage assets could not be measured reliably.
- On disposal of the heritage asset or class of heritage assets, the compensation received and the amount recognised in the statement of financial performance.

Measurement at recognition of biological assets

Biological assets shall be measured on initial recognition and at each reporting date at its fair value less costs to sell.

Fair value

Fair value is defined as the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Market based evidence by appraisal can be used where there is an active and liquid market for assets (for example land and some types of plant and equipment). In the case of specialised buildings (such as community buildings) and infrastructure where there is no such active and liquid market, a depreciated replacement cost (DRC) approach may be used to identify the fair value. The appraisal of the fair value of assets is normally undertaken by a member of the valuation profession, who holds a recognised and relevant professional qualifications and appropriate knowledge and experience in valuation of the respective assets.

Depreciated replacement cost

If no evidence is available to determine the market value in an active and liquid market of an item of property, the fair value of the item may be established by reference to other items with similar characteristics, in similar circumstances and location. In many cases, the depreciated replacement cost of an asset can be established by reference to the buying price of a similar asset with similar remaining service potential in an active and liquid market. In some cases, an asset's reproduction cost will be the best indicator of its replacement cost. For example, in the event of loss, a parliament building may be reproduced rather than replaced with alternative accommodation because of its significance to the community.

Costs associated with heritage assets

Costs incurred to enhance or restore a heritage asset to preserve its indefinite useful life should be capitalised as part of the cost of the asset. Such costs should be recognised in the carrying amount of the heritage asset as incurred.

Changes in the existing decommissioning or restoration cost included in the cost of an item

Changes in the measurement of an existing decommissioning cost or restoration cost as a result of changes in the estimated timing or amount of the outflow of resources embodying economic benefits or service potential required to settle the obligation, should be treated as follows:

10.5.1 If the cost model is used -

- Changes in the liability shall be added to or deducted from the cost of the related asset.
- If the amount deducted from the cost of the asset exceeds the carrying amount of the asset, the excess shall be recognised immediately in surplus or deficit.
- If the adjustment results in an addition to the cost of an asset, the municipality should consider whether this is an indication that the carrying amount may not be recoverable. In this case the municipality should test the asset for impairment.

10.5.2 If the revaluation model is used -

- A decrease in the liability shall be credited to the revaluation surplus, except that it shall be recognised in the surplus or deficit to the extent that it reverses a revaluation deficit on the asset that was previously recognised in the surplus or deficit; and
- an increase in the liability shall be recognised in surplus or deficit, except that it shall be debited to the revaluation surplus to the extent that any credit balance may exist in the revaluation surplus in respect of asset.
- If the decrease in liability exceeds the carrying amount that would have been recognised if the asset has been carried under the cost model, the excess shall be recognised immediately in the surplus or deficit.
- If the change in liability is an indication that the asset may have to be revalued in order to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the reporting date. Any such revaluation shall be taken into account in determining the amounts to be taken to surplus or deficit and net assets as discussed above. If a revaluation is necessary, all assets of that class shall be revalued.
- The change in the revaluation surplus arising from the change in the liability shall be separately identified and disclosed on the face of the statement of changes in net assets.

Finance leases

At the commencement of a lease term, the municipality (the lessee) shall recognise a finance lease as an asset and liability in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease. The discount rate to be used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease contract, if this is practicable to determine; if not, the lessee's incremental borrowing rate shall be used. Any initial direct cost of the lessee is added to the amount recognised as an asset.

Self-constructed immovable PPE

Self-constructed assets relate to all assets constructed by the municipality itself or another party on instructions from the municipality. All assets that are constructed by the municipality should be recorded in the asset register and each component that is part of this immovable PPE should be depreciated over its estimated useful life for that category of asset.

Proper records are kept such that all costs associated with the construction of these assets are completely and accurately accounted for as capital under construction, and upon completion of the asset, all costs (both direct and indirect) associated with the construction of the asset are summed and capitalised as an asset.

Construction of future investment property

If property is developed for future use as an investment property, such property shall in every respect be accounted for as investment property.

Borrowing costs

Borrowing costs are interest and other costs incurred by the municipality from borrowed funds. The items that are classified as borrowing costs include at interest on bank overFinals and short-term and long-term borrowings, amortisation of premiums or discounts associated with such borrowings, amortisation of ancillary costs incurred in connection with the arrangement of borrowings; finance charges in respect of finance leases and foreign exchange differences arising from foreign currency borrowings when these are regarded as an adjustment to interest costs. Borrowing costs shall be capitalised if related to construction of a qualifying asset (one that necessarily takes a substantial period of time to get ready for its intended use or sale) and external funding is sourced to fund the project.

In the following cases it is inappropriate to capitalise borrowing costs:

- It is inappropriate to capitalise borrowing costs when, and only when, there is clear evidence that it is difficult to link the borrowing requirement of the municipality directly to the nature of the expenditure to be funded i.e. capital or current. In such case, the municipality shall expense those borrowing costs related to a qualifying asset directly to the statement of financial performance.
- In exceptional cases the municipality is allowed to expense borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset. It may be difficult for the municipality to identify a direct relationship between an asset and borrowing costs incurred because the financing activity is controlled centrally and it will not always be possible to keep track of the specific borrowing costs which should be allocated to the qualifying asset. As a result the reasonable effort and cost may outweigh the benefit of presenting the information, making it inappropriate to capitalise the borrowing cost.

Non-current assets held for sale

Immovable assets classified as non-current assets held for sale shall be measured at the lower of its carrying value and its fair value less cost to sell immediately before meeting the criteria for such classification.

In the event that a non-current asset held for sale ceases to meet the criteria for such classification, it is recognised in the asset register and measured at the lower of:

- its carrying amount before the asset was classified as held for sale, adjusted for any depreciation, amortisation or revaluations that would have been recognised had the asset not been classified as held for sale, or
- its recoverable amount or recoverable service amount at date of the subsequent decision not to sell.

The municipality shall include any required adjustment to the carrying amount of an immovable asset that ceases to be classified as held for sale in revenue of the continuing operations in the period in which the criteria to be held for sale are no longer met. The municipality shall present that adjustment in the same caption in the Statement of Financial Performance used to present a gain or loss.

Deferred payment

The cost of an asset is the cash equivalent at the recognition date. If the payment of the cost price is deferred beyond normal credit terms, the difference between the cash price equivalent (the total cost price is discounted to the asset's present value as at the transaction date) and the total payment is recognised as an interest expense over the period of credit unless such interest is recognised in the carrying value of the asset in accordance with the Standard on Borrowing Costs, GRAP 5.

Exchanged PPE assets

In cases where assets are exchanged, the cost is deemed to be the fair value of the acquired asset and the disposed asset is de-recognised. If the acquired asset is not measured at its fair value, its cost price will be the carrying amount of the asset given up.

Cost of an item of PPE

The capitalisation value comprises of;

- (i) the purchase price,
- (ii) any directly attributable costs necessary to bring the asset to its location and condition necessary for it to be operating in the manner intended by the municipality, and
- (iii) an initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.

VAT is excluded (unless the municipality is not allowed to claim input VAT paid on purchase of such assets - in such an instance, the municipality should capitalise the cost of the asset together with VAT).

Directly attributable costs

Directly attributable costs are defined as:

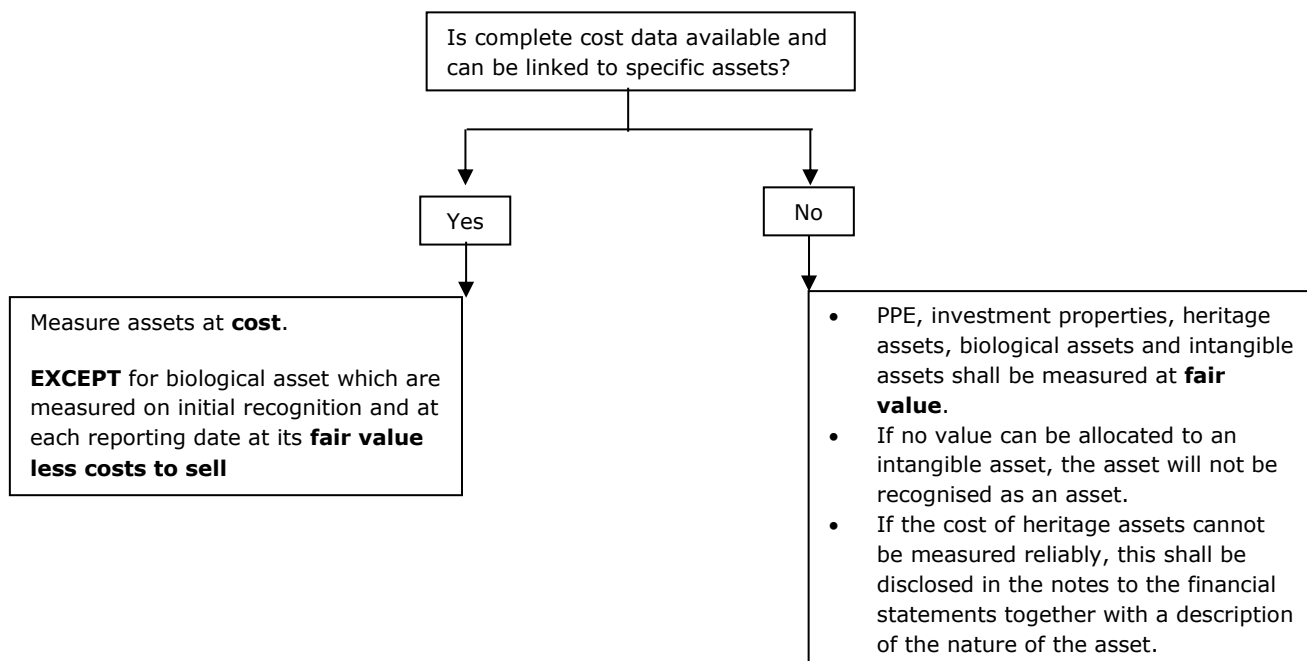
- Cost of employee benefits arising directly from the construction or acquisition of the item of immovable PPE and intangible assets.
- costs of site preparation (in the case of PPE assets);
- initial delivery and handling costs (in case of PPE infrastructure, PPE community assets and PPE heritage assets) ;
- installation and assembly costs, cost of testing whether the immovable PPE or associated intangible asset is functioning properly, after deducting the net proceeds from selling any item produced while bringing the asset to that location and condition;
- commissioning (cost of testing the asset to see if the asset is functioning properly, after deducting the net proceeds from selling any item produced while bringing the asset to its current condition and location)
- professional fees (for example associated with design fees, supervision, and environmental impact assessments) (in the case of all asset classes); and
- proper transfer taxes (in the case of all asset classes).

(b) Policy statement

PPE, intangible assets, heritage assets and investment property that qualify for recognition shall be capitalised **at cost**. Interest on deferred payments will be expensed. Biological assets that qualify for recognition shall be capitalised at **fair value less costs to sell**.

In cases where complete cost data is not available or cannot be reliably linked to specific assets:

- The fair value of PPE infrastructure, community property and building property shall be adopted on the basis of depreciated replacement cost;
- If the cost of heritage assets cannot be measured reliably, this shall be disclosed in the notes to the financial statements together with a description of the nature of the asset; and
- Investment property and intangible assets shall be measured at fair value on the date of acquisition. If no fair value can be allocated to the intangible asset, the asset will not be recognised as an asset.

Figure 3: Measurement at initial recognition**(c) Responsibilities**

- The CFO, in consultation with the AO and Directors, shall determine effective procedures for the capitalisation of assets on recognition.
- Every Director shall ensure that all assets under their control are correctly capitalised.
- Every Director shall advise the CFO of any deferred payments from the municipality, providing the relevant details of such.

10.6 MEASUREMENT AFTER RECOGNITION**(a) Definitions and rules**Options

Accounting standards allow measurement after recognition on immovable assets as follows:

- PPE, heritage assets and intangible assets: on either a cost or revaluation model;
- Biological assets: fair value less costs to sell; and
- Investment Property: either cost model or the fair value model.

Different models can be applied, providing the treatment is consistent per asset class.

Cost model

When the cost model is adopted, the asset is carried after recognition at its cost less any accumulated depreciation and any accumulated impairment losses.

Revaluation model

When the revaluation model is adopted an asset is carried after recognition at a re-valued amount, being its fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the reporting date. When revaluations are conducted, the entire class of assets should be re-valued. The appraisal of the fair value of assets is normally undertaken by a member of the valuation profession, who holds a recognised and relevant professional qualifications and appropriate knowledge and experience in valuation of the respective assets.

If the carrying amount of an asset is increased as a result of a revaluation, the increase shall be credited directly to a revaluation surplus. However, the increase shall be recognised in surplus or deficit to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit.

If the carrying amount of an asset is decreased as a result of a revaluation, the decrease shall be recognised in surplus or deficit. However, the decrease shall be debited directly in net assets to the extent of any credit balance existing in the revaluation surplus in respect of that asset. The decrease recognised directly in net assets reduces the amount accumulated in net assets under the heading revaluation surplus.

When an asset is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- Restated proportionately with the change in the gross carrying amount of the asset after revaluation equals its revalued amount. This method is often used when an asset is revalued by means of applying an index to its DRC.
- Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

The revaluation surplus is transferred to the Accumulated Surpluses/ (Deficits) Account on de-recognition of an asset. An amount equal to the difference between the new (enhanced) depreciation expense and the depreciation expenses determined in respect of such asset before the revaluation in question *may* be transferred from the Revaluation Reserve to the municipality's Accumulated Surplus/Deficit Account. *If this option is selected, an adjustment of the aggregate transfer is made at the end of each financial year.*

Investment property

When the fair value model is adopted, all investment property should be measured at its fair value except when the fair value cannot be determined reliably on a continuing basis. The fair value of the investment property shall reflect market conditions at the reporting date. It shall be valued on an annual basis. All fair value adjustments shall be included in the surplus or deficit for the financial year. If a municipality selects the cost model to measure all of its investment property, it does so in accordance with the Standard of GRAP on Property, Plant and Equipment, i.e., at cost less any accumulated depreciation and any accumulated impairment losses.

Statutory inspections

The cost of a statutory inspection that is required for the municipality to continue to operate immovable PPE is recognised at the time the cost is incurred, and any previous statutory inspection cost is de-recognised.

Expenses to be capitalised

Expenses incurred in the enhancement of PPE (in the form of improved or increased services or benefits flowing from the use of such asset), or in the material extension of the useful operating life of assets are capitalised. Such expenses are recognised once the municipality has beneficial use of the asset (be it new, upgraded, and/or renewed) – prior to this, the expenses are recorded as work-in-progress. Expenses incurred in the maintenance or repair (reinstatement) of PPE that ensures that the

useful operating life of the asset is attained, are considered as operating expenses and are not capitalised, irrespective of the quantum of the expenses concerned.

Spares

The location of capital spares shall be amended once they are placed in service, and re-classified to the applicable PPE asset sub-category. Depreciation on the capital spares will commence once the items are placed in service as this is when they are in the location and condition necessary for them to be capable of operating in the manner intended by management.

Major inspection

Major inspections will be recognised at the value of the major inspection.

(b) Policy statement

Measurement after recognition shall be on the following basis:

- PPE: *cost model or revaluation model* (selected based on municipalities policy)
- Heritage: *cost model or revaluation model* (selected based on municipalities policy)
- Investment property: *cost model or fair value model* (selected based on municipalities policy)
- Intangible assets: *cost model or revaluation model* (selected based on municipalities policy)
- Biological assets: fair value less cost to sell

An increase in asset value as a result of revaluation shall be reflected in a Revaluation Reserve, while fair value adjustments will be recognised in surplus / deficit.

The restatement method will be applied to proportionately restate the accumulated depreciation to be in line with the gross replacement cost or CRC of the revalued asset or the elimination method will be applied and the accumulated depreciation will be eliminated against the gross carrying amount of the asset (therefore accumulated depreciation becomes zero) and the net amount restated to the revalued amount of the asset or DRC of the revalued asset.

Figure 4: Measurement after recognition

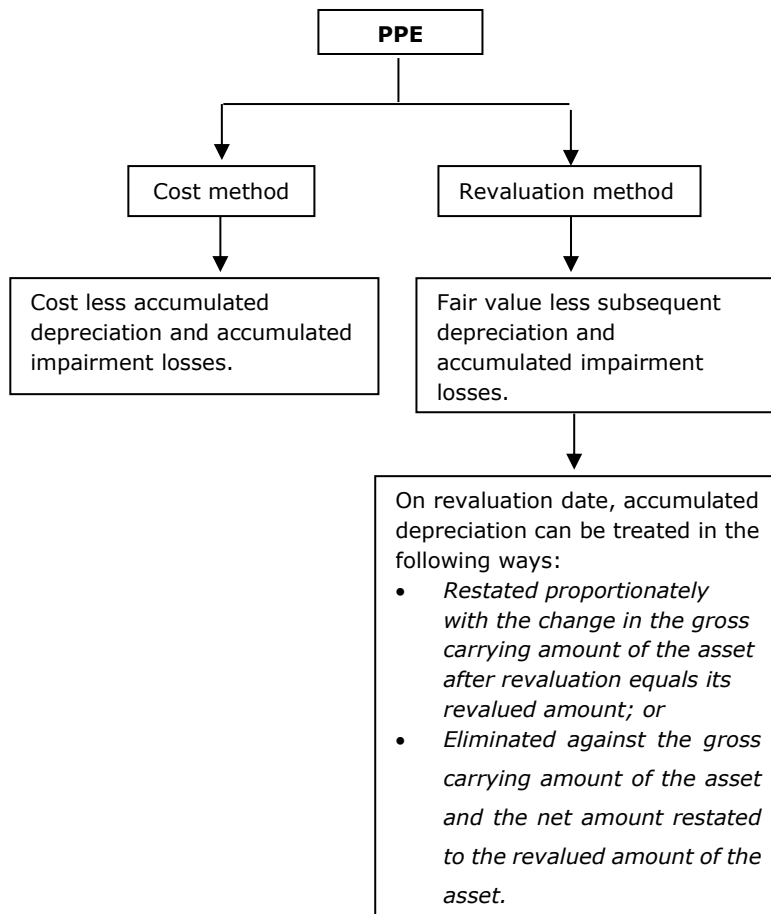


Figure 5: Measurement after recognition

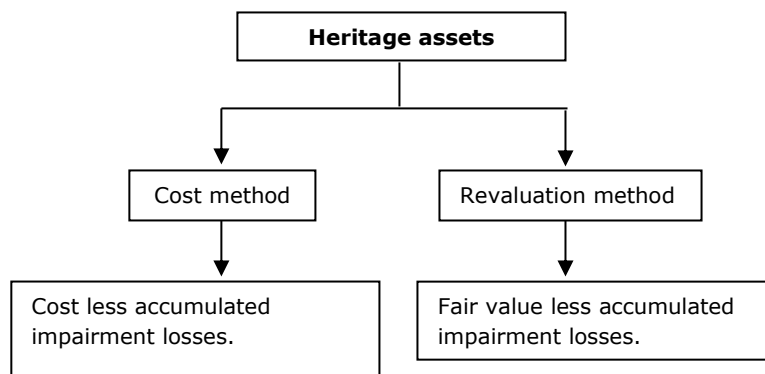


Figure 6: Measurement after recognition

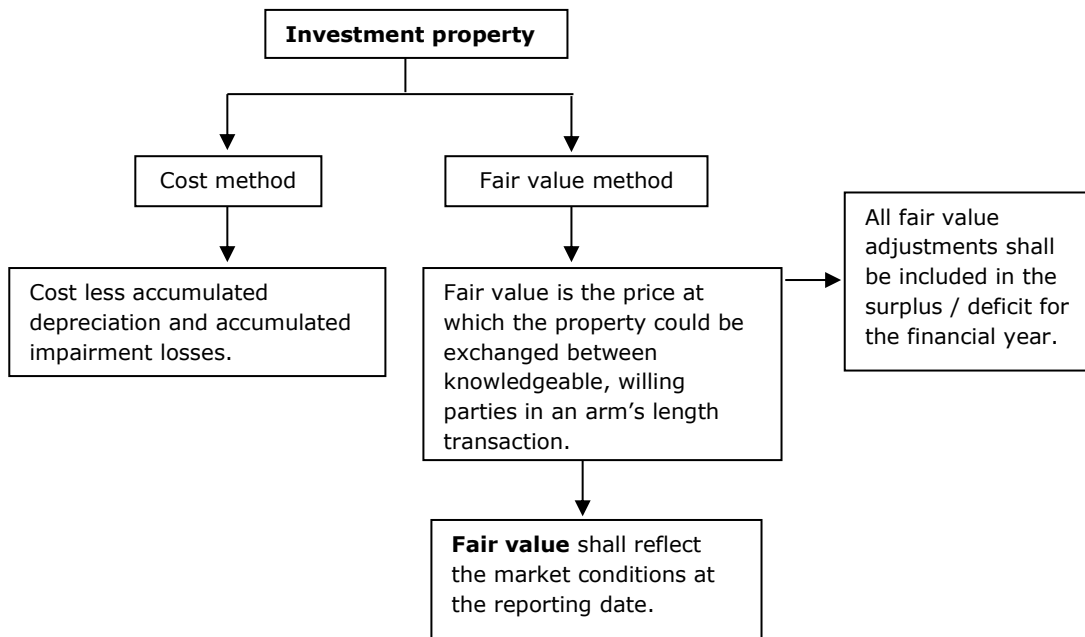


Figure 7: Measurement after recognition

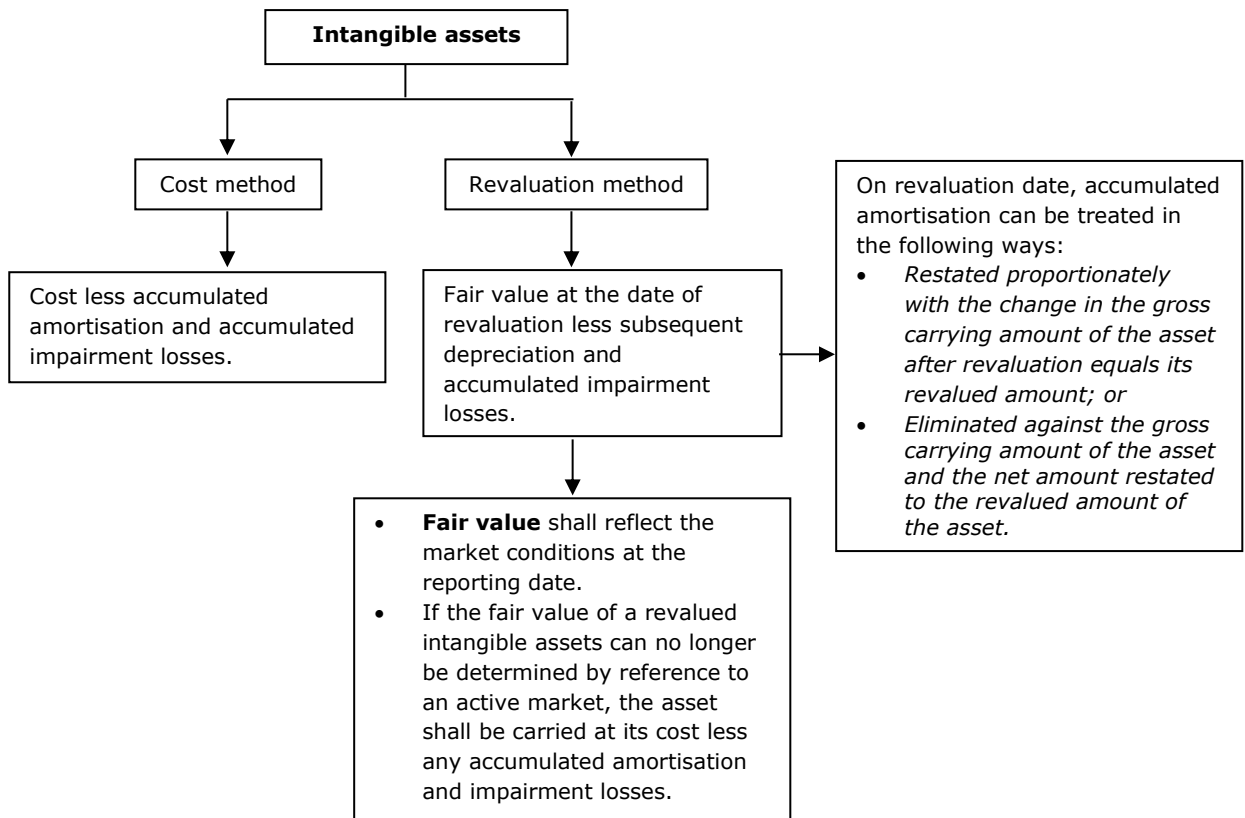
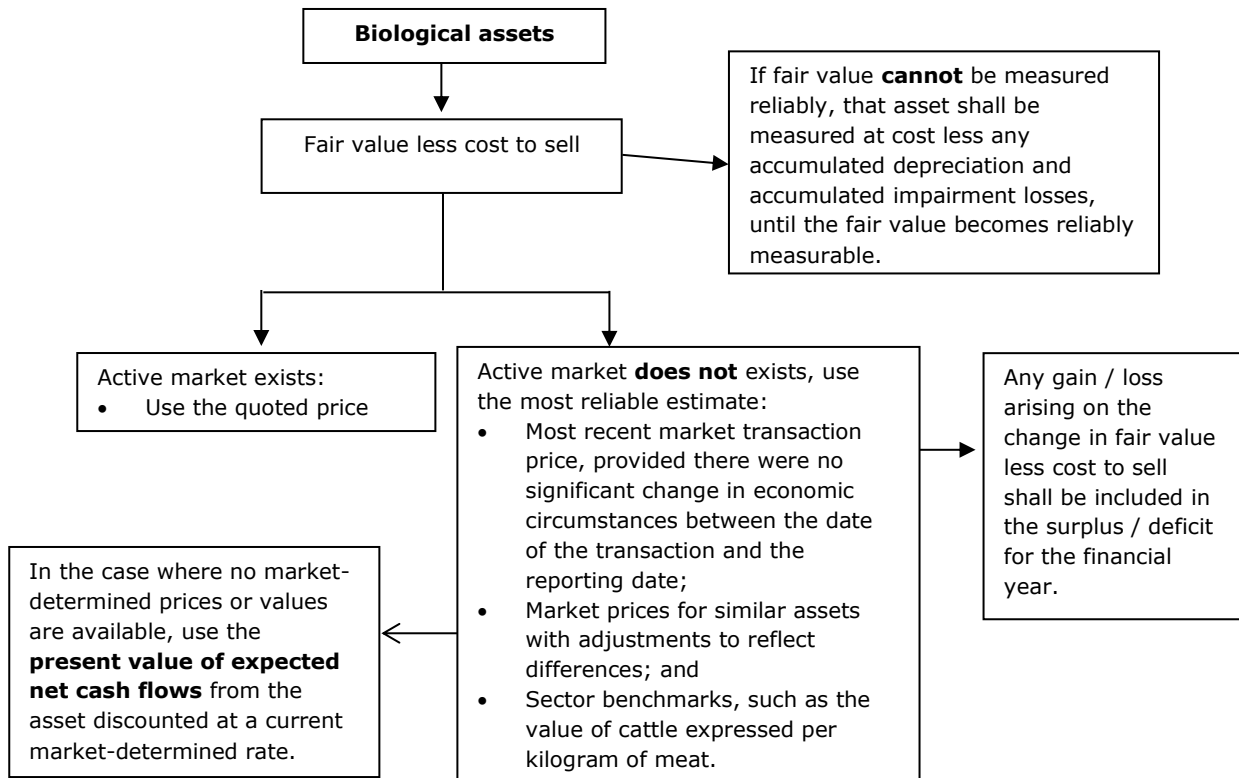


Figure 8: Measurement after recognition



(c) Responsibilities

- The CFO, in consultation with the AO and Directors, shall determine effective procedures for the on-going capitalisation of assets after recognition.
- Every Director shall ensure that all capital expenses associated with assets under their control are correctly capitalised.
- Every Director shall ensure that revaluations and fair value adjustments are conducted where applicable to immovable infrastructure under their control.

10.7 DEPRECIATION

(a) Definition and rules

Depreciation

Depreciation is the systematic allocation of the depreciable amount of an asset over its remaining useful life. The amortisation of intangible assets is identical.

Land and servitudes are considered to have unlimited life; therefore they are not depreciated. Heritage assets and investment property are also not depreciated.

Depreciable amount

The depreciable amount is the cost of an asset, or other amount substituted for cost, less its residual value.

Residual value

The residual value is the estimated amount that the municipality would currently obtain from disposal of the asset after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

The residual values of assets are indicated in **Annexure C** and **D** in the form of a percentage. In the case of assets measured after recognition on the cost model, the percentage is of the initial cost of acquisition. In the case of assets measured after recognition on the revaluation model, the percentage is of the revalued cost.

Intangible assets with an indefinite useful life

An intangible asset with an indefinite useful life will not be amortised. Impairment testing shall be performed on these assets on an annual basis and whenever there is an indication that the assets might be impaired, comparing its recoverable amount with its carrying amount.

Remaining useful life

The remaining useful life (RUL) of a depreciable PPE asset is the time remaining until an asset ceases to provide the required standard of performance or economic usefulness.

The remaining useful life of all depreciable immovable PPE assets at initial recognition is the same as the expected useful life indicated in **Annexure C** above. The remaining useful life of all depreciable movable PPE assets that are new, or are considered to have been renewed, at initial recognition is the same as the expected useful life indicated in **Annexure D**.

Annual review of remaining useful life

The remaining useful lives of depreciable PPE are reviewed every year at the reporting date. Changes may be required as a result of new, updated or more reliable information being available. Changes may also be required as a result of impairments (as contemplated in **Section 10.8** of this policy). Depreciation charges in the current and future reporting periods are adjusted accordingly, and are accounted for as a change in an accounting estimate.

Depreciation method

Depreciation of PPE is applied at the component level. A range of depreciation methods exist and can be selected to model the consumption of service potential or economic benefit (for example the straight line method, diminishing amount method, fixed percentage on reducing balance method, sum of the year digits method, production unit method). The approach used should reflect the consumption of future economic benefits or service potential, and should be reviewed annually where there has been a change in the pattern of consumption.

Depreciation charge

Depreciation starts once an asset is available for use, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management. Depreciation of an assets ceases at the earlier of the date that the asset is classified as held for sale (in accordance with the standard of GRAP on Non-current Assets Held for Sale and Discontinued Operations) and the date the asset is de-recognised.

Carrying amount

The carrying amount is the cost price / fair value amount after deducting any accumulated depreciation and accumulated impairment losses.

Capital spares

Depreciation on capital spares will commence once the items are placed in service as this is when they are in the location and condition necessary for them to be capable of operating in the manner intended by management.

Finance lease

Depreciable assets financed through a finance lease will give rise to a depreciation expense and finance cost which will occur for each accounting period. The depreciation policy for depreciable leased assets shall be consistent with the policy of depreciable owned assets, and the depreciation recognised shall be calculated in accordance with the Standard on Property, Plant and Equipment, GRAP 17. If there is no reasonable certainty that the municipality will obtain ownership by the end of the lease term, the asset shall be fully depreciated over the shorter of the lease term and its useful life. If there is certainty that the municipality will obtain ownership by the end of the lease term, the asset will be fully depreciated over the asset's useful life.

(b) Policy statement

All PPE, except land, servitudes and heritage assets, shall be depreciated over their remaining useful lives. All intangible assets, other than intangibles with an indefinite useful life, shall be amortised over their remaining useful lives.

The method of depreciation / amortisation shall be reviewed on an annual basis, though the *straight line method / diminishing amount method / fixed percentage on reducing balance method / sum of the year digits method / production unit method* shall be used in all cases unless Council determines otherwise. Investment Property on the fair value method will also not be depreciated. The existence, remaining useful lives and residual values shall also be reviewed at each reporting date.

(c) Responsibilities

- The Director shall ensure that a budgetary provision is made for the depreciation of the immovable PPE in the ensuing financial year, in consultation with the CFO.
- The CFO shall indicate a fixed annual date for the review of the remaining useful life of immovable PPE under the control of the respective Directors.
- Every Director shall annually review the remaining useful life as well as the expected useful life and residual values stated in **Annexures C and D** and the depreciation method of PPE that are under their control and motivate to the AO and CFO any adjustments if these are required, in the judgement of the Directors.
- Changes should not be made on a continuous basis because the accounting principle of consistency would be violated.
- The CFO shall report changes made to the remaining useful life of immovable PPE in the asset register to the AO and Council.
- The CFO shall ensure that depreciation charges are debited on a monthly basis and that the fixed asset register is reconciled with the general ledger.

10.8 IMPAIRMENT

(a) Definition and rules

Impairment

Impairment is defined as the loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation.

Indications of impairment

The municipality must review assets for impairment when one of the indicators below occurs or at least at the end of each reporting period. In assessing whether there is any indication that an asset may be impaired, an entity shall consider as a minimum the following indicators:

10.8.1 External sources of information:

- decline or cessation in demand;
- significant long-term changes in the technological, legal or government policy environment;
- the carrying amount of the net assets of the entity is more than its market capitalisation;
- market interest rates have increased during the period, and those increases are likely to affect the discount rate used in calculating an asset's value in use and decrease the asset's recoverable amount materially; or
- a halt in construction could indicate an impairment. Where construction is delayed or postponed to a specific date in the future, the project may be treated as work in progress and not considered as halted.

10.8.2 Internal sources of information:

- evidence of physical damage;
- evidence of obsolescence;
- significant changes with an adverse effect on the entity have taken place during the period, or are expected to take place in the near future, in the extent to which, or a manner in which, an asset is used or is expected to be used, including an asset becoming idle, plans to dispose of an asset before the previously expected date, and reassessing the useful life of an asset as finite rather than indefinite;
- cash flow for acquiring an asset or maintenance cost thereafter is higher than originally budgeted;
- the actual net cash flow or operating profit or loss flowing from an asset are significantly worse than those budgeted;
- a significant decline in budgeted net cash flow or operating profit, or a significant increase in the budget loss, flowing from the asset; or
- operating losses or net cash outflows for the asset, when current period amounts are aggregated with budgeted amounts for the future.

10.8.3 Other indications, such as loss of market value.

Impairment of projects under construction

In assessing whether a halt in construction would trigger an impairment test, it should be considered whether construction has simply been delayed or postponed, whether the intention to resume construction in the near future or whether the construction work will not be completed in the foreseeable future. Where construction is delayed or postponed to a specific future date, the project may be treated as work in progress and is not considered as halted.

Intangible assets

The municipality must test all intangible assets associated with immovable PPE not yet available for use or which have an indefinite useful life for impairment. This impairment test may be performed at any time during the reporting period provided it is performed at the same time every year.

Investment property on the fair value model

Investment property that is measured at fair value is specifically excluded from the scope of GRAP 21 and GRAP 26 (impairment standards). Any impairment would be reflected in the annual review of fair value.

Recoverable amount

The events and circumstances in each instance must be recorded. Where there are indications of impairment, the municipality must estimate the recoverable service amount of the asset and also consider adjustment of the remaining useful life, residual value, and method of depreciation.

Impairment loss

An impairment loss of a non-cash-generating unit or asset is defined as the amount by which the carrying amount of an asset exceeds its recoverable service amount. The recoverable service amount is the higher of the fair value less costs to sell and its value in use.

An impairment loss of a cash-generating unit (smallest group of assets that generate cash inflows) or asset is the amount by which the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of the fair value less costs to sell and its value in use.

Non-cash generating unit

Non-cash-generating units are those assets (or group of assets) that are not held with the primary objective of generating a commercial return. This would typically apply to assets providing goods or services for community or social benefit. The recoverable service amount is the higher of the asset's fair value less cost to sell and its value in use. It may be possible to determine the fair value even if the asset is not traded in an active market. If there is no binding sales agreement or active market for an asset, the fair value less cost to sell is based on the best information available to reflect the amount that an entity could obtain. However, sometimes it will not be possible to determine the fair value less cost to sell because there is no basis for making reliable estimates of the amount obtainable. For non-cash generating assets which are held on an ongoing basis to provide specialised services or public goods to the community, the value in use of the assets is likely to be greater than the fair value less cost to sell. In such cases the municipality may use the asset's value in use as its recoverable service amount. The value in use of a non-cash generating unit/asset is defined as the present value of the asset's remaining service potential.

This can be determined using any of the following approaches:

- the Depreciated Replacement Cost (DRC) approach (and where the asset has enduring and material over-capacity, for example in cases where there has been a decline in demand, the Optimised Depreciated Replacement Cost (ODRC) approach may be used);
- the restoration cost approach (the Depreciated Replacement Cost less cost of restoration) – usually used in cases where there has been physical damage; or
- the service units approach (which could be used for example where a production units model of depreciation is used).

Where the present value of an asset's remaining service potential (determined as indicated above) exceeds the carrying value, the asset is not impaired.

Cash-generating unit

Cash-generating units are those assets held with the primary objective of generating a commercial return. An asset generates a commercial return when it is deployed in a manner consistent with that adopted by a profit-oriented entity. Holding an asset to generate a "commercial return" indicates that an entity intends to generate positive cash inflows from the asset (or from part of the cash-generating unit of which the asset is a part) and earn a commercial return that reflects the risk involved in holding the asset. When the cost model is adopted, fair value is determined in accordance with the rules indicated for measurement after recognition. Costs to sell are the costs directly attributable to the disposal of the asset (for example agents fees, legal costs), excluding finance costs and income tax expenses. The value in use is determined by estimating the future cash inflows and outflows from the continuing use of the asset and net cash flows to be received or (paid) for the disposal of the assets at the end of its useful life, including factors to reflect risk in the respective cash-flows and the time value of money.

Judgement

The extent to which the asset is held with the objective of providing a commercial return needs to be considered to determine whether the asset is a cash generating or non-cash generating asset. An asset may be held with the primary objective of generating a commercial return even though it does not meet that objective during a particular reporting period. Conversely, an asset may be a non-cash-generating asset even though it may be breaking even or generating a commercial return during a particular reporting period. In some cases it may not be clear whether the primary objective of holding an asset is to generate a commercial return. In such cases it is necessary to evaluate the significance of the cash flows. It may be difficult to determine whether the extent to which the asset generates cash flows is so significant that the asset is a non-cash-generating- or a cash-generating asset. Judgement is needed in these circumstances.

Recognition of impairment

The impairment loss is recognised as an expense when incurred (unless the asset is carried at a re-valued amount, in which case the impairment is carried as a decrease in the Revaluation Reserve, to the extent that such reserve exists). After the recognition of an impairment loss, the depreciation charge for the asset is adjusted for future periods to allocate the asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

When no future economic benefit is likely to flow from an asset, it is de-recognised and the carrying amount of the asset at the time of de-recognition, less any economic benefit from the de-recognition of the asset, is debited to the Statement of Financial Performance as a "Loss on Disposal of Asset".

In the event of compensation received for damages to an item of PPE, the compensation is considered as the asset's ability to generate income and is disclosed under Sundry Revenue; and the asset is impaired/ de-recognised.

Reversing an impairment loss

The municipality must assess each year from the sources of information indicated above whether there is any indication that an impairment loss recognised in previous years may no longer exist or may have decreased. In such cases, the carrying amount is increased to its recoverable amount (providing that it does not exceed the carrying amount that would have been determined had no impairment loss been recognised in prior periods). Any reversal of an impairment loss is recognised as a credit in surplus or deficit.

(b) Policy statement

Impairment of assets shall be recognised as an expense in the Statement of Financial Performance when it occurs or at least at every reporting date. Ad-hoc impairment shall be identified as part of normal operational management as well as scheduled annual inspections of the assets.

The municipality considers the following asset classes to be cash generating:

- *note asset classes*

All assets relating to these classes are held with the primary objective of generating a commercial return. Consequently the municipality adopts the impairment treatment for cash generating units in the impairments of its PPE and associated intangible assets that relate to these classes.

The municipality considers all other following classes:

- *note asset classes*

All these asset classes are considered to be assets whose primary objective is to provide goods and services for community or social benefit, and where positive cash flows are generated, these are with the view to support the primary objective rather

than for financial return to equity holders. Consequently the municipality adopts the impairment treatment for non-cash generating units in the impairments of its PPE and associated intangible assets that relate to these asset classes.

(c) Responsibilities

- The CFO shall indicate a fixed annual date for the review of any impairment that may have occurred on assets under the control of the respective Directors.
- The Directors shall review any impairment on the PPE under their control at the annual review date, and from time to time as a result of any events that come to their attention that may have a material negative effect on the performance of these assets. The Directors shall motivate to the CFO proposed changes to the performance of such assets and the necessary impairments that needs to be recognised on such assets.
- The Directors should evaluate all the immovable PPE for impairment, taking into consideration any discussions with the senior accountants and operating managers.
- The Asset register administrator should update the fixed asset register with the information received, relating to the impairment, from the financial management system where the impairment journals have been processed.
- The CFO shall report changes made to the carrying values of these assets in the asset register to the AO and Council.

10.9 DE-RECOGNITION

(a) Definition and rules

Exempt assets

Capital assets transferred to another municipality or to a municipal entity or to a national or provincial organ of state in circumstances and in respect of categories of assets approved by the National Treasury, provided that such transfers are in accordance with a prescribed framework in terms of the Municipal Asset Transfer Regulations.

Non-exempt assets

Assets other than exempt assets.

De-recognition

Assets are de-recognised on disposal or when no future economic benefits or service potential are expected from its use or disposal. Where assets exist that have reached the end of their useful life yet they pose potential liabilities, the assets will not be de-recognised until the obligations under the potential liabilities have been settled.

The gain or loss arising from de-recognition of an item of immovable assets shall be included in surplus of deficit when the item is de-recognised.

PPE that is associated with the provision of basic services cannot be disposed without the approval of Council.

Government Gazette no.31346, Municipal asset transfer regulations, sets out the regulations regarding municipal asset transfers and disposals, for example type of assets that need approval to be disposed or transferred, timeframes, possible public participation requirements, considerations in approving the transfer or disposal and Council approval.

Read in conjunction with the Municipal Finance Management Act (MFMA) it is clear that a municipality may not transfer ownership as a result of a sale or other transaction or otherwise permanently dispose of a capital asset needed to provide the minimum level of basic municipal services unless that transfer is to an organ of state, and the following conditions must be met:

- Ownership in the capital asset (including replacements, upgrading and improvements made by the organ of state) must immediately revert to the municipality should the organ of state for any reason cease to or is unable to render the service;

- The organ of state may not without the written approval of the municipality:
- Transfer, dispose of or encumber the capital asset (including replacements, upgrading and improvements made by the organ of state) in any way;
- Grant a right to another person to use, control or manage the capital asset (including replacements, upgrading and improvements made by the organ of state);
- The transfer agreement must reflect the conditions above; and
- The organ of state must demonstrate the ability to adequately maintain and safeguard the asset.

If the combined value of any non-exempt capital assets a municipality intends to transfer or dispose of in any financial year exceeds 5% of the total value of its assets, as determined from its latest available audited AFS, a public participation process must be conducted to facilitate the determinations of the municipal council, in relation to all the non-exempt capital assets proposed to be transferred or disposed of during the year.

Council may delegate the following powers and responsibilities to the AO:

- The decision as to whether the non-exempt capital asset is needed to provide a basic service;
- The power to approve in-principle that the non-exempt capital asset may be transferred or disposed of; and
- The authority to approve in-principle of the granting of a right to use a capital asset. This delegation does not extend however, to cover long-term high-value transactions.

Disposal of assets should be at fair value. If payment for the item is deferred, the consideration received is recognised initially at the cash price equivalent (the total proceeds discounted to the present value as at the transaction date). The difference between the nominal amount of the consideration and the cash price equivalent is recognised as interest revenue.

Disposal Management System

An effective system of disposal management for disposal or letting of assets, including unserviceable, redundant or obsolete assets, must be provided for in the Supply Chain Management Policy.

This must specify the ways in which assets may be disposed of, including by:

- transfer the asset to another organ of state in terms of a provision of the MFMA enabling the transfer of assets;
- transferring the assets to another organ of state at market related value or, when appropriate, free of charge;
- selling the asset; or
- destroying the asset.

PPE may be sold only at market related prices except when the public interest or the poor demands otherwise. When assets are traded in for other assets, the highest possible trade-in price must be negotiated.

Revaluation model

The revaluation surplus is transferred to the Accumulated Surpluses/ (Deficits) Account on de-recognition of an asset. An amount equal to the difference between the new (enhanced) depreciation expense and the depreciation expenses determined in respect of such immovable asset before the revaluation in question may be transferred from the Revaluation Reserve to the municipality's Accumulated Surplus/Deficit Account. An adjustment of the aggregate transfer is made at the end of each financial year.

(b) Policy statement

Fixed assets for which no future economic benefits or service potential are expected shall be identified and methods of disposal and the associated costs or income considered by Council. The carrying amount of the asset shall be de-recognised when no future economic benefits or service potential are expected from its use or its disposal. Where assets exist that have reached

the end of their useful life yet they pose potential liabilities, the assets will not be de-recognised until the obligations under the potential liabilities have been settled.

Where an asset being de-recognised was previously revalued, the revaluation surplus is transferred to the Accumulated Surpluses/ (Deficits) Account on de-recognition of an asset.

(c) Responsibilities

- Fixed assets shall be de-recognised only on the recommendation of the Directors controlling the asset, and with the approval of the AO.
- Every Directors shall report to the CFO on assets which such Directors wishes to have de-recognised, stating in full the reason for such recommendation, indicating whether or not the assets are associated with the provision of basic services. The CFO shall consolidate all such reports, and shall promptly make a submission to the Disposals Committee with a copy to the AO on the PPE to be de-recognised, the proposed method of disposal, and the estimated cost or income from such disposal. The Disposals Committee shall consider the submission and make recommendations to the Council for adoption.
- Assets that are replaced in the nominal course of the life-cycle renewal should be de-recognised and removed from the asset register.
- The AO, in consultation with the CFO and other Directors shall formulate norms and standards from the replacement of all PPE.

10.10 INSURANCE OF ASSETS

(a) Definition and rules

Insurance provides selected coverage for the accidental loss of asset value.

Generally, government infrastructure is not insured against disasters because relief is provided from the Disaster Fund through National Treasury. The municipality can however elect to insure certain infrastructure risks, though approval must be obtained from the Council. The CFO must conduct a risk assessment of all assets and after considering the risks involved, report to Council, which assets must be insured. The risk assessment must be based on a loss probability analysis and if there is no capacity within the municipality to conduct the analysis, the CFO should be authorised to obtain external professional assistance.

The municipality may elect to operate a self-insurance reserve, in which case the CFO shall annually determine the premiums payable by the departments or votes after having received a list of assets and insurable values of all relevant assets from the HOD(SO)s concerned. This will be reflected in the accumulated surplus and will be cash backed.

Assets must be insured internally or externally and coverage must be based on the loss probability analysis. All insurance claims must be assessed by an official, charged with the responsibility for the insurance of assets, to determine whether the damage to the assets can be recovered from possible third parties involved. If the damage was caused by an identifiable third party the CFO should compile a report advising the AO of the facts thereof and any possible further action.

(b) Policy statement

The municipality should adhere to the disaster management plan for prevention and mitigation of disaster in order to be able to attract the disaster management contribution during or after disaster. The Council shall decide on insurance cover for assets each financial year based on the recommendation from the AO after consultation with the CFO.

(c) Responsibilities

- The AO will consult with the CFO on the basis of insurance to be applied to each type of asset: either the carrying value or the replacement value of the immovable asset concerned. The approach shall take due cognisance of the budgetary resources of the municipality, and where applicable asset classes shall be prioritised in terms of their risk exposure and value.
- The AO shall advise Council on the insurance approach taken.
- In the event that the CFO is directed by Council to establish a self-insurance reserve, the CFO shall annually submit a report to the Council on any reinsurance cover which it is deemed necessary to procure for the municipality's self-insurance reserve.

11. POLICY FOR SAFEGUARDING**(a) Definitions and rules**

The municipality applies controls and safeguards to ensure that assets are protected against improper use, loss, theft, malicious damage or accidental damage.

The existence of assets is physically verified from time-to-time, and measures adopted to control their use, as follows:

- All above ground assets should be verified for existence and any changes in condition at least once a year. These inspections should be formally recorded and signed off and, where possible, shall be worked into the routine maintenance inspections. These inspections may be prioritised on a risk basis to give emphasis to assets approaching the end of their useful life and assets with a high value in relation to total assets (the threshold for high value will be determined by the CFO), whereas a sample basis may be adopted for long life or multiple assets of a similar nature;
- Performance data shall be reviewed for buried assets to identify possible changes in condition; and
- A detailed road condition survey shall be conducted every 5 years.

Every Director shall at least once during every financial year undertake a comprehensive verification of all movable PPE controlled by or used by the department concerned. Every Director shall promptly and fully report in writing to the CFO, in the format determined by the CFO, all relevant results of such verification.

This report in respect of the annual physical verification of movable assets shall:-

- Confirm the location of the asset;
- Confirm the physical description of the asset;
- Confirm the level of utilisation of the asset;
- Indicate the assessment of the condition of the asset (Condition Grade);
- Indicate the expected useful life of the asset (RUL); and
- The existence or absence of any physical impairment of the asset.

The municipality may allocate day-to-day duties relating to such control, verification and safekeeping to asset custodians, and record such in the asset register.

(b) Policy statement

An asset safeguarding plan shall be prepared for all assets indicating measures that are considered effective to ensure that all immovable assets under control of the municipality are appropriately safeguarded from inappropriate use or loss, including the identification of asset custodians for all assets. The impact of budgetary constraints on such measures shall be reported to Council. The existence, condition and location of these assets shall be verified annually (in line with the assessment of impairment).

(c) Responsibilities

- Each Director shall prepare and submit to the CFO, upon request, an annual asset safeguarding plan for the assets under the control of their respective departments, indicating the budget required.
- The CFO shall confirm the available budget, and in consultation with the respective Directors, determine the impact of any budget shortfall. The CFO shall report the impacts to the AO for review, and advise Council.
- Each Director shall implement the safeguarding plan within the resources made available.
- Each Director shall report, within the time frame indicated by the CFO, the existence, condition, location and appropriate use of assets under the control of their respective departments at the review date.
- Every Director shall at least once during every financial year undertake a comprehensive verification of all movable PPE controlled by or used by the department concerned.
- Every Director shall promptly and fully report in writing to the CFO, in the format determined by the CFO, all relevant results of such movable asset verification.
- Every Director shall at least once during every financial year undertake a comprehensive verification of all movable PPE controlled by or used by the department concerned.
- Every Director shall promptly and fully report in writing to the CFO, in the format determined by the CFO, all relevant results of such movable asset verification.
- Malicious damage, theft, and break-ins must be reported to the AO or delegated person within 48 hours of its occurrence or awareness by the respective Directors.
- The AO must report criminal activities to the South African Police Service.

12. POLICY FOR LIFE-CYCLE MANAGEMENT OF IMMOVABLE PPE ASSETS**(a) Definitions and rules**Service delivery

Immovable PPE assets (such as infrastructure and community facilities) are the means by which the municipality delivers a range of essential municipal services. Consequently, the management of such assets is critical to meeting the strategic objectives of the municipality and in measuring its performance.

Asset management

The goal of asset management of immovable PPE is to meet a required level of service, in the most cost-effective manner, through the management of assets for present and future customers.

The core principles are:

- taking a life-cycle approach;
- developing cost-effective management strategies for the long-term;
- providing a defined level of service and monitoring performance;
- understanding and meeting the impact of growth through demand management and infrastructure investment;
- managing risks associated with asset failures;
- sustainable use of physical resources; and
- continuous improvement in the immovable PPE asset management practices.

(b) Policy statement

The municipality shall provide municipal services for which the municipality is responsible, at an appropriate level, and in a transparent, accountable and sustainable manner, in pursuit of legislative requirements and in support of its strategic objectives, according to the following core principles:

Effective governance

The municipality shall strive to apply effective governance systems to provide for consistent asset management and maintenance planning in adherence to and compliance with all applicable legislation to ensure that asset management is conducted properly, and municipal services are provided as expected.

To this end, the municipality shall:

- continue to adhere to all constitutional, safety, health, systems, financial and asset-related legislation;
- regularly review updates and amendments to the above legislation;
- review and update its current policies and by-laws to ensure compliance with the requirements of prevailing legislation; and
- effectively apply legislation for the benefit of the community.

Sustainable service delivery

The municipality shall strive to provide to its customers services that are technically, environmentally and financially sustainable.

To this end, the municipality shall:

- identify a suite of levels and standards of service that conform with statutory requirements and rules for their application based on long-term affordability to the municipality;
- identify technical and functional performance criteria and measures, and establish a commensurate monitoring and evaluation system;
- identify current and future demand for services, and demand management strategies;
- set time-based targets for service delivery that reflect the need to newly construct, upgrade, renew, and dispose infrastructure assets, where applicable in line with national targets;
- apply a risk management process to identify service delivery risks at asset level and appropriate responses;
- prepare and adopt a maintenance strategy and plan to support the achievement of the required performance;
- allocate budgets based on long-term financial forecasts that take cognisance of the full life-cycle needs of existing and future infrastructure assets and the risks to achieving the adopted performance targets;
- strive for alignment of the financial statements with the actual service delivery potential of the infrastructure assets; and
- implement its tariff and credit control and debt collection policies to sustain and protect the affordability of services by the community.

Social and economic development

The municipality shall strive to promote social and economic development in its municipal area by means of delivering municipal services in a manner that meet the needs of the various customer user-groups in the community.

To this end, the municipality shall:

- regularly review its understanding of customer needs and expectations through effective consultation processes covering all service areas;
- implement changes to services in response to changing customer needs and expectations where appropriate;
- foster the appropriate use of services through the provision of clear and appropriate information;
- ensure services are managed to deliver the agreed levels and standards; and
- create job opportunities and promote skills development in support of the national Expanded Public Work Program (EPWP).

Custodianship

The municipality shall strive to be a responsible custodian and guardian of the community's assets for current and future generations.

To this end, the municipality shall:

- establish a spatial development framework that takes cognisance of the affordability to the municipality of various development scenarios;
- establish appropriate development control measures including community information;
- cultivate an attitude of responsible utilisation and maintenance of its assets, in partnership with the community;
- ensure that heritage resources are identified and protected; and
- ensure that a long-term view is taken into account in infrastructure asset management decisions.

Transparency

The municipality shall strive to manage its infrastructure assets in a manner that is transparent to all its customers, both now and in the future.

To this end, the municipality shall:

- develop and maintain a culture of regular consultation with the community with regard to its management of infrastructure in support of service delivery;
- clearly communicate its service delivery plan and actual performance through its Service Delivery and Budget Implementation Plan (SDBIP);
- avail immovable PPE asset management information on a ward basis; and
- continuously develop the skills of councillors and officials to effectively communicate with the community with regard to service levels and standards.

Cost-effectiveness and efficiency

The municipality shall strive to manage its infrastructure assets in an efficient and effective manner.

To this end, the municipality shall:

- assess life-cycle options for proposed new infrastructure in line with the Supply Chain Management Policy;
- regularly review the actual extent, nature, utilisation, criticality, performance and condition of infrastructure assets to optimise planning and implementation works;
- assess and implement the most appropriate maintenance of infrastructure assets to achieve the required network performance standards and to achieve the expected useful life of infrastructure assets;
- continue to secure and optimally utilise governmental grants in support of the provision of free basic services;
- implement new and upgrading construction projects to maximise the utilisation of budgeted funds;
- ensure the proper utilisation and maintenance of existing assets subject to availability of resources;
- establish and implement demand management plans;
- timeously renew infrastructure assets based on capacity, performance, risk exposure, and cost;
- timeously dispose of infrastructure assets that are no longer in use;
- review management and delivery capacity, and procure external support as necessary;
- establish documented processes, systems and data to support effective life-cycle infrastructure asset management;
- strive to establish a staff contingent with the required skills and capacity, and procure external support as necessary; and
- conduct regular and independent assessments to support continuous improvement of infrastructure asset management practice.

(c) Responsibilities

- Upon adoption of this policy by Council, the AO shall meet regularly with the CFO and Directors to take measures to effectively implement this policy, and to report to Council on progress made at a frequency indicated by Council.
- Directors shall develop, and update at regular intervals to be determined by the AO in consultation with the CFO and Directors, an Asset Management Plan (AMP) for each service involving immovable PPE that shall assess levels and standards of service, future demand, risk, determine a lifecycle plan for a minimum 10 year planning horizon, and identify management practice improvement needs (3 year horizon). The AMPs will be submitted through the AO to Council for adoption. AMPs shall be used to inform the preparation of a CMIP and budgets through the IDP process. The time frame for the first time implementation of this will be determined by the AO in consultation with the CFO and Directors.
- The CFO shall, in consultation with Directors, determine grading scales for the measurement of asset condition, performance, cost-of-operation, and utilisation for that are common and applicable to all services. Where necessary, the Directors shall interpret the grading scales for the immovable PPE assets under their control. HOD(SO)s shall determine the grading of all immovable PPE assets under their control at a level of accuracy considered appropriate to the municipality's resources, at intervals to be determined by the AO in consultation with the CFO and HOD(SO)s.
- Directors shall prepare, and review at regular intervals to be determined by the AO in consultation with the CFO and Directors, an Operations and Maintenance Strategy and Plan, and submit such, through the AO, to Council for adoption. The municipality shall engage contractors when necessary to support in the implementation of maintenance actions and adopt a system that assists in managing such maintenance. The time frame for the first time implementation of this will be determined by the AO in consultation with the CFO and Directors.
- Directors shall determine detailed service performance measures (differentiated, where applicable for identified customer groups), and submit such, through the AO, to Council for adoption and inclusion in the Services Delivery and Budget Implementation Plan. Directors shall establish a monitoring regime, and report actual performance each financial year. The time frame for the first time implementation of this will be determined by the AO in consultation with the CFO and Directors.
- The AO shall establish procedures to ensure that legislative requirements regarding the management of immovable PPE assets, including but not limited to health and safety, and environmental protection, are documented and advised to Directors. Directors shall address legislative needs in their strategies and plans, and shall enforce implementation.
- Review the municipality's Risk Management framework to ensure that it is effective for the management of physical risks to infrastructure and buildings. Important actions shall be identified and implemented. The Directors shall report risk exposure relating to their respective assets each financial year.

13. POLICY IMPLEMENTATION

Procedures should be prepared and adopted by the AO, in consultation with the CFO and HOD(SO)s, to give effect to this policy. **This will be effective as from 01 July 2021**

ANNEXURE A: IMMOVABLE ASSET HIERARCHY

The following asset categories, sub-categories and groups shall be used at the highest level of the classification structure for immovable assets:

Table 1 - Asset categories, sub-categories and groups

CATEGORY	SUB-CATEGORY	GROUP
Emthanjeni municipality's hierarchy		

ANNEXURE B: MOVABLE ASSET HIERARCHY

The following asset categories, sub-categories and groups shall be used at the highest level of the classification structure for movable assets:

Table 2 - Asset categories, sub-categories and groups

CATEGORY	SUB-CATEGORY	GROUP
Emthanjeni municipality's hierarchy		

ANNEXURE C: EXPECTED USEFUL LIVES AND RESIDUAL VALUES OF IMMOVABLE ASSETS

ASSET TYPE	COMPONENT TYPE	EUL	Residual (%)
Emthanjeni municipality's component list indicating EUL and RV			

ANNEXURE D: EXPECTED USEFUL LIVES AND RESIDUAL VALUES OF MOVABLE ASSETS

Components	Description	EUL years	RV %
Emthanjeni municipality's component list indicating EUL and RV			

EMTHANJENI MUNICIPALITY



FINAL AUGMENTATION POLICY

2021/2022 MTREF

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AUGMENTATION POLICY

1. BACKGROUND

- 1.1 The Emthanjeni Municipality (“the Municipality”) is entitled in terms of the Constitution of the Republic of South Africa 2006 to implement rates and taxes.
- 1.2 In terms of section 4 of the Municipal Systems Act 32 of 2000, the Council of the Municipality has the right to finance the affairs of the Municipality by charging fees for services and imposing surcharges on property *inter alia* by levies on property.
- 1.3 The Municipality has evaluated and assessed the increase in demand on infrastructure and the quantity of its services which are supplied to new developments within its Mandate Area;
- 1.4 As a result of such demand and increase in services, the Municipality has decided to levy augmentation fees on new developments;

2. INTERPRETATION

- 2.1 In this Policy unless the context otherwise indicates:-

		Meaning:
2.1.1	Augmentation Fees	Augmentation fees are in the amounts calculated by virtue of the cost for the provision and/ or upgrading (present and future) of bulk infrastructure to accommodate new development and the cost thereof to the Council.
2.1.2	Closed or Private Development	Instances where the Council will only provide a bulk water and electricity meter and sewer connection to the land/ erf of the development and render bulk services. The Council will not take over, or maintain any internal services within a closed or private development.
2.1.3	Consulting Engineer	A Professional Engineer or Company registered with the Engineering Council of South Africa (ECSA), who assumes responsibility for the design and technical soundness of the infrastructure to be provided to developments.
2.1.4	Effective Date	Date of signature of the Service Agreement by both parties.
2.1.5	Financial Year of Municipality	01 July - 30 June

2.1.6	Mandate Area	Jurisdictional area of Emthanjeni Municipality as amended from time to time
2.1.7	Municipality	The Emthanjeni Municipality established in terms of the Municipal Structures Act 32 of 2000, as amended, exercising its legislative and executive authority through its municipal council; or Its successor in title; Any other structure with delegated power, in terms of section 59 of the Municipal Structures Act.
2.1.8	Multi-use property	A property where there is a combination of different categories of property on the same registered property.
2.1.9	Owner	The developer or person in whose name the property is registered; A Trustee – if property is owned by a Trust; A Lessee – if the property is owned by the Municipality and is leased to the Lessee; A Buyer – if the property has been sold by the Municipality, and the Buyer has been given possession of the property, pending registration of the property into the Buyer's name.
2.1.10	Policy	Means this Policy, all the annexures attached hereto and any future amendments
2.1.11	Property	Any development being a sectional title scheme, share block company, single residential, group housing, commercial property, small townships, minor developments or closed and private developments
2.1.12	Service Agreement	An agreement entered into between the Council and the owner/developer of the land/erf being developed, for the provision of services to the property and to regulate matters pertaining to the development.

3. **OBJECTIVES OF THE POLICY**

- 3.1 Implementation of measures by the Municipality to recover the costs incurred for the provision of Bulk Infrastructure and Services to new developments.
- 3.2 Alleviation of any extra financial burden by Private Developments/Township establishments on existing residents and consumers.
- 3.3 Fair treatment of all developers and new residents, by eliminating the subsidising of such new developments by existing residents.

- 3.4 Detail the criteria which the Municipality shall apply to levy additional augmentation fees for the provision of bulk infrastructure capacity to accommodate new developments.

4. **APPLICATION OF THIS POLICY**

- 4.1 This Policy shall be applicable to the following categories of property:-

4.1.1 Sectional title units;

4.1.2 Share block schemes;

4.1.3 Business, commercial and industrial properties;

4.1.4 Single residential units;

4.1.5 New township establishments;

4.1.6 Minor subdivisions and applications for an increased supply.

4.1.7 Closed or Private Developments.

a) Such a closed development will be fenced off and a Body Corporate/Home Owners Association will be established to maintain all internal services.

b) The Council will not take over, or maintain any internal services within a closed development.

5. **CATERGORIES OF SERVICES**

5.1 **Bulk Services**

All road, street, water, storm water, sewerage, solid waste sites and electricity infrastructure, whereto the internal services can be connected for the provision of such services to the development or new township.

5.1.1 **Water**

The provision of a bulk water infrastructure to a group of consumers or new developments. This includes reservoir storage, water pump stations and rising mains, main feeder lines and the identification, obtaining and development of water sources.

5.1.2 **Electricity**

The provision, maintenance and upgrading of main intake substations, switchgear, overhead or underground main feeder lines and transformers up to the border of such closed developments.

5.1.3 Sewerage

The provision of capacity, maintenance and upgrading of sewerage treatment plants, bulk gravity sewers, sewerage pump stations and rising mains.

5.1.4 Roads and Storm water

The provision, maintenance and upgrading of Access Main Roads to accommodate traffic impact by means of a traffic impact assessment (T.I.A) and the provision of adequate storm water infrastructure to accommodate and retain run-off and storm water drainage.

5.1.5 Refuse Removal/Solid Waste Site.

The provision, maintenance, upgrading and rehabilitation of refuse / waste landfill sites.

5.2 Internal Services

All water, roads, electricity and sewerage networks and associated installations and accessories including storm water drainage systems and road infrastructure within the boundaries of the Development/Township and connecting points for the particular services in/or near the boundaries of the Development/Township including any connections where such connection points are situated outside the boundaries of the Development/Township, boundary services as well as elements of a system which have, in consequence of topographical features or other reasons, to be located outside the boundaries of the township but which provide solely for the needs of the proposed Development/Township, which definition in particular shall include water reservoirs/towers and sewerage pumping stations and treatment works. The internal services for new Township Developments shall be provided by the Developer but shall become the property of the Municipality. For closed or Private Developments the internal services of the property shall be managed by the Home Owners Association or the Body Corporate of the property.

5.2.1 Services other than Bulk Services

5.2.1.1 Water

The provision, maintenance and upgrading of the water reticulation in the development to provide sufficient water pressure to all erven, including the provision of a connection point.

5.2.1.2 Electricity

The provision, maintenance and upgrading of the electrical reticulation, including transformers, cables and kiosks.

5.2.1.3 Roads and Storm water

The provision, maintenance and upgrading of roads, kerbing, street names, traffic signs, road markings and storm water drainage with inlet structures.

5.2.1.4 Refuse Removal

The provision of refuse removal services such as refuse compactors and municipal transportation of refuse collected.

6. CALCULATION AND PAYMENT OF AUGMENTATION FEES

6.1 Augmentation fees shall be charges as a once-off fee on all new Developments/Township establishments from the Effective Date.

6.2 Augmentation fees shall be levied in Rand and shall be calculated according to the Municipality's cost structure for the provision and/or upgrading of bulk services to a development.

6.3 Where a developer has applied for development in phases, augmentation contribution fees shall be calculated on cost structures and in accordance with Council's Policy applicable when such deferred development phase commences. Where it is not practical to phase bulk infrastructure (eg. reservoir capacity etc), the full augmentation contribution shall be payable or provided as determined by Council or their representative.

6.4 If a property is utilised as a multiple-use property, then the augmentation rates will be apportioned accordingly.

6.5 In the event of the Augmentation Levy being calculated incorrectly due to the owner providing Council with false information, the owner will be liable to pay interest (*insert rate of interest*) on any outstanding amount due to Council.

7. THE FORMULA USED FOR THE CALCULATION OF THE ELECTRICAL AUGMENTATION CONTRIBUTION LEVY

7.1 The Augmentation Contribution Levy is a Developer or Consumer's contribution towards the present or future upgrading of the Primary Network (main substations on MV network) to cater for the notified load requirements.

- 7.2 In calculating the levy, the aim is to establish an equivalent average charge per Equivalent Residential Unit (ERU).
- 7.3 The average cost per ERU is determined by pricing a model of the Primary Network, which is as close as possible to the actual network, and then dividing it by the ERU's it can supply.
- 7.4 The total charge to the Development will be the calculated number of ERU's of the Development multiplied by the Charge/ERU.
- 7.5 An ERU is considered to be a Residential Consumer with a 45 Amp single phase supply at 230 Volts nominal.
- 7.6 The Factors/Formulae used to calculate the number of ERU's are contained in the following table:

EM	DESCRIPTION	NO OF ERU's
1.0	<u>Domestic Erf/Consumer: (30 to 60A)</u>	
1.1	<u>New Developments:</u>	1
1.2	BDMD = 45A (10,35kVA) single phase	Amps required ÷45
1.3	BDMD > or < 45A single phase but limit to 60A	3
1.4	BDMD = 45A three phase	Amps per phase
	BDMD > or < 45A three phase but limit to 60A	required ÷ 45x3
1.5	<u>Existing Consumer:</u>	
	Upgrade from tariff circuit breaker ≤ 60A single phase to ≤ 60A three phase	2
2.0		
	<u>Commercial Erf/Consumer: (30 to 100A)</u>	
2.1	<u>New Developments:</u>	1x 0,5 (Nf) = 0,5
2.2	BDMD = 45A single phase	Amps required ÷ 45 x 0,5 (Nf)
2.3	BDMD > or < 45A but limit to 60A	3x0,5 (Nf) =1,5
2.4	single phase	Amps/phase
	BDMD = 45A three phase	required ÷45x3x0,5
2.5	BDMD > or < 45A but limit to 100A three phase	(Nf)
	<u>Existing Consumers:</u>	
	Upgrade from tariff circuit breaker ≤ 60A single phase to ≥ 30A but ≤ 100A three phase	[Amps per phase required ÷ 45x3x0,5 (Nf)]-0,5
2.6	Upgrade from tariff circuit breaker ≥ 30 A three phase to ≤ 100 A three phase	[Amp per phase required ÷ 45x3x0,5 (Nf) - [Present amps ÷45x3x0,5 (NF)]
3.0		
3.1		

3.2	<p><u>Bulk Supply Erf/ Consumers (> 60kVA)</u> New Developments:</p> <p><u>Existing Consumers:</u> Increase Notified Demand</p>	<p>(Notified Demand in kVA x Nf) ÷ (10,35 X Df)</p> <p>[(New Notified Demand in KVA – Notified Demand in Agreement) x Nf] ÷ (10,35xDf)</p>
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BDMD - Before Diversity Maximum Demand (usually at supply meter)

ADMD -After Diversity Maximum Demand (BDMD xDf)

45 -ERU amps (10,35KVA)

3 -No of Phases

0,5 - Average Network Factor for commercial consumers

Nf The symbol “Nf” signifies the Network Factor and is used in the formulae for Commercial and Bulk Supply consumers where such consumers peak demand do and may not coincide with peak demand on the core network.

For Commercial consumers this was taken as an average of 0.5. No value is given for the Network Factor (Nf) for Bulk Supply Consumers, where such consumers do coincide with peak demand, as substantial variations occur in this category, depending on the type of load required. The limits will, however, be between 0,5 for say a commercial/industrial type of development with 50% of its peak load coinciding with the core network peak, and 1 (one) for say a domestic development where 100% of its peak load coincides with the core network’s peak. The value for a particular development can, however, be anywhere between these limits and will be determined by the Head of the Electrical Department or his appointed Consulting Engineer.

Df Diversity Factor between BDMD and ADMD determined by Head of the Electrical Department or his appointed Consulting Engineer. The Df depends on the quantity and type of individual loads connected to the Bulk Supply Point. The following Df’s are given as a guide:

For Domestic Developments

- ≤ 60 kVA Notified Demand = 1Df
- >60 kVA Notified Demand but ≤ 80 kVA=0,75Df
- >80 kVA Notified Demand but ≤ 100 kVA = 0,58 Df
- >100 kVA Notified Demand but ≤ 200 kVA=0,38 Df
- >200 kVA Notified Demand = 0,3 Df

For Commercial Developments

Use same Df's as Domestic but for "Notified Demand"
In formula use Demand after taking Nf into account,
i.e. Actual Notified Demand x Nf. For most commercial
developments this will be Actual Notified Demand x 0,5

- 7.7 The Charge/ERU is contained in the Schedule of Electricity Tariffs published annually by the Municipality for each financial year starting 1 July and ending 30 June.

8. **THE FORMULAE USED FOR THE CALCULATION OF THE CIVIL AND SOLID WASTE AUGMENTATION CONTRIBUTION LEVY.**

- 8.1 In calculation the augmentation contribution levy, the aim is to establish the number of Equivalent Erf (ee) per development.
- 8.2 The augmentation contribution levy per Equivalent Erf (ee) is based on the assumed demand of an average sized residential site using 1000 lt of water per day.
- 8.3 All usage types in a development will therefore be converted to Equivalent Erven (ee) using the water demand/requirement for each type of usage within a development.
- 8.4 The "Guidelines for Human Settlement, Planning and Design" and generally referred to as, " The Red Book" as amended; will be used to determine the water demand/usage for each type of development.
- 8.5 The total augmentation contribution levy to the Development will be the calculated using the number of Equivalent Erven (ee's) for the entire development multiplied by the augmentation levy charge per service per Equivalent Erf.

9. **CONNECTION COST AND OTHER RELATED COSTS**

- 9.1 The connection cost and deposits for services is the actual cost calculated by the Municipal Engineer with the tariff of calculation as stipulated in the annual

budget document. This cost is a separate once-off connection cost to be paid by the owner only, which includes metering apparatus and a deposit over and above the augmentation levy.

9.2 The owner shall also be liable for a once-off administrative fee which shall cover the following costs:-

9.2.1 Legal fees;

9.2.2 Advertisement fees;

9.2.3 Service Level Agreement;

9.2.4 Disbursements

10. **APPROVALS / DOCUMENTATION REQUIREMENTS TO ENTER INTO THE SERVICE AGREEMENT**

Before embarking on construction, the Owner is required to enter into a Services Agreement with the Municipality and the following documentation is required prior to concluding the agreement.

These documents will form part of the service agreement (as annexures):

- Approval from Department of Agriculture in terms of Act 70 Of 1970 (where applicable);
- Environment Assessment Report (EIA) / Scoping report;
- Approval from Department Environmental Affairs (record of decision);
- Traffic Impact Assessment Report;
- Approval from Provincial Roads Department;
- Approval from Council / Council Resolution (rezoning, sub-division);
- Developers details and whether development to take place in phases;
- Engineering Feasibility report;
- Engineering drawings and detailed design report of all services (civil and electrical);
- Layout plan indicating the stormwater flood lines in respect of new township establishments in terms of Water Act (Act 54 of 1956) and National Water Act (Act 36 of 1998);
- Letter of appointment for consulting engineers or any other professional person involved with the development;
- Site development plan as approved by Council. A plan will only be approved if the Service Level Agreement has been signed and the Augmentation Levy has been paid;
- Layout map indicating zoning scheme with approved erf numbers and street names;
- Heritage Council's approval where applicable;
- Constitution of Body Corporate / Home Owners Association.
- Building plans for improvement on properties

11. CLEARANCE CERTIFICATE

- 11.1 The Developer will only be furnished with a clearance certificate for transfer of the property, upon proof of payment of all Augmentation Fees to the Council's Engineer and Finance Department.
- 11.2 No erf shall be transferred until the Developer has paid all Augmentation Contributions and fully complied with all the conditions of the service level agreement.
- 11.3 The Municipality may give the necessary rates clearance required to pass transfer of individual erven to purchasers prior to completion of the services, in phased developments of new township establishments only; on condition the Developer provides the Municipality with a bank guarantee acceptable to the Municipality to cover the installation of such incomplete services.

11.4 Before Building Plans for improvements on properties be approved, all outstanding municipal rates and taxes, municipal services balances must be settled. Proof of payment must accompany the building plan application.

12. DISPOSAL OF PROPERTY

In the event of the owner disposing of the property, it shall be the responsibility of the owner to inform the Municipality in writing of such change in ownership, failing which the owner will still be held liable for payment of the Augmentation Levy Fees.

13. EXPECTATIONS

13.1 Provision of Infrastructure by the owner

The Municipality's Council Engineer may request an owner/developer to provide bulk infrastructure, in accordance with the Municipality's requirements; in *lieu* of payment of Augmentation Contribution fees of a particular service, subject to such an arrangements being agreed to in writing and included in the Services Agreement.

In the case of Augmentation Contributions made through contributed bulk infrastructure, ownership will transfer to the Municipality only once the new infrastructure has been completed and commissioned and all the required inspections, testing and certificates have been completed and issued to the requirements of the Municipality.

The owner must ensure that the appointment letter of its Consulting Engineers make provision for professional indemnity in a situation where a defect/breakage is experienced.

13.2 Provision of Bulk Services as per Infrastructure Master Plan

The Council may also buy into or share cost of the new bulk infrastructure as per the Master Plan, subject to its financial ability to do so.

If the other developers cannot share the cost at that moment in time, those developers will then pay the full Augmentation Levy applicable to that specific bulk service for the applicable financial year in which their development works get under way.

- 13.3 New township establishments that are Government funded initiatives will be excluded from this Policy, as the provision for bulk infrastructure is usually funded through / funded with Government Grants, where applicable. However, such projects cannot commence before the Council Engineer has certified the availability of sufficient bulk infrastructure.

14. AUGMENTATION TARIFF APPLICABLE

- 14.1 Contributions which are payable to the Municipality are subject to annual adjustments by the Municipality and the adjusted rates will apply from the implementation date as decided by the Municipality.
- 14.2 Contributions are subject to VAT and are further subject to the provisions and rates contained in the Value Added Tax Act, 1991 (Act No 89 of 1991) as amended.
- 14.3 The Augmentation Tariff for all bulk services will be applicable for the financial year in which the services agreement is signed.
- 14.4 In the event of a development having different development phases over multiple financial years, the calculation of the Augmentation Fees payable will be escalated with CPIX for each year.
- 14.5 On concluding of a Service Level Agreement, Augmentation Fees will be valid until 30 June (End of Council's Financial Year) of the year in which the agreement was signed, and are thereafter subject to an annual escalation in accordance with the CPIX (as supplied by STATS SA on 30 of June each year).

15. DEVELOPMENT OUTSIDE SPACIAL DEVELOPMENT FRAMEWORK/RURAL AREAS

In such an event, the Council is not obliged to render services. Such developments must provide their own services and pay augmentation fees to Council only in respect of those Municipal services they intend to utilise.

(For example: licensed solid waste site and the waste water treatment plants).

16. **DENSIFICATION OF ERVEN AND DEVELOPMENT**

- 16.1 No differentiation will be made between the densification of developments such as flats and group housing, or single residential erven where established erven are consolidated and again subdivided to suite the above scenario of development. The full Augmentation Fees, equivalent to a single erf, are applicable irrespective of the size of flats and group housing on each of the units so to be developed.
- 16.2 If the Municipality has to incur an extra expense due to the owner requiring extra capacity for the property, then the owner will be liable for a payment of maintenance fees as a result of the Municipality having to keep such extra capacity.
- 16.3 The development of the piece of land for which such extra capacity is being held, shall be completed within a reasonable amount of time, as determined by the Municipality.

17. REVIEW PROCESS

The Augmentation Policy will be reviewed on an annual basis to ensure that it complies with the strategic objectives of the Municipality, as stipulated in the Integrated Development Plan and other applicable legislation.

18. IMPLEMENTATION

This policy came into effect from 01 July 2021.

EMTHANJENI MUNICIPALITY



BUDGET IMPLEMENTATION AND MONITORING POLICY

FINAL BUDGET 2021/2022 MTREF

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ABBREVIATIONS

NC073	<i>Emthanjeni Municipality</i>
AO	Accounting Officer
ASB	Accounting Standards Board
CFO	Chief Financial Officer
HOD	Senior Managers/Head of Department
IDP	Integrated Development Plan
MBRR	Municipal Budget and Reporting Regulations, 2008
MFMA	Municipal Finance Management Act
MTREF	Medium Term Revenue and Expenditure Framework
SCM	Supply Chain Management
VAT	Value Added Tax

1 PURPOSE OF THIS DOCUMENT

1.1 The objective of the budget policy is to set out:

- (a) The principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget (MTREF);
- (b) The responsibilities of the mayor, the accounting officer, the chief financial officer and other senior managers in compiling the budget;
- (c) To control and inform the basis, format and information included in the Budget documentation; and
- (d) To establish and maintain procedures to ensure adherence to the Municipality's IDP review and budget processes.

DEFINITIONS

In this Budget Implementation Policy, unless the context otherwise indicates, a word or expression to which a meaning has been assigned in the Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003), has the meaning so assigned, and:

"Accounting Officer"- means the Municipal Manager;

"Allocation", means-

- a municipality's share of the local government's equitable share referred to in section 214(l) (a) of the Constitution;
- an allocation of money to a municipality in terms of section 214(1) (c) of the Constitution;
- an allocation of money to a municipality in terms of a provincial budget; or
- any other allocation of money to a municipality by an organ of state, including by another municipality, otherwise than in compliance with a commercial or other business transaction;

"Annual Division of Revenue Act" means the Act of Parliament, which must be enacted annually in terms of section 214 (1) of the Constitution;

"Approved budget," means an annual budget-

- approved by a municipal council, or
- includes such an annual budget as revised by an adjustments budget in terms of section 28 of the MFMA;

"Basic Municipal Service" means a municipal service that is necessary to ensure an acceptable and reasonable quality of life and which, if not provided, would endanger public health or safety or the environment;

- "Budget-related Policy" means a policy of a municipality affecting or affected by the annual budget of the municipality, including-
- the tariffs policy, which the municipality must adopt in terms of section 74 of the Municipal Systems Act;
- the rates policy which the municipality must adopt in terms of legislation regulating municipal property rates; or
- the credit control and debt collection policy, which the municipality must adopt in terms of section 96 of the Municipal Systems Act;

"Budget transfer" means transfer of funding within a function / vote.

"Budget Year" means the financial year of the municipality for which an annual budget is to be approved in terms of section 16(1) of the MFMA;

"chief financial officer" means a person designated in terms of section 80(2) (a) of the MFMA;

"councillor" means a member of a municipal council;

"creditor", means a person to whom money is owed by the municipality;

"current year" means the financial year, which has already commenced, but not yet ended;

"delegation", in relation to a duty, includes an instruction or request to perform or to assist in performing the duty;

"financial recovery plan" means a plan prepared in terms of section 141 of the MFMA;

"financial statements", means statements consisting of at least-

- a statement of financial position;
- a statement of financial performance;
- a cash-flow statement;
- any other statements that may be prescribed; and
- any notes to these statements;

"financial year" means a twelve months period commencing on 1 July and ending on 30 June each year;

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

"fruitless and wasteful expenditure" means expenditure that was made in vain and would have been avoided had reasonable care been exercised;

"interest on arrear account" means that interest on arrear accounts will be levied on the outstanding capital balance at prime plus 1 %

"irregular expenditure", means-

- expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the MFMA Act, and which has not been condoned in terms of section 170 of the MFMA;
- expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the Municipal Systems Act, and which has not been condoned in terms of that Act;

-
- expenditure incurred by a municipality in contravention of, or that is not in accordance with, a requirement of the Public Office-Bearers Act, 1998 (Act No. 20 of 1998); or
- expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the supply chain management policy of the municipality or entity or any of the municipality's by-laws giving effect to such policy, and which has not been condoned in terms of such policy or by-law, but excludes expenditure by a municipality which falls within the definition of "unauthorised expenditure";

"investment", in relation to funds of a municipality, means-

- the placing on deposit of funds of a municipality with a financial institution; or
- the acquisition of assets with funds of a municipality not immediately required, with the primary aim of preserving those funds;

"lender", means a person who provides debt finance to a municipality;

"local community" has the meaning assigned to it in section 1 of the Municipal Systems Act;

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

"Municipal Structures Act" means the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998);

"Municipal Systems Act" means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);

"mayor" means the councillor elected as the mayor of the municipality in terms of section 55 of the Municipal Structures Act;

"municipal council" or "council" means the council of a municipality referred to in section 18 of the Municipal Structures Act;

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

"municipal entity" has the meaning assigned to it in section 1 of the Municipal Systems Act (refer to the MSA for definition);

"municipality"-

- when referred to as a corporate body, means a municipality as described in section 2 of the Municipal Systems Act; or
- when referred to as a geographic area, means a municipal area determined in terms of the Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998);

"accounting officer" means a person appointed in terms of section 82(l) (a) or (b) of the Municipal Structures Act;

"municipal service" has the meaning assigned to it in section 1 of the Municipal Systems Act (refer to the MSA for definition);

"municipal tariff" means a tariff for services which a municipality may set for the provision of a service to the local community, and includes a surcharge on such tariff;

"municipal tax" means property rates or other taxes, levies or duties that a municipality may impose;

"National Treasury" means the National Treasury established by section 5 of the Public Finance Management Act;

"official", means-

- an employee of a municipality or municipal entity;
- a person seconded to a municipality or municipal entity to work as a member of the staff of the municipality or municipal entity; or
- a person contracted by a municipality or municipal entity to work as a member of the staff of the municipality or municipal entity otherwise than as an employee;

"overspending"-

- means causing the operational or capital expenditure incurred by the municipality during a financial year to exceed the total amount appropriated in that year's budget for its operational or capital expenditure, as the case may be;
- in relation to a vote, means causing expenditure under the vote to exceed the amount appropriated for that vote; or
- in relation to expenditure under section 26 of the MFMA, means causing expenditure under that section to exceed the limits allowed in subsection (5) of this section;

"past financial year" means the financial year preceding the current year;

"quarter" means any of the following periods in a financial year:

- 1 July to 30 September;
- 1 October to 31 December;
- 1 January to 31 March; or
- 1 April to 30 June;

"service delivery and budget implementation plan" means a detailed plan approved by the mayor of a municipality in terms of section 53(l)(c)(ii) of the MFMA for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- projections for each month of-
- revenue to be collected, by source; and
- operational and capital expenditure, by vote;
- service delivery targets and performance indicators for each quarter; and
- any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(l) (c) of the MFMA.

"short-term debt" means debt repayable over a period not exceeding one year;

"standards of generally recognised accounting practice," means an accounting practice complying with standards applicable to municipalities or municipal entities as determined by the Accounting Standards Board;

"unauthorised expenditure", means any expenditure incurred by a municipality otherwise than in accordance with section 15 or 11(3) of the MFMA, and includes-

- overspending of the total amount appropriated in the municipality's approved budget;
- overspending of the total amount appropriated for a vote in the approved budget;
- expenditure from a vote unrelated to the department or functional area covered by the vote;
- expenditure of money appropriated for a specific purpose, otherwise than for that specific purpose;
- spending of an allocation referred to in paragraph (ii), (iii) or (iv) of the definition of "allocation" otherwise than in accordance with any conditions of the allocation; or
-

- a grant by the municipality otherwise than in accordance with the MFMA; "virement" means transfer of funds between functions / votes.

"vote" means-

- one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- which specifies the total amount that is appropriated for the purposes of the department or functional area concerned.

In this document unless the context otherwise indicates, words and expressions denoting the singular shall include the plural and vice versa, words and expressions denoting the male sex shall include the female sex and vice versa and reference to a natural person shall include a legal person and vice versa.

2 BUDGETING PRINCIPLES

The municipality shall ensure that revenue projections in the budget are realistic taking into account actual collection levels.

The municipality shall ensure that the budget reflects the net depreciation amount (gross depreciation less backlog depreciation) due to the increase of measurement of PPE.

Expenses may only be incurred in terms of the approved annual budget (or adjustments budget) and within the limits of the amounts appropriated for each vote in the approved budget. Vote accessibility of supply chain management systems for small businesses must be taken into account.

Municipality shall prepare a multi-year budget (three year) - medium term revenue and expenditure framework (MTREF)) and that be reviewed annually and approved by Council.

3 BUDGETING PROCESS

3.1 Planning for the preparation of the budget

- 3.1.1 The Accounting Officer with the assistance of the Chief Financial Officer and the Manager responsible for IDP shall Final the IDP process plan as well as the budget timetable for the municipality including municipal entities for the ensuing financial year.
- 3.1.2 The mayor shall table the IDP process plan as well as the budget timetable to Council by 31 August each year for approval (10 months before the start of the next budget year).
- 3.1.3 IDP process plan as well as the budget timetable shall indicate the key deadlines for the review of the IDP as well as the preparation of the medium-term revenue and expenditure framework (MTREF) budget and the revision of the annual budget. Such target dates shall follow the prescriptions of the Municipal Finance Management Act as well as the guidelines set by National Treasury.
- 3.1.4 The mayor shall convene a strategic workshop in September/October with the senior managers in order to determine the IDP priorities which will form the basis for the preparation of the MTREF budget taking into account the financial and political pressures facing the municipality. The mayor shall table the IDP priorities with the Final budget to Council.
- 3.1.5 The Mayor shall table the Final IDP and MTREF budget to council by 31 March (90 days before the start of the new budget year) together with the Final resolutions and budget related policies (policies on tariff setting, credit control, debt collection, indigents, investment and cash management, borrowings, etc.).

- 3.1.6 The Chief Financial Officer and senior managers undertake the technical preparation of the budget including: -
- 3.1.6.1 Review past performance;
 - 3.1.6.2 Prepare initial preview assumptions;
 - 3.1.6.3 Analyze past revenue trends and develop initial projections;
- 3.1.7 Prepare the IDP and make necessary revisions;
- Prepare initial budget scenarios:-
- (a) The budget must be in the prescribed format, and must be divided into capital and operating budget.
 - (b) The budget must reflect the realistically expected revenues and expenditure by major source for the budget year concerned; and
 - (c) Estimated revenue and expenditure by vote for the budget year; and
- The budget must also contain the information related to the two financial years following the financial year to which the budget relates, as well as the actual revenues and expenses for the prior year, and the estimated revenues and expenses for the current year.

Annexure A provides an outline of the budget activities, timeframes and responsibilities.

3.2 Public participation process

- 3.2.1 During the consultation process administration should consult with political executive; and
- 3.2.2 Immediately after the Final annual budget has been tabled, the municipality must convene hearings on the Final budget in April and invite the public and stakeholder organisations, to make representation at the council hearings and to submit comments in response to the Final budget.

3.3 Approval of the budget

- 3.3.1 Council shall consider the next medium term expenditure framework budget for approval not later than 31 May (30 days before the start of the budget year);
- 3.3.2 The council resolution, must contain budget policies and performance measures be adopted; and
- 3.3.3 Should the municipality fail to approve the budget before the start of the budget year, the mayor must inform the MEC for Finance that the budget has not been approved.

3.4 Publication of the budget

- 3.4.1 Within 14 days after the Final annual budget has been tabled, the Director of Corporate Services must post the budget and other budget-related documentation onto the municipal website so that it is accessible to the public as well as send hard copies to National and Provincial Treasury; and
- 3.4.2 The Chief Financial Officer must within 14 days submit the approved budget in both printed and electronic formats to the National Treasury, the Provincial Treasury as well as post it on the municipal website.

4 CONTENTS OF THE BUDGET

The budget consist of the following key elements:

4.1 Mayor's Report

4.2 Council Resolutions

4.3 The Council approves and adopts: -

- 4.3.1 Budget set out in various tables;
- 4.3.2 by standard classification;
- 4.3.3 by municipal vote;
- 4.3.4 by source and expenditure by type;
- 4.3.5 Policies; and
- 4.3.6 Tariffs.

4.4 Executive Summary

- 4.4.1 Operating Revenue Framework
 - 4.4.1.1 Property Rates;
 - 4.4.1.2 Sale of Water and Impact of Tariff Increases;
 - 4.4.1.3 Sale of Electricity and Impact of Tariff Increases;
 - 4.4.1.4 Sanitation and Impact of Tariff Increases;
 - 4.4.1.5 Waste Removal and Impact of Tariff Increases; and
 - 4.4.1.6 Overall impact of tariff increases on households.
- 4.4.2 Operating Expenditure Framework
 - 4.4.2.1 Main operational expenditure categories;
 - 4.4.2.2 Priority areas i.e. repairs and maintenance; and
 - 4.4.2.3 Free Basic Services: Basic Social Services Package.
- 4.4.3 Capital expenditure
 - 4.4.3.1 Focus area
 - 4.4.3.2 Highlighted projects where major investment in Capex is made
 - 4.4.3.3 Future operational cost of new infrastructure

4.5 Supporting Documentation

- 4.5.1 Budget Process Overview
 - 4.5.1.1 IDP and Service Delivery and Budget Implementation Plan
 - 4.5.1.2 Financial Modelling and Key Planning Drivers
 - 4.5.1.3 Community Consultation
 - 4.5.1.4 Overview of alignment of annual budget with IDP
- 4.5.2 Measurable performance objectives and indicators
- 4.5.3 Overview of budget related-policies
- 4.5.4 Monthly revenue cash flow projections by month
- 4.5.5 IDP amendments
- 4.5.6 Amendments to Budget related policies
- 4.5.7 Details of investments
- 4.5.8 Municipal entities – new and existing
- 4.5.9 Proposed service delivery agreements
- 4.5.10 Grants to external bodies
- 4.5.11 Contracts having future budgetary implications
- 4.5.12 Capital expenditure details
- 4.5.13 Legislation compliance status
- 4.5.14 Salary, allowances and benefits of:
 - 4.5.14.1 Councillors
 - 4.5.14.2 MM, CFO, Director and Managers

- 4.5.15 Overview of budget assumptions
 - 4.5.15.1 External factors
 - 4.5.15.2 General inflation outlook and its impact on the municipal activities
 - 4.5.15.3 Credit rating outlook
 - 4.5.15.4 Interest rates for borrowing and investment of funds
 - 4.5.15.5 Collection rate for revenue services
 - 4.5.15.6 Growth or decline in tax base of the municipality
 - 4.5.15.7 Salary increases
 - 4.5.15.8 Impact of national, provincial and local policies
 - 4.5.15.9 Ability of the municipality to spend and deliver on the programmes; and
- 4.5.16 Municipal manager's quality certificate

5 OPERATING BUDGET

- 5.1 The municipality shall budget in each annual and adjustments budget for the contribution to:
 - 5.1.1 provision for accrued leave entitlements equal to between 10 - 20% of the accrued leave
 - 5.1.2 entitlement of officials as at 30 June of each financial year,
 - 5.1.3 provision for bad debts in accordance with its rates and tariffs policies
 - 5.1.4 provision for the obsolescence and deterioration of stock in accordance with its stores management policy
 - 5.1.5 Depreciation and finance charges shall be charged to or apportioned only between the departments or votes to which the projects relate.
 - 5.1.6 A sufficient proportion of the operating budget component of each annual and adjustments budget shall be set aside for maintenance in accordance with the asset maintenance plans of the Municipalities.
- 5.2 When considering the Final annual budget, council shall consider the impact, which the proposed increases in rates and service tariffs will have on the monthly municipal accounts of households.
- 5.3 The impact of such increases shall be assessed on the basis of a fair sample of randomly selected accounts.
- 5.4 The operating budget shall reflect the impact of the capital component on:
 - 5.4.1 depreciation charges
 - 5.4.2 repairs and maintenance expenses
 - 5.4.3 interest payable on external borrowings
 - 5.4.4 other operating expenses.
- 5.5 The chief financial officer shall ensure that the cost of indigency relief is separately reflected in the appropriate votes.

6. CAPITAL BUDGET

- 6.1 Expenditure of a project shall be included in the capital budget if it meets the asset definition and has a useful life in excess of one year.
- 6.2 A municipality may spend money on a capital project only if the money for the project has been appropriated in the capital budget.
- 6.3 The envisaged sources of funding for the capital budget must be properly considered and the Council must be satisfied that this funding is available and has not been committed for other purposes.

- 6.4 Before approving a capital project, the Council must consider:
 - 6.4.1 the projected cost of the project over all the ensuing financial years until the project becomes operational,
 - 6.4.2 future operational costs and any revenues, which may arise in respect of such project, including the likely future impact on operating budget (i.e. on property rates and service tariffs).
 - 6.4.3 the impact on the present and future operating budgets of the municipality in relation to finance charges to be incurred on external loans,
 - 6.4.4 depreciation of fixed assets,
 - 6.4.5 maintenance of fixed assets, and
 - 6.4.6 any other ordinary operational expenses associated with any item on such capital budget.

- 7 Council shall approve the annual or adjustment capital budget only if it has been properly balanced and fully funded.

FUNDING OF THE BUDGET

7.1 Operational Budget

The operational budget can only be funded from –

- 7.1.1 Realistically expected revenues.
 - 7.1.1.1 Based on collection levels to date
 - 7.1.1.2 Actual revenue collected in previous financial years
- 7.1.2 Uncommitted accumulated surpluses to the extent that the surpluses are cash backed.

7.2 Capital Budget

- 7.2.1 Revenue or Surplus
 - 7.2.1.1 If any project is to be financed from revenue this financing must be included in the cash budget to raise sufficient cash for the expenditure.
 - 7.2.1.2 If the project is to be financed from surplus there must be sufficient cash available at time of execution of the project.
- 7.2.2 External loans
 - 7.2.2.1 External loans can be raised only if it is linked to the financing of an asset;
 - 7.2.2.2 A capital project to be financed from an external loan can only be included in the budget if the loan has been secured or if can be reasonably assumed as being secured;
 - 7.2.2.3 The loan redemption period should not exceed the estimated life expectancy of the asset. If this happens the interest payable on the excess redemption period shall be declared as fruitless expenditure;
 - 7.2.2.4 Interest payable on external loans shall be included as a cost in the revenue budget;
 - 7.2.2.5 Finance charges relating to such loans shall be charged to or apportioned only between the departments or votes to which the projects relate.
- 7.2.3 Capital Replacement Reserve (CRR)
 - 7.2.3.1 Council may establish a CRR for the purpose of financing capital projects and the acquisition of assets. Such reserve shall be established from the following sources of revenue:
 - unappropriated cash-backed surpluses to the extent that such surpluses are not required for operational purposes;
 - interest on the investments of the CRR, appropriated in terms of the investments policy;
 - additional amounts appropriated as contributions in each annual or adjustments budget; and
 - Sale of land and profit or loss on the sale of assets.
 - 7.2.3.2 Before any asset can be financed from the CRR the financing may be available within the reserve and available as cash as this fund must be cash backed;
 - 7.2.3.3 If there is insufficient cash available to fund the CRR this reserve fund must then be adjusted to equal the available cash;
 - 7.2.3.4 Transfers to the CRR may be budgeted for in the cash budget;

7.2.4 Grant Funding

7.2.4.1 Non capital expenditure funded from grants

- must be budgeted for as part of the revenue budget;
- Expenditure must be reimbursed from the funding creditor and transferred to the operating and must be budgeted for as such.

7.2.4.2 Capital expenditure must be budgeted for in the capital budget;

7.2.4.3 Interest earned on investments of Conditional Grant Funding shall be capitalised if the conditions state that interest should accumulate in the fund. If there is no condition stated the interest can then be allocated directly to the revenue accounts.

7.2.4.4 Grant funding does not need to be cash backed but cash should be secured before spending can take place.

7.3 Unspent Funds / Roll over of Budget

7.3.1 The appropriation of funds in an annual or adjustments budget will lapse to the extent that they are unspent by the end of the relevant budget year, but except for funds relating to capital expenditure.

7.3.2 Only unspent grant (if the conditions for such grant funding allows that) or loan funded capital budget may be rolled over to the next budget year.

7.3.3 Conditions of the grant fund shall be taken into account in applying for such roll over of funds.

7.3.4 In order to apply for a rollover of unspent conditional grants the following must be submitted to National Treasury:

7.3.4.1 Municipalities must submit their June conditional grant expenditure reports according to section 71 of MFMA reflecting all accrued expenditure on conditional grants;

7.3.4.2 Submit the pre-audited AFS indicating the portion of each national conditional allocation it received which remained unspent as at 30 June;

7.3.4.3 Formal letter addressed to the National Treasury requesting the rollover of unspent conditional grants in terms of section 21(2) of the of DoRA

7.3.4.4 Motivation of Commitment:

- a. Evidence that work on each of the projects has commenced, namely either of the following:
 - Proof that the project tender was published and the period for tender submissions closed before 30 June; or
 - Proof that a contract for delivery of the project was signed before 30 June.
- b. A progress report on the state of implementation of each of the projects;
- c. The amount of funds committed to each project, and the conditional allocation from which the funds come;
- d. An indication of the time-period within which the funds are to be spent; and
- e. Proof that the Chief Financial Officer is permanently appointed.
 - National Treasury to confirm in writing approval or not;
 - The municipality must return the remaining unspent conditional grant funds National Revenue Fund;
 - Non return will result in the offset against the municipality's November equitable share allocation

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

No unspent operating budget shall be rolled over to the next budget year

8 VIREMENTS

Virements represents a flexible mechanism to affect budgetary amendments within a municipal financial year, and is the major mechanism to align and take corrective (financial / budgetary) action within a Directorate (Vote) or functional area during a financial year.

8.1 Virement procedure requirements and restrictions

- 8.1.1 In order for a "vote" to transfer funds from one cost element, operating or capital project to another cost element, operating or capital project, a saving has to be identified within the monetary limitations of an identified cost element, operating or capital project allocations on the respective budgets.
- 8.1.2 Sufficient, budgetary provision should be available within the "giving" vote's cost element or capital project concerned to give effect to the budgetary transfer (virement). In addition, the transferring function must clearly indicate to which cost element operating, or capital project the budget provision will be transferred to and provide a clear motivation for the transfer.
- 8.1.3 Any budgetary amendment of which the net impact will be a change to the total approved annual budget allocation and any other amendments not covered in this policy are to be considered for budgetary adoption via an Adjustments Budget (per MFMA Section 28).
- 8.1.4 In terms of Section 17 of the MFMA a Municipality's budget is divided into an operating and capital budget and consequently no virements are permitted between Operating and Capital Budgets other than through an Adjustments Budget.
- 8.1.5 Virements are not permissible across, or between, votes without recommendation of the Senior Managers and the Chief Financial Officer, support of the Municipal Manager and approval of Council.
- 8.1.6 Virements between Trading- and Rate-funded functions are not allowed, due to the differing impacts on respective tariff- or Rates-borne services' budgets, unless adopted via an Adjustments Budget (MFMA Section 28).
- 8.1.7 A virement may not create new policy, significantly vary current policy, or alter the approved outcomes / outputs as approved in the IDP for the current or subsequent years (MFMA Sections 19 and 21).
- 8.1.8 Virements resulting in adjustments to the approved SDBIP need to be submitted with an Adjustments Budget to the Council with revised targets and indicators for approval. (MFMA Circular 13).
- 8.1.9 No virement may be made to cover/ allow for unauthorised, irregular or fruitless and wasteful expenditure (MFMA Section 32).
- 8.1.10 The virement that relates to an unfunded vacant position is subject to the approval of the Accounting Officer. The budget for such position may only be transferred from Employee related cost, if approved by the Municipal Manager.
- 8.1.11 No transfers are permitted within the first three months or the Final month of the financial year without the support of Chief Financial Officer and approval by the Municipal Manager.
- 8.1.12 All virements should be approved in line with the Council's System of delegations.
- 8.1.13 All transfers within votes (directorates) or functional area must be reported by the Chief Financial Officer to the Municipal Manager on a monthly basis.

8.2 Operating Budget Virements

- 8.2.1 No virements are permitted between expenditure categories without the support of Chief Financial Officer and approval by the Municipal Manager.
- 8.2.2 Salaries, Wages and Allowances Category
- 8.2.2.1 Virements are allowed between cost elements only if these virements are within this expenditure category.
- 8.2.2.2 Virements in this expenditure category are subject to the approval of the Chief Financial Officer.
- 8.2.3 Remuneration of Councillors
- 8.2.3.1 Virements in this expenditure category are allowed only if these virements are within this category.
- 8.2.3.2 Virements in this expenditure category are subject to the approval of the Chief Financial Officer.
- 8.2.4 General Expenditure and Repairs and Maintenance (Primary)
- 8.2.4.1 Virements to and from cost elements within each category are allowed.
- 8.2.4.2 Virements are allowed from General Expenditure to Repairs and Maintenance.
- 8.2.4.3 The following cost elements categories are not to be used as sources of virements, but virements are allowed within each category:
- 8.2.4.4 Training related expenditure.
- 8.2.4.5 Bargaining Council provisions and skills development levies.
- 8.2.4.6 Insurance related provisions.
- 8.2.4.7 Pensioner and Continued Members.
- 8.2.4.8 Repairs and Maintenance.
- 8.2.5 Contracted Services and Collection Costs

Virements to and from these elements are allowed.

8.3 Operating Projects And Capital Budget Virement

- 8.3.1 All virements to capital projects will only be considered for budgetary adoption via an Adjustments Budget (per MFMA Section 28).
- 8.3.2 only virements between existing projects approved by Council and within the same Directorate will be permitted subject to approval by the Municipal Manager.
- 8.3.3 Virements will only be considered if recommended by a director responsible for the vote or functional area and supported by the Chief Financial Officer.
- 8.3.4 Motivations for virements between projects should clearly state the reason for the saving within the "giving" project, as well as the reason for the additional amount required.
- 8.3.5 No virements, of which the affect will be to add "new" projects onto the Capital Budget, will be allowed.

- 8.3.6 Virements may not cause an increase to the individual projects' total project cost.
- 8.3.7 Virements in capital budget allocations are only permitted within specified action plans and not across funding sources and must in addition have comparable asset lifespan classifications.
- 8.3.8 Implementation of the project may not be prejudiced due to the virement of funds (i.e. must not hinder completion of the project).
- 8.3.9 Virements will only be considered upon submission of revised business plans for both the "giving" and the "receiving" operating and capital project.

9 ADJUSTMENT BUDGET

The MFMA 28(2) recognises that there will be instances where unforeseen and unavoidable expenditure is required, as well as other circumstances which could necessitate the submission of an Adjustments Budget:

It is compulsory to prepare an adjustments budget:-

- 9.1 when there is an under collection of revenue
- 9.2 when a downwards adjustment of revenue and expenditure is required

The MFMA also recognises that a voluntary adjustment budget can be prepared as a result of the following:-

- 9.3 Over-collection of revenue – to support existing budgeted programmes (MFMA 28(2) (b) to be submitted after midyear performance assessment and before 28 February.
- 9.4 Unforeseen and unavoidable expenditure recommended by the Mayor (will be a prescribed framework) (MFMA 28(2) (c) must be reported to Council at its next meeting and be included in adjustments budget within 60 days of expenditure being incurred.
- 9.5 Virements – utilise savings in one vote (MFMA 28(2) (d) to be submitted after midyear performance assessment and before 28 February.
- 9.6 Under spending in prior financial year - if unforeseen (MFMA 28(2) (e) should be completed after year end but before 25 August.
- 9.7 Correct errors (MFMA 28(2) (f) to be submitted after midyear performance assessment and before 28 February.
- 9.8 To ratify unauthorised expenditure and any other expenditure within a prescribed framework in terms of Unauthorised Expenditure the Municipality may submit a Special Adjustments Budget when submitting the Annual Report for consideration.
- 9.9 When an adjustments budget is tabled, it must be accompanied by—
- 9.9.1.1 an explanation how the adjustments budget affects the annual budget;
- 9.9.1.2 a motivation of any material changes to the annual budget;
- 9.9.1.3 an explanation of the impact of any increased spending on the annual budget and the annual budgets for the next two financial years; and

- 9.9.1.4 any other supporting documentation that may be prescribed.
- 9.10 The Municipality may not change tax and tariffs unless in terms of a financial recovery plan.
- 9.11 **Formats of adjustments budget**
An adjustment budget and supporting documentation of a municipality must be in a the format specified in Schedule B of the MBRR and include all the required tables, charts and explanatory information, in view of any guidelines issued by National Treasury
- 9.12 **Funding of adjustment budgets**
An adjustments budget of a municipality must be suitably funded. The supportive documentation to accompany an adjustments budget in terms of section 28(5) of the MFMA must contain an explanation of how the adjustments budget is funded.
- 9.13 **Submission of tabled adjustments budgets**
The municipal manager must comply with section 28(7) of the MFMA together with section 22(b)(i) of the MFMA, within ten working days after mayor has tabled an adjustments budget in the municipal council. When submitting the tabled adjustments budget to National Treasury and relevant provincial treasury in terms of section 28(7) of the MFMA, municipal manager must submit in both printed and electronic.
- 9.14 **Approval of adjustments budgets**
The municipal council must consider the full consequences, fiscal or otherwise, of the adjustments budget and supporting documentation. When approving an adjustments budget, municipal council must consider and adopt separate resolutions dealing with each of the matters listed below:
- 9.14.1 Approval of the adjustment budget;
- 9.14.2 Approval of any adjustments permitted in terms of section 28(2) of the MFMA;
- 9.14.3 Approval of the transfer of funds to a separate bank account for purpose contemplated in section 12 of the MFMA;
- 9.14.4 Approval of revisions to the monthly and quarterly service delivery targets and performance indicators in the service delivery and budget implementation plan, if any, to correspond with the approval of the adjustments budget;
- 9.14.5 Approval of any amendments to budget related policies necessitated by the adjustments budget.
- 9.15 **Quality Certification**
When an adjustment budget and supporting documentation is tabled in council, made public or submitted to another organ of state, it must be accompanied by a quality certificate complying with Schedule B and signed by the municipal manager.
- 9.16 **Publication of approved adjustment budgets**
Within five working days after the municipal council has approved an adjustments budget, the municipal manager must in agreement with section 21(A) of the Municipal System Act make public that approved adjustments budget and supporting documentation, as well as the resolution referred to in item 4, Schedule B, resolutions.

10 BUDGET IMPLEMENTATION

10.1 Monitoring

10.1.1 *The accounting officer with the assistance of the chief financial officer, Senior Managers and other senior managers is responsible for the implementation of the budget, and must take reasonable steps to ensure that:*

- 10.1.1.1 funds are spent in accordance with the budget;
- 10.1.1.2 expenses are reduced if expected revenues are less than projected; and
- 10.1.1.3 revenues and expenses are properly monitored.

11.1.2 *The Accounting officer with the assistance of the chief financial officer must prepare any adjustments budget when such budget is necessary and submit it to the Mayor for consideration and tabling to Council.*

11.1.3 *The Accounting officer must report in writing to the Council any impending shortfalls in the annual revenue budget, as well as any impending overspending, together with the steps taken to prevent or rectify these problems.*

10.2 Reporting

10.2.1 Monthly budget statements

The accounting officer with the assistance of the chief financial officer must, not later than ten working days after the end of each calendar month, submit to the Mayor and Provincial and National Treasury a report in the prescribed format on the state of the municipality's budget for such calendar month, as well as on the state of the budget cumulatively for the financial year to date.

This report must reflect the following:

- 10.2.1.1 actu
al revenues per source, compared with budgeted revenues;
- 10.2.1.2 actual expenses per vote, compared with budgeted expenses;
- 10.2.1.3 actual capital expenditure per vote, compared with budgeted expenses;
- 10.2.1.4 actual borrowings, compared with the borrowings envisaged to fund the capital budget;
- 10.2.1.5 the amount of allocations received, compared with the budgeted amount;
- 10.2.1.6 actual expenses against allocations, but excluding expenses in respect of the equitable share;
explanations of any material variances between the actual revenues and expenses as indicated above and the projected revenues by source and expenses by vote as set out in the service delivery and budget implementation plan; the remedial or corrective steps to be taken to ensure that the relevant projections remain within the approved or revised budget; and projections of the revenues and expenses for the remainder of the financial year, together with an indication of how and where the original projections have been revised.
- 10.2.1.7 The report to the National Treasury must be both in electronic format and in a signed written document

10.2.2 Quarterly reports

The Mayor must submit to Council within thirty days of the end of each quarter a report on the implementation of the budget and the financial state of affairs of the municipality

10.2.2.1 Mid-year budget and performance assessment

10.2.3 The Accounting officer must assess the budgetary performance of the municipality for the first half of the financial year, taking into account all the monthly budget reports for the first six months, the service delivery performance of the municipality as against the service delivery targets and performance indicators which were set in the service delivery and budget implementation plan.

10.2.3.1 The Accounting Officer must then submit a report on such assessment to the Mayor by 25 January each year and to Council, Provincial Treasury and National Treasury by 31 January each year.

10.2.3.2 The Accounting Officer may in such report make recommendations after considering the recommendation of the Chief Financial Officer for adjusting the annual budget and for revising the projections of revenues and expenses set out in the service delivery and budget implementation plan.

11 APPROVAL AND EFFECTIVE DATE

The Chief Financial Officer (CFO) is responsible for the submission of the Policy to Council to consider its adoption after consultation with the AO. Council shall indicate the effective date for implementation of the policy.

This policy will be effective from 01 July 2021

12 POLICY AMENDMENT

The Budget Implementation and Monitoring Policy must be reviewed on an annual basis to ensure that it complies with the regulations and guidelines published by National Treasury. It is imperative that this policy is assessed with the latest MFMA Budget Circulars as published from time to time by National Treasury.

13 RELATIONSHIP WITH OTHER POLICIES

This policy needs to be read in conjunction with other relevant adopted policies of the municipality, including the following:

- Asset Disposal Policy;
- Asset Management Policy;
- Credit Control and Debt Collection Policy
- Delegation of Powers;
- Funding, Borrowing and Reserves Policy;
- Infrastructure Investment and Capital Projects Policy;
- Long Term Financial Plan Policy;
- Management of Electricity and Water Distribution Losses Policy;
- Property Rates Policy; and
- Tariff, Indigent and Free Basic Services Policy.

14 REFERENCES

The following references were observed in compiling this document:

- Municipal Finance Management Act, 2003
- Municipal Systems Act, 2000
- Municipal transfer and disposal regulations, Government Gazette no.31346
- The Local Government: Municipal Systems Act 2000 (Act No. 32 of 2000);
- The Municipal Budget and Reporting Regulations;
- MFMA Circulars 48, 51, 54, 55, 66, 67 and 67

15 POLICY IMPLEMENTATION

Procedures should be prepared and adopted by the AO, in consultation with the CFO and HOD(SO)s, to give effect to this policy.

ANNEXURE A: BUDGET PROCESS TIMETABLE

TIMEFRAME	ACTIVITY	RESPONSIBILITY
1 November Year 1 – 10 December Year 1	Heads of Departments to prepare and submit first Final operating and capital budgets in line with the approved operational plans, budget guidelines and secured financing sources.	Senior Managers
10 December Year 1 –	Revision of the current operational and capital budget.	CFO/ Senior Managers
	Compilation of the MFMA Sec 72 Report and submission to the Mayor.	AO/ CFO
	Approval of adjustments budget by Executive Committee.	AO/ CFO
	Approval of adjustments budget by Council.	AO/ Mayor
10 December Year 1 – 21 January Year 2	Finance Department to consolidate and prepare the first Final capital and operating budget in the following formats:	CFO/Manager Financial Services/ Senior Managers
	High level consolidated format;	
	Line item budget; and	
	Proposed Tariffs.	
	Evaluation of and discussions on first Final budget by Executive Committee in line with operational plans, budget guidelines and IDP.	AO/ CFO/ Senior Managers
21 January Year 2 – 4 February Year 2	Finance Department to consolidate and prepare the second Final capital and operating budget.	CFO/Manager Accounting/ Senior Managers
	Evaluation of and discussions on second Final by Executive Committee.	AO/ CFO
7 February Year 2 – 14 February Year 2	Evaluation of and discussions on second Final by Portfolio Committees.	Chairpersons of Portfolio Committees/
		Senior Managers
14 February Year 2 – 4 March Year 2	Evaluation and discussions of proposals from Portfolio Committees by the Executive Committee.	AO/ CFO
4 March Year 2 – 11 March Year 2	Finance Department to consolidate and prepare the third Final capital and operating budget.	CFO/Manager Accounting/ Senior Managers
	Evaluation and Finalisation of the Final MTERF operational and capital budgets by the Executive Committee.	AO/ CFO
11 March Year 2 – 31 March Year 2	Finance Department to consolidate and prepare the Final capital and operating budgets.	CFO/Manager Accounting/ Senior Managers
	Evaluation of and discussions on Final capital and operating budget by Council.	AO/ Mayor
31 March Year 2 – 29 April Year 2	Consultation on Final budget through formal meetings with all possible stakeholders.	Mayor
		AO/ CFO
29 April Year 2 – 13 May Year 2	Finance Department to consolidate and prepare the Final capital and operating budgets.	CFO/ Senior Managers
	Evaluation of and discussions on Final by Executive Committee.	AO/ CFO
13 May Year 2 – 31 May Year 2	Finance Department to consolidate and prepare the Final capital and operating budgets.	CFO/ Senior Managers
	Adoption of budget by Council.	AO/ Mayor
31 May Year 2 – 13 June Year 2	Finance Department to submit approved budget to Provincial Treasury and National Treasury.	CFO
31 May Year 2	Finance Department to Finalise all preparations to ensure proper and timeous implementation of budget, including promulgation of tariffs	CFO
30 June Year 2	Municipal Manager to submit Final SDBIP's and Final performance agreements of all section 57 personnel to Mayor.	AO
	Mayor to approve SDBIP's and note performance agreements.	AO/Mayor

EMTHANJENI MUNICIPALITY



FINAL CASH AND INVESTMENT POLICY

BUDGET 2021/2022 MTERF

CASH AND INVESTMENT POLICY

1. Introduction

- 1.1 As trustees of public funds, Councillors and officials have an obligation to ensure that cash resources are managed as effectively, efficiently and economically as possible.
- 1.2 The Council of the Municipality has a responsibility to invest public funds carefully and has to report to the community in this regard.
- 1.3 In terms of The Municipal Finance Management Act , 2003 (Act No 56 of 2003), Chapter 3, Section 13 –
 - (1.) The Minister may prescribe a framework within which Municipalities must –conduct their Cash Management and Investments; and invest money not immediately required
 - (2.) A Municipality must establish an appropriate and effective Cash Management and Investment Policy in accordance with any framework that may be prescribed in terms of subsection (1).

2. Objective

The objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being used. To establish this, it is essential to have an effective Cash Flow Management Program.

3. Responsibility/Accountability

- 3.1 In terms of the Municipal Finance Management Act, 2003, Chapter 8, Section 60, the Municipal Manager is the Accounting Officer of the Municipality. However, he may delegate in terms of Section 79(1) certain duties/tasks to designated officials, referred to in section 77(1), who would be accountable to him.
- 3.2 The Municipal Manager is therefore accountable for all transactions entered into by his designates. One of the main functions of the Municipal Manager is

that of adequate and effective cash management. The duty to manage the municipality's cash and investments is delegated to the Chief Financial Officer.

3.3 The Chief Financial Officer is responsible, as delegated, for establishing systems, procedures, processes and training and awareness programmes to ensure efficient and effective banking and cash management. Sound cash management includes the following:

- Collecting revenue when it is due and banking it promptly;
- Making payments, including transfers to other levels of government and non government entities, no earlier than necessary, with due regard for efficient, effective and economical programme delivery and the government's normal terms for account payments;
- Avoiding pre-payments for goods or services unless required by the contractual arrangements with the supplier;
- Accepting discounts to effect early payment only when the payment has been Included in the monthly cash flow estimates provided to the relevant treasury;
- Pursuing debtors with appropriate sensitivity and rigour to ensure that amounts receivable by the Municipality are collected and banked promptly;
- Accurately forecasting the institution's cash flow requirements;
 - Timing the inflow and outflow of cash;
 - Recognising the time value of money, i.e. economically, efficiently, and effectively managing cash; and
 - Taking any other action that avoids locking up money unnecessarily and inefficiently, such as managing inventories to the minimum level necessary for efficient and effective programme delivery, and selling surplus or under utilised assets.

3.3 The overall responsibility of investments rests with the Municipal Manager. However, the day to day handling of investments is the Chief Financial Officer's responsibility.

- 3.4 In terms of Section 79(1) of the Municipal Finance Management Act, 2003 the powers and duties to do investments are delegated to the Chief Financial Officer. In terms of Section 82 (1) of the MFMA, the Chief Financial Officer may sub-delegate the duties and authority to do investments to any official in the budget and treasury office or to the holder of a specific post in that office. The Chief Financial Officer is accountable to the Municipal Manager for the investments made by the Chief Financial Officer or his delegated officials
- 3.5 In the instance that the Chief Financial Officer has to do an investment, quotations are required from various financial institutions. In the case of telephonic quotations, the following information is required:
- The name of the person who gave the quotation;
 - The relevant terms and rates; and
 - Other facts such as if interest is payable on a monthly basis or on maturation date
- 3.6 Where payments to financial institutions in respect of investments are to be effected by cheque, the following procedures apply:
- The Chief Financial Officer's clerk must complete a cheque requisition form and submit it to the Chief Financial Officer or his delegated official together with the supporting quotations;
 - The Chief Financial Officer or his delegated official must authorise the requisition.
- 3.7 All investment documents will require two signatories, namely the Municipal Manager, Chief Financial Officer or his delegated official and one other official in the treasury office. Specimen signatures must be held by all financial institutions that the Municipality deals with.

4. Cash Management

Adequate and effective cash management is one of the main functions of the Chief Financial Officer or his/her Delegate.

4.1 Debtor Collections:

4.1.1 All funds due to the Municipality must be collected in good time and banked on a daily basis. Cash left in the safe which poses a security risk, could result in higher insurance premiums to cover the additional risk and does not earn interest. Large sums of money received must be deposited into the bank account on the same day the payment is received.

4.1.2 It is important that all monies owing to the Municipality are correctly reflected in the debtors system. The following control measures are necessary:

- A well managed debtors and banking control system will ensure that funds owed to the Municipality are received and banked; and
- It is also important to review debt collection performance by comparing the debtors outstanding in relation to total turnover and then comparing this to previous financial years, in order to determine whether the debt collection process is deteriorating or improving.

4.1.3 All monies collected by the Municipality must be banked in the bank account of the Municipality.

4.1.4 Moneys collected by some other agency on behalf of the Municipality shall be paid over to the Municipality or deposited in the bank account of the Municipality in a manner prescribed by the Chief Financial Officer.

4.1.5 The receipt of all monies collected by the Municipality shall be acknowledged forthwith by the issue of a numbered official receipt.

4.2 Payment of Creditors

4.2.1 Due to the high bank charges with regard to cheque payments, it is essential to limit the payment of creditors to one payment per creditor per week, where possible. Exceptions, authorised by the Chief Financial Officer, with regard to emerging contractors can, however, be made, should the cash position allow for it. Should the facility be available, payments should be done by electronic transfer – subject to strict control measures.

4.2.2 When considering the time to pay a creditor, proper consideration must be given to the conditions of credit terms of payment offered:

- In cases where a cash discount is given for early settlement, the discount, if the relevant time scale is taken into account, will in most cases be more than any investment benefit that could be received from temporarily investing the funds.
- If discounts are offered for early settlement they must be properly considered and utilised.

4.2.3 Besides this, the normal conditions of credit terms of payment offered by suppliers, must also be considered and utilised to the full by paying on the due date and not earlier.

4.3 Receipt of Payments

4.3.1 Receipt of money over the counter:

- Every amount of payment received by a Cashier or other officer responsible for the receipt of money shall be acknowledged at once by the issue of a numbered official receipt or cash ticket; and
- Every receipt form, which is cancelled, will be reattached, in the correct place, in the receipt book. Where computer generated receipts are used, the original receipt must be filed for audit purposes.

4.3.2 Receipt of Money by Post:

- When money (including postal orders and cheques) is received with the Council's mail, the Registry Clerk shall record all payment remittances as and when received in the cheque register in the presence of a witness. Post-dated cheques received in the Council's mail must also be recorded in the cheque register. The cheque register shall be regarded as the register of remittances received by post;
- The cheque register together with all remittances received must be sent to a designated official in the finance section, before close of cashier on the same day;

- The designated official on receipt of the cheque register together with the remittances will code all remittances and submit it to the cashier for receipting;
- The Cashier will receipt all remittances and issue official receipts to the designated official;
- The designated official will record all receipts in the cheque register and return same to registry. The Registry Clerk must ensure that all receipts are recorded in the cheque register;
- All documents relating to remittances received in the mail must be filed for audit purposes;
- A separate register for post dated cheques will be maintained by the Registry Clerk and all post-dated cheques must be stored safely in the Registry Safe; and
- The Registry Clerk will ensure that all post-dated cheques, which become due are sent promptly to the designated official for receipting and recording of receipts in the post-dated cheque register.

4.4 Bank and Cash:

- 4.4.1 All names of bank accounts or investment accounts must be in the name of EMTHANJENI MUNICIPALITY.
- 4.4.2 New bank accounts may be opened if required and approved by the CFO.
- 4.4.3 All bank accounts must be accounted for in the accounting system.
- 4.4.4 All bank and cash should be made in terms of the Cash Management Policy.

4.5 Management of Inventory

Cash management must be improved by seeing to it that adequate inventory control is exerted over all goods kept in inventory. For this purpose an Inventory Management Policy must be developed.

4.6 Management of Debt

The Municipality may only incur debt in terms of the Municipal Finance Management Act, 2003, Chapter 6. The Municipality may incur two types of debt, namely short term and long term debt.

4.6.1 Short term debt.

4.6.1.1 The Municipality:--

- may incur short-term debt only in accordance with and subject to the Provisions of the MFMA, Section 45(1), and only when necessary to bridge –
 - (a) shortfalls within a financial year during which the debt is incurred, in expectation of specific and realistic anticipated income to be received within that financial year; or
 - (b) capital needs within a financial year, to be repaid from specific funds to be received from enforceable allocations or long-term debt commitments.
- may incur short-term debt only if –
 - (a) a resolution of the Municipal Council, signed by the Mayor, has approved the debt agreement; and
 - (b) the Accounting Officer has signed the agreement or other document which creates or acknowledges the debt.
- Must pay off short term debt within a financial year; and
- May not renew or refinance its short term debt.

4.6.1.2 No lender may extend credit to the Municipality for the purpose of renewing or refinancing debt that must be paid off in terms of the above, unless such extension was agreed and approved by the Council. If a lender wilfully extends credit to the Municipality for the purpose of renewing or refinancing debt, the Municipality is not bound by the contract in terms of which the credit was extended to the Municipality.

4.6.2 Long term debt.

4.6.2.1 The Municipality may incur long term debt in terms of Section 46(1) of the MFMA only for the purpose of capital investment in property, plant or equipment to be used for the purpose of achieving the objects of local government as set out in Section 152 of the Constitution, and only if –

- (a) a resolution of the Municipal Council, signed by the Mayor, has approved the debt agreement; and
- (b) the Accounting Officer has signed the agreement or other document which creates or acknowledges the debt.
- (c) the Accounting Officer of the Municipality has complied with Section 21A of the Municipal Systems Act, by making public an information statement setting out the particulars of the proposed debt, the purpose for which the debt is to be incurred and the particulars of any security to be provided, at least 21 days prior to the meeting of the Council at which approval for the debt is to be considered.

4.6.2.2 Section 152 of the Constitution reads as follows: “The objects of local government are:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.”

5. Investments

5.1 Legal Requirements

5.1.1 The way in which surplus funds and other municipal funds can be invested, is controlled in terms of legislation:

- GRAP ACCOUNTNG STANDARDS;

- Local Government Municipal Finance Management Act 2003, Act No 56 of 2003, section 13(1)

5.1.2 The Minister, acting with the concurrence of the Cabinet member responsible for local government, may prescribe a framework within which municipalities must –

- (a) Conduct their cash management and investments; and
- (b) Invest money not immediately required. Invest only with --
 - Deposits with banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990);
 - Securities issued by the National Government;
 - Deposits with the Public Investment Commissioners as contemplated by the Public Deposits Act, 1984 (Act No. 45 of 1984);
 - Deposits with the Corporation for Public Deposits as contemplated by the Corporation for Public Deposits Act, 1984 (Act 46 of 1984)
 - Listed corporate bonds with an investment grade rating from an internationally recognized credit rating agency.
 - Bankers, acceptance certificates or negotiable certificates of deposits of banks registered in terms of the Banks Act, 1990 (Act 94 of 1990);
 - Guaranteed endowment policies with the intention of establishing a sinking fund;
 - Repurchase agreements with banks registered in terms of the Banks Act, 1990(Act 94 of 1990)
 - Any other instruments or investments in which a Municipality was under a law permitted to invest before the commencement of the Local Government Transition Act, 1996: Provided that such instruments shall not extend beyond the date of maturity or redemption thereof.; and
 - Any other investments determined by the Minister of Finance and published in the Government Gazette.

5.2 Cash Flow Estimates

5.2.1 Before money can be invested, the Chief Financial Officer must determine whether there will be surplus funds available during the term of the investment. He/she must fix the term of the investment.

5.2.2 In order to be able to make investments for any fixed term, it is essential that cash flow estimates be drawn up.

5.2.3 When drawing up cash flow estimates, it is essential that the Chief Financial Officer take note of the following:

- Be aware of the expected cash flow and when it is likely to take place, as well as the timing with regard to cash outflow, as far as both the operating and the capital budgets are concerned;
- By utilising the available information and expertise, the Chief Financial Officer or his/her delegate must assess the timing with regard to when, for how long and the amount to be invested; and
- Daily cash flow estimates must provide for daily call investments and investment withdrawals, whereas long-term investments must be based on projections further into the future.

5.3 From time to time the Council will have surplus funds available which are not needed immediately and which could be invested. Depending on circumstances some funds could be invested for a long term whilst others would only be short-term investments. Surplus funds in the current account may also be invested for short periods (days).

5.4 Generally investments are done every month when prior investments mature and funds are available for re-investment. Investments may be made by the Chief Financial Officer as follows:

- Long term investments should be made with financial institutions of minimum BBB rating (where BBB refers to lower risk institutions);
- Short term investments should be made with an financial institutions of minimum B rating (where B refers to higher risk institutions);

- All available funds should not be placed with a single institution, the invested amount should, where possible, be spread equally to all relevant institution's; and
- The total amount invested at an institution may not exceed 10% of the relevant institution's shareholder's funds (Capital and Reserves).

6. Investment Ethics

The following ethics must apply when dealing with financial institutions and other interested parties:

- 6.1 The Municipal Manager and Chief Financial Officer will be responsible for the investment of funds, and he/she has to steer clear of outside interference, regardless of whether such interference comes from individual Councillors, agents or any other institution.
- 6.2 Under no circumstances may he/she be forced or bribed into making an investment. No official may accept any gift unless that gift can be deemed so small that it would not have an influence on his/her work or was not intended to do so, and can merely be seen as goodwill. A certificate in respect of the gift should be furnished to the Chief Financial Officer. The gift should not be in lieu of a commission.
- 6.3 The Chief Financial Officer must act according to his/her discretion and must report any serious cases of payment in kind or gifts, to the Municipal Manager. Excessive gifts and hospitality should, however, be avoided.
- 6.4 Interest rates offered should never be divulged to another institution.

7. Investment Principles

7.1 Exposure to a Single Institution:

Money, especially large sums of money, must be invested with more than one institution, in order to limit risk exposure of the Municipality. All available funds should not be placed with a single institution, the invested amount should, where possible, be spread equally to all relevant institutions. If legislation permits, the

Chief Financial Officer must try to plan the distribution of the investments to cover different types of investments.

7.2 Risks and Return

It can be accepted as a general rule that the larger the return, the greater the risk.

7.3 Borrowing Money for Reinvestment

The Municipality may not borrow money for reinvestment, as this would mean interest rates would have to be estimated in advance, which can be seen as speculation with public funds.

7.4 Registered Financial Institutions

If the Chief Financial Officer invests with financial institutions, he/she must ensure that such institutions are registered in terms of the Banks Act 94 of 1990 and that they are approved financial institutions – as approved by the Reserve Bank, from time to time. An updated list of the approved financial institutions should be obtained regularly.

7.5 Growth-related Investments

When making growth-related investments, the Chief Financial Officer must obtain a guarantee that at least the capital amount invested is safe, and must exercise due diligence in this regard.

8. Investment of Funds by the Municipality:

8.1 The investment register must be examined on a daily basis to identify investments falling due within the two weeks following and start the investment process such as looking at alternatives, cash flow requirements and timely reporting to the Municipal Manager and Council.

8.2 Prior to the investment of monies, the Chief Financial Officer (CFO), must determine whether there will be surplus funds available, as well as to fix the term for which such money should be invested.

8.3 In order to be able to make investments for any fixed term, it is essential that cash flow forecasts be drawn up.

- 8.4 In the instance surplus funds are available for investment, the Chief Financial Officer should contact the various banking institutions for interest rate quotations and prepare a manual or computerised list of the quotations indicating the amounts to be invested, the rates quoted and the maturity values (maximum return).
- 8.5 Based on the results of 8.4 above, and the value of the prospective investment, the Chief Financial Officer should, authorise the investment. All relevant information must be filed together with the investment documentation.

9. Call Deposits and Fixed Deposits

- 9.1 Quotations should be obtained from a minimum of three financial institutions, bearing in mind the limits of the term for which it is intended to invest the funds. Should one of the institutions offer a better rate for a term, other than what the Municipality had in mind, the other institutions which were approached, should also be asked to fix a rate for that long a term.
- 7.2 Quotations must be obtained electronically, otherwise per facsimile or emails, as rates can generally change on a regular basis and time is a determining factor when investments are made. It is however prudent to obtain written (e-mail acceptable) quotations. No verbal quote or quotes received after closing date and time may be considered. The person responsible for requesting quotations from institutions must record the following:
- Name of institution;
 - Name of person quoting rates;
 - Closing date and time;
 - Period of the investment;
 - Relevant terms; and
 - Other facts i.e. are interest payable monthly or on maturation date.
- 9.3 Once the required number of quotes has been obtained, a decision must be taken regarding the best terms offered and the institution with which funds are going to be invested. The best offer must under normal circumstances be

accepted, with thorough consideration of investment principles. The Chief Financial Officer must note any deviation if such best offer is not accepted. No attempt must be made to make institutions compete with each other as far as their rates and terms are concerned.

- 9.4 If institutions have been asked for a quotation with regard to a specific package, the institution must be requested to give the best rate in their quotation. They must also be informed that, once the quotation has been given, no further bargaining or discussions will be entered into in that regard.
- 9.5 The above procedure must be followed for all investments.
- 9.6 The Chief Financial Officer must make sure that the investment document received is a genuine document, issued by an approved institution, and the investment capital must be paid over only to the institution with which it is to be invested and not to an agent.

10. Other External Deposits

Other investment possibilities, which are subject to the applicable legislation and are available to the Municipality, include debentures and other securities of the State as well as other Municipalities or statutory bodies in the Republic, instituted under and in terms of any law. With regard to such investments, the principles and practices set out above must apply.

11. Control of Investments

- 11.1 An Investment Register must be kept of all investments made. The following facts must be indicated:
- Name of institution;
 - Type of investment;
 - Capital invested
 - Date invested;
 - Term of investment
 - Interest rate;
 - Maturation date;

- Interest earned;
- Interest received;
- Interest capitalised.

The Investment Register and accounting records must be reconciled on monthly basis.

11.2 The Investment Register must be examined on a fortnightly basis to identify investments falling due within the next two weeks. It must then be established as what to do with the funds bearing in mind the cash flow requirements.

11.3 Interest, correctly calculated, must be received in good time, together with any distributable capital. The Chief Financial Officer must check that the interest is calculated correctly.

11.4 Investment documents and certificates must be kept in a safe place. The following documents must be safeguarded:

- Fixed deposit letter or investment certificate;
- Receipt for capital invested;
- Copy of electronic transfer or cheque requisition;
- Excel schedule of comparative investment figures;
- Commission certificate indicating no commission was paid on the investment; and
- Interest rate quoted.

11.5 The Chief Financial Officer is responsible for ensuring that the invested funds are secure and, should there be a measure of risk, that such risk be rated realistically.

12. General Investment Practice

12.1 General

After determining whether there is cash available for investment and fixing the maximum term of investment, the Chief Financial Officer must consider the way in which the investment is to be made. As rates can vary according to money market perceptions with regard to the terms of investment, quotations must be

requested electronically, within term limitations, and these must be set out on a schedule.

12.2 Commission Certificate

The Auditor General requires the financial institution, where the investment is made, to issue a certificate for each investment made. This certificate must state that no commission has, nor will, be paid to any agent or third party, or to any person nominated by the agent or third party.

12.3 Reports:

12.3.1 The Council must be given a monthly report on all borrowings and investments.

With specific reference to:

(a) Borrowings: (For each individual loan)

- Name of institution;
- Date of initial borrowing/loan received (in respect of existing loans)
- Balance beginning of month;
- Loans received during month;
- Loans redeemed during month;
- Balance at end of the month;
- Interest rate;
- Interest paid during month;
- Maturity date;
- Type of loan;
- Total Amount.

(b) Investments: (For each individual Investment)

- Name of Institution invested with;
- Date of investment;
- Type of investment;
- Period of investment;
- Interest rate;
- Maturity date;
- Interest earned during month;

- Balance of investment at beginning of month;
- Investments made during month;
- Investments withdrawn during month;
- Balance of Investments at end of the month;
- Allocation of investments to reserves and other funds
- Source of investment;
- Appropriation of investments.

12.3.2 The Municipality must within 30 days after an investment with currency of 13 months or longer has been made, publish in a local newspaper in circulation within its area of jurisdiction, full details of any investments so made.

12.4 Cash in the Bank

12.4.1 Where money is kept in current accounts, it would be possible to bargain for more beneficial rates with regards to deposits, for instance call deposits. Fixed term deposits can increase these rates.

12.4.2 The most important factor is that the cash in the current account must be kept to an absolute minimum. (Not more than R 5 000 000 at end of each month in cash book)

12.5 Creditworthiness

When investments are placed with smaller registered institutions, the Chief Financial Officer has to see to it that the Municipality is not exposed to too much risk. He/she has to ensure that the creditworthiness and performance of the institution is to his/her satisfaction, before investing money in the institution. The Chief Financial Officer is entitled to information from which the creditworthiness of financial institutions can be determined. This must be obtained and analysed annually.

12.6 GRAP

It is of utmost importance that the Chief Financial Officer applies GRAP in the compilation of the budgets and financial statements of the Municipality as well as the financial systems in use.

13. Investment Managers

If the Council will benefit from it, it is permitted to make use of Investment Managers as defined in the Municipal Investment Regulations.

14. Oversight Role of Council

14.1 The Council reserves its right to maintain oversight over the implementation of this Policy.

14.2 For the purposes of such oversight the Accounting Officer must-

- (a) within 30 days of the end of each financial year; submit a report on the implementation of this Policy, to the Council; and.
- (b) when ever there are serious and material problems in the implementation of this Policy, immediately submit a report to the Council.

15. COMMENCEMENT

This policy takes effect on 1 July 2021.

EMTHANJENI MUNICIPALITY



CONTRACT MANAGEMENT POLICY (Local Government Framework of Infrastructure Development Procurement Management)

2021/2022 FINANCIAL YEAR

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DEFINITIONS

This policy must be read in conjunction with the Supply Chain Management Policy.

In this Policy, unless the context indicates otherwise:

Accounting Officer (in relation to a municipality) means the municipal official referred to in section 60 of the MFMA (2003); and includes a person acting as the accounting officer.

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

Circular 62 means communication from National Treasury by means of a Circular in relation and pursuant to the objects of, the MFMA.

Construction Industry Development Board (CIDB): means the Construction Industry

Contingencies means a percentage of concept budget allowed for unforeseeable programmatic and design changes which occur over the course of the execution.

Contract Alteration means changing grammatical or input errors to the agreement of the contract without changing the scope of contract.

Contract Amendment means changing the scope, nature, duration, purpose or objective of the agreement or contract and also extends to any concomitant price variations and variation orders. (In context of Circular 62 and section 116 (3) of the MFMA).

Contract Lifecycle Management means the process by which the municipality strengthens and taps into the value of its contract portfolio, this includes risk management, managing budgets and successful delivery of the project according to management expectations.

Contract Lifecycle means the period from the planning of the contract, its inception, management, and termination of such contract.

Contract Management means the administrative activities by all role players, including the SCM Contract Manager, Contract Owner, Project Manager and Service Provider or Supplier, associated with contracts, and includes processes associated with the invitation to bid, bid evaluation, award of contract, contract implementation, measurement of work completed, and computation of payments. It also includes monitoring the contract relationship, addressing related problems, incorporating necessary changes or modifications in the contract, ensuring both parties meet or exceed each other's expectations, and actively interacting with the contractor to achieve the contract's objective(s).

Contract means the acceptance of a bid (offer) by the Municipality pursuant to the compliance with the EMTHANJENI Local Municipality Supply Chain Management Policy/ Model SCM Policy for Infrastructure procurement, its enabling legislation and any other requirements in law.

Contract Owner means the Municipal Manager, an Senior Manager Infrastructure Services (Divisional head) including Chief Financial Officer, or a delegate (also a Project Manager), or

Manager, as the case may be, that is ultimately accountable for all activities during the life cycle of the contract. The Contract Owner can also be seen as the Budget holder. Director Appointment according to sect 56 of the Local Government: Municipal Systems Act Delegation (in relation to a duty) includes an instruction or request to perform or to assist in performing the duty.

Contract variation or variation order means an alteration to the scope of works in a construction or service contract in the form of addition, subtraction, substitution or omission from the original scope.

Delegation (In relation to a duty): Includes an instruction or request to perform or to assist in performing the duty. Such delegation must be in writing.

Development Board (CIDB), a national body established by the Construction Industry Development Board Act of 2000 (Act 38 of 2000)

Employer's health and safety agent: the person appointed as agent by the employer in terms of Regulation 4(5) of the Construction regulations and named in the contract data as the being the employer's agent responsible for health and safety matters.

Force Majeure is the expression used to denote irresistible superior force which might cause damage or prevent the execution of an obligation, therefore suppliers are not liable for damages caused by force majeure or for failure to carry out a contract if prevented (Term and conditions in this regard will be determined by every individual contract/s).

Health and safety plan: a documented plan which addresses hazards identified and includes safe work procedures to mitigate, reduce or control the hazards identified

Official means an employee of a municipality; a person seconded to a municipality to work as a member of the staff of the municipality; or a person contracted by a municipality to work as a member of the staff of the municipality otherwise than as an employee.

Price escalation means the changes in the cost or price of specific goods or services in a given economy over a period.

Project funding means the allocated funds to cover all costs associated with acquisition, implementation, monitoring and handover/commissioning of the project. A project may be funded from more than one source as per the approved budget.

Project Manager means the official within a specific department, responsible for all day to day activities (including performance management and dispute resolution) during the life cycle of the contract (with delegated powers to perform this function).

SCM Contract Manager means the SCM official responsible for monitoring, regulating and reporting on all contract related activities as set out in Section 116 of the MFMA.

Service Level Agreement (SLA) means an agreement between a service provider and the SPM that defines the level of service expected from the service provider. This agreement is either included in the contract or serves as an addendum to the contract. The SLA is subservient in its interpretation and application to the main contract.

Standard contract is a contract between two parties where the terms and conditions of the contract are set by one of the parties and the other party has little or no ability to negotiate more favorable. In the case of the municipality, standard contracts shall be initiated by the municipality as the employer and negotiate in good faith with the contracted service provider. For software maintenance, the contract shall be initiated by the service provider as they carry extensive knowledge of their systems, and the municipality shall cover itself in the Master Agreement on the system, software application or program developed.

Standard forms of contract for Infrastructure delivery:

Means the standard forms of contracts selected from, and be suitable for use under the conditions described in Annexure A: Table 2: *Approved forms of contract related to the delivery and maintenance of infrastructure*. The standard forms of contract shall be used with minimal contract amendments which do not change their intended usage and shall only be amended when absolutely necessary to accommodate special needs. Adjudication shall be used to resolve disputes arising during the performance of a contract prior to proceeding to either arbitration or litigation.

Users means all officials as set out in the organogram of the EMTHANJENI Local Municipality involved with contracts and includes officials performing various functions in terms of such contracts.

ABBREVIATIONS

AMU	Asset Management Unit
B-BBEE	Broad-Based Black Economic Empowerment
B.o.Q	Bill of Quantities
BTO	Budget and Treasury Office
GCC	General Conditions of Contract.
MFMA	Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
MSA	Municipal Systems Act, 2000 (Act No. 32 of 2000)
NT	National Treasury established by section 5 of the Public Finance Management
PMS	Performance Management System
SCC	Special Conditions of Contract
SCM	Supply Chain Management
SLA	Service Level Agreement
VAT	Value Added Tax
LED	Local Economic Development
FIDPM	Framework for Infrastructure Delivery and Procurement Management
PG	Procurement Gate

1. PREAMBLE

Properly managed contracts by all stakeholders involved, can ensure that services are delivered within specifications as set and agreed by all, during the specifications phase and at the agreed cost, (inclusive of VAT and escalation clauses in contracts) time period and qualities of the goods and services as well as infrastructure procured.

All contracts must be managed throughout the Contract Life Cycle, based on the level of management control appropriate for the classification of that contract.

Improperly managed contracts may impact negatively on service delivery. Adverse effects of ineffective contract management include but are not limited to:

1. Goods and services outside of specification;
2. Cost overruns;
3. Poor suppliers-, buyer- or other stakeholder relations;
4. Negative public perception, and
5. Potentially complete service delivery failures.

Hence, good contract management by all stakeholders involved is essential for good financial management and will contribute greatly to the effectiveness and efficiency of service delivery. In effect, it would give strategic direction to all directorates following a centralized strategy of contract management. This policy must be read in conjunction with all the SCM Policies of the EMTHANJENI Local Municipality.

2. OBJECTIVES

The objectives of this policy are to give effect to Section 217 of the Constitution of South Africa (1996) which stipulates that:

When an organ of state in the national, provincial or local sphere of government, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system which is:

- a) Equitable
- b) Transparent
- c) Competitive
- d) Cost-effective and
- e) Fair

This is also aligned with the Municipal Finance Management Act, Chapter 11. The Supply Chain Management Policy ensures effective and efficient control of contracts procured through the SCM procedures, thus ensuring that:

- a) Proper recording and enforcement of contracts throughout the contract life cycle prevails (specifications to contract reviews);
- b) Support the demand management framework as set out in Circular 62 of National Treasury (August 2012), optimizing proper planning, resulting in effective service delivery;
- c) Compliance with the regulatory framework;

- d) To assist officials in understanding their legal and managerial responsibilities with regards to contract management.
- e) The optimization of efficient and sustainable financial wellbeing of the municipality, resulting in lower cost drivers, and
- f) Continuous development of effective Management Information Systems, resulting in strategic support and risk preventions.

The existence of Contracts Management Policy is to ensure that no contract procurement of goods and services (excluding land sales or rentals of EMTHANJENI Local Municipal Assets, which are managed by LED department), takes place outside of the SCM System.

3. STATUTORY AND REGULATORY FRAMEWORK FOR MANAGING CONTRACTS

3.1. Application and Framework of the Contract Management Policy 5.1.1. All officials and other role players in the Supply Chain Management system of the EMTHANJENI Local Municipality must implement this Policy in a way that gives effect to:

- g) Section 217 of the Constitution;
- h) Section 116 of the MFMA;
- i) Section 33 of the MFMA;
- j) Model SCM Policy;
- k) SCM Regulations
- l) Framework for Infrastructure Delivery and Procurement Management
- m) any other legislation pertaining to SCM.

This Policy applies when the Municipality:

- a) Procures goods, services and infrastructure related works;
- b) Disposes of goods no longer needed; and
- c) Selects service providers and suppliers to provide assistance in the provision of municipal services including circumstances where Chapter 8 of the Municipal Systems Act applies.

3.2. Adoption, Amendment and Implementation of the Contract Management Policy

The Accounting Officer must:

- a) At least annually review the implementation of this Policy; and
- b) When the accounting officer considers it necessary, submit proposals for the amendment of this Policy to Council; In terms of section 62(1)(f)(IV) of the Act, take all reasonable steps to ensure that the Contract Management Policy is implemented.

3.3. Application of Policy

The policy applies to all transactions per the Supply Chain Management processes and undertaken by the EMTHANJENI Local Municipality which involves a contract whether explicitly agreed in writing, or implicitly through actions.

3.4. Framework for Infrastructure Procurements

The framework for infrastructure procurement outlines the minimum infrastructure procurement policy requirements for municipal planning and implementation. The strategic direction set in the Integrated Development Plan (IDP) informs the framework for infrastructure procurement.

3.3.1 Procurement Gate 8 (PG8)

- a) Administer and monitor the contract. (See Annexure A: In order for the administration and contract facilitation, concurrence with Project Stage Deliverables for Stages 5 and 7 must be completed)
- b) Minimum Requirements for PG 8:
 1. Finance department to:
 - i. Capture contract award data.
 - ii. Manage cash flow projection.
 - iii. Administer contract in accordance with the terms and provisions of the contract.
 2. Delivery department to:
 - i. Ensure compliance with contractual requirements.

PG 8 is complete when a delegated person captures the contract Completion/termination data (close out reports and relevant documents), including Payment certificates due.

4. BASIS FOR BINDING THE MUNICIPALITY IN A CONTRACT

The Supply Chain Management Policy of the municipality gives guidance for procurement of goods and services as per various thresholds determined by the monetary value. The policy stipulates that procurement of goods and services up to R30 000.00 inclusive of VAT shall be done through written quotations evaluated on the basis of price only, preferably from the service providers registered in services with the value exceeding R200000.00. The level of complexity of contract will depend on the nature of services, quality and other special conditions of delivery.

Where the above supply chain processes could not be fulfilled, an authorized deviation by the Municipal Manager also leads to a binding agreement.

It is based on the above approaches that an official of the municipality may enter into a binding agreement between the municipality and the service provider.

Appointment of a service provider without following the above procedures may lead to invalid contracts, and the official involved may be held responsible for financial misconduct and be subjected to Disciplinary action, and the resultant expenditure will be irregular and may be recovered from such official.

Local Government Supply Chain Management Regulations permits the Accounting Officer to ratify minor non-compliances from SCM Policy by Bid Committees and Officials

4.1. Conditions of Contract

A contract or agreement procured through the Supply Chain Management System of the Municipality must:

- 4.1.1. be in writing;
- 4.1.2. stipulate the terms and conditions of the contract or agreement, which must Provide for:
- 4.1.3. the termination of the contract or agreement in the case of breach or non- or Underperformance;
 - dispute resolution mechanisms to settle disputes between the parties;
 - a periodic review of the contract or agreement once every three years in the case of a contract or agreement for longer than three years;
 - the municipality's liability and indemnity exposure;
 - Vis Major; and
 - any other matters that may be prescribed

The relevant Senior Manager, with delegated powers from the Municipal Manager, must establish capacity in his/her directorate to assist the accounting officer in carrying out the duties set out in section 116(2) of the MFMA.

4.2. Management of Contracts

The Accounting Officer and delegated officials must take all reasonable steps to:

Ensure that a contract or agreement procured through the supply chain management policy of the municipality is properly enforced.

- a) Monitor on a monthly basis the performance of the contractor under the contract or agreement.
- b) Administer the contract with the necessary competencies and delegations, ensuring effective management of contracts.
- c) The Senior Manager Infrastructure Services must ensure that Project Managers submit suppliers' performance reports to the PMS Manager within five (5) business days after the end of each month.
- d) The **PMS Manager** submits a consolidated report to the relevant Director and Contract Owner within 10 business days after the end of each month for purposes of Section 116(2) (b) of the Act.
- e) The PMS Manager submits a consolidated report on the performance of contracts or agreements for purposes of Section 116 (2) (d), to the Accounting Officer within 15 business days of the end of each quarter.

4.3. Contract Lifecycle Management

Contract Lifecycle is a back to back process of acquisition to the award of contract. The cycle further entails execution, closure and handover of the project to the relevant official representing the municipality.

The Municipality recognizes the following steps in contract lifecycle management as elaborated below:

1. Contract requisitioning – this is the first action of defining the purpose and request
2. Authoring – this involves the development of the contract documentation, version control and validation. Legal experts or suitably experience Officials must be involved in authoring the contract.
3. Negotiation – the ability to analyze the versions of contracts and the relevant attachments as influenced by the discussions between the parties to the contract. The Accounting Officer may appoint an Official to assist in the negotiations or may make use of external experts depending on the complexity of the service and contract.
4. Approval- routing the contract document and the necessary attachments for review and approval. The Project Manager must approve the draft contract prior to the final version being submitted to the Accounting Officer or his delegate for signature.
5. Execution – the process of allowing the contracted service provider to perform duties as outlined in the contract document. The Project Manager must ensure that the performance by the other party is not delayed or impeded in any way where it is within the Municipality's control.
6. Obligations management – involves that deliverables are being met and maintain compliance at all times. The Project Manager must ensure that all deliverables are quality assessed and controlled.
7. Contract amendment – process of keeping track of original terms in addition to current obligations to deliver on the contract. Where any such amendment is proposed, the Project Manager must prepare a report and motivation accompanying such proposal for the approval of the Contract Owner and the furtherance of complying with clause 4.4.
8. Audit and reporting – access to the entire contract for audit tracking, reporting and easy integration with other systems. It is the responsibility of the Project Manager to ensure that a comprehensive file to auditing standards are kept in a safe place and that access to such file is available by authorized personnel.
9. Renewal – contract extensions after the expiry dates. The Project Manager must advise the Contract Owner is good time regarding the renewal clauses and the financial implications thereof.

4.4. Amendment of Contracts

A contract or agreement procured through the supply chain management policy of the municipality may be amended by the parties, in exceptional circumstances in order to mitigate abuse, in perception after the fact, and to prevent financial inefficiencies and negatively influencing financial sustainability.

In terms of Section 116(3) of the MFMA, (56 of 2003), amendments (in compliance with SCM procedures), may only be made after the initial, original contract has been signed. The MFMA requires that the reasons for the proposed amendment must be tabled in the council; and

- a) The local community has been given reasonable notice of the intention to amend the contract or agreement; and have been invited to submit representations to the municipality.
- b) Amendments of contracts where the expansion or variation is not more than (National Treasury Circular 62) 20% (construction related goods, services and/or infrastructure projects), and 15% (all other goods and/or services) of the original value of the contract, must be submitted directly to the Head of Supply Chain Management Division for approval and further reference to the Bid Committees, and or Chief Financial Officer or Municipal Manager (depending on delegations) committee system for approval.

Amendments of contracts where the expansion or variation is more than the threshold prescribed by National Treasury (Circular 62), must be dealt with in terms of the provisions of section 116(3) of the MFMA, and are exempt from this process.

Amendments to the contract, without influencing the value or term of the contract, within the scope of the original terms and conditions, may be altered, provided that both parties have consensus on the amendment and the contract amendment is in writing and signed by both parties.

No agreement to amend or vary a contract shall be valid and of any force unless such agreement to amend or vary is entered into in writing and signed by the contracting parties.

When an amendment has a budgetary implication for a term longer than 3 (three) years, section 33 of the MFMA will apply to this amendment (Section 116 (3) of the MFMA will be followed with section 33, when amending an existing contract for longer than 3 years).

4.4.1. Procedures for contract amendment

Contract amendment may include change in some elements of scope of work as a result of unforeseen circumstances, change in area of work, or change in the number of units or materials for the benefit of the organization.

- 4.4.1.1. The Project Manager shall prepare a report to the Senior Manager Infrastructure Services motivating the need for contract amendment or adjustment.

The Motivation will be prepared in a prescribed format with the following Information as mandatory:

- Current project in brief
- Project status
- Contractor performance is summary
- Project Funding and expenditure to date

- Proposed amendment (scope, area, associated costs, funding)
- Reason for amendment contrary to inviting bids for the new scope
- Benefits arising from the amendment
- Cost implication and funding of such costs

- 4.4.1.2. The Supply Chain Management Division must provide their Written professional opinion of the compliance with the Supply Chain Management Policy as well as the Municipal Finance Management Act. The Senior Manager Infrastructure Services in whose purview the contract resides and for whom the amendment report has been prepared shall submit the completed report under their signature to the Chief Financial Officer.
- 4.4.1.3. The CFO will then in turn solicit the approval of such from the Municipal Manager upon the CFO's satisfaction that the report is complete and sufficiently substantiated.
- 4.4.1.4. Should the Municipal Manager support the proposed amendment the CFO shall prepare an item for the Municipal Council using the motivation provided by the Project Manager and Senior Manager Infrastructure Services initially. The SCM shall facilitate the notification to the public with regards to the amendment and receive any objections or comments.
- 4.4.1.5. Once the comments are received, the SCM Unit and the CFO will Advise the Municipal Manager and the Senior Manager Infrastructure Services concerned.
- 4.4.1.6. Contract amendment shall require signing of the addendum to the original Contract by all parties to the contract. It should however be noted that amendments should be made in line with the allocated budget as per the approved budget for the project/service. If the amendment requires additional funding, the above process can only resume once funds are confirmed in respect of the work to be done.
- 4.4.1.7. For MIG funded projects, confirmation must be obtained from the PMU Office with regards to approved funding on the project and procedures for Budget Maintenance must be fulfilled prior to taking the recommended steps for Contract Amendment.

4.5. Contract Variation

Contract variation refers to the variation of actual work that needs to be done or the methodology, approach or resources planned to be used in the execution of the project. Contract variation shall be initiated by the appointed contractor after demonstrating the benefits of varying the original contract bills of quantity or other inputs used in the implementation of the contract agreement.

Issues of quality, subsequent maintenance costs and materials and the completion period must be considered prior to agreeing with the variation.

The process shall entail a request letter from the contractor to the Project Manager, and the request shall entail cost and benefits of the variation, financial implications, advantages of the variation and the impact or implications on quality of the

product/service at the end of the day.

The variation must be considered by the Contract Owner concerned, and once agreed upon, the Contract Variation Agreements shall be signed by all parties concerned. The Senior Manager Infrastructure Services shall inform the Chief Financial Officer to assess the impact of the variation on the project for Assets Management and SCM purposes and information.

Where contract variation requires additional funding, not exceeding 20% of the contract value, which is within the approved budget for current and subsequent year for that line item or project, reference will be made to Accounting Officer's guidelines for implementing Supply Chain Management Regulation. The request shall be approved by the Accounting Officer on recommendation of the Chief Financial Officer.

4.5.1. Procedures for Contract Variation

Activity	Responsible person
The contractor or service provider shall propose variation order to the Project Manager responsible and overseeing the contractor, with a full cost-benefit analysis, financial implications, future maintenance costs and availability of parts/materials	Contractor/Service provider
The Project Manager shall consider the request and present such to the Senior Manager Infrastructure Services responsible to obtain concurrence	Project Manager
The concurrence shall be presented to the Budget and Treasury Office (CFO) with all the inputs received thus far for recommendation to approve to the Accounting Officer	Senior Manager Infrastructure Services /CFO
The Senior Manager Infrastructure Services and CFO shall submit the variation to the Accounting Officer for approval	Senior Manager Infrastructure Services /CFO
The Service Provider shall be informed of the acceptance of the variation and all necessary documents shall be signed and filed	Project Manager
The Accounting Officer shall submit the approved contract variation order to municipal council for noting	Municipal Manager

4.6. Contract Contingencies

A contingency clause is a provision in the contract that requires a specific event or action to take place for a contract to be considered valid. A contingency clause should clearly outline what the condition is, how the condition is to be fulfilled and which party is responsible for it.

In construction contracts, contingencies are those unforeseen conditions experienced during contract execution. These conditions need to be dealt with to enable the contractor to proceed with executing the scope of work as per the agreement.

The contingency is brought to the attention of the Project Manager responsible for that work, and upon assessment agree that the circumstances are indeed a contingency. A recommendation to proceed with work aimed at resolving the contingency shall be made by the Project Manager and approved by the relevant Senior Manager Infrastructure Services.

The approval shall be in writing, and once signed off by all parties, it shall be communicated to the Chief Financial Officer to ensure that the correct budget/line item is used for the processing of invoices against the contingency budget as per the signed agreement.

Contingency fees are normally set at a percentage not exceeding 10% of the project costs as per the bidding document.

Where contingencies are expected to exceed 10% or the contract terms conditions, the CFO must be notified so as to provide professional advice on the process which must be followed in this regard.

4.7. Contract budget adjustment

Projects whose costs are not time bound like consultancy services and similar advisory services executed through use of human resources to execute and budgeted for in the capital budget, can only be adjusted by way of council resolution, through an adjustment budget or through adhering to MFMA Section 29 – Unforeseen and unavoidable expenditure.

A differentiation should be made between project budgets overrun or over-expenditure and additional funding required as a result of contract value as per the winning bid price offer. In cases of projects funded under capital budget, the following process must be followed:

Where the amount that the project is awarded for exceeds the budget – Capital	
Confirmation of funding of project	Chief Financial Offer
Successful bidder price exceeds the budget	Negotiate scope reduction to align award amount with available funds
Successful bidder price exceeds the budget	An award can only be made once there is confirmation that the quoted price is fully funded in either current year's budget, or will be funded through an adjustment budget or in the following year's budget.
Where the project is overspending	

Oversee project implementation against project plan which is addendum to the Service Level Agreement entered into	Project Manager
Monitor claims against BoQ or project costing as per MBD3.1	Project Manager
Query any claims that exceed BoQ as per tender documents upon receipt of invoices	Project Manager
Obtain clarification from Contractor/Consultants on claims/quote variations, and the impact of the variation on entire project budget/costs	Project Manager
If clarification is satisfactory, report in writing to Budget and Treasury Office (CFO) the implications of the variances	Senior Manager Infrastructure Services
Approval of invoice for payment	Senior Manager Infrastructure Services
Perform project budget forecast	Senior Manager Infrastructure Services and CFO
Advise CFO on projections and for noting for budget adjustment	Senior Manager Infrastructure Services

5. MAINTENANCE AND CONTRACT ADMINISTRATION

Contract administration includes all administrative duties associated with a contract once it is adjudicated and implemented. No rights in terms of an awarded contract will accrue before the SCM appeal period and/or appeal has been finalized.

The contract should be signed by all parties concerned (The relevant official should also ensure that the suppliers have the delegated powers to sign and amend the contractual agreement). The contract will only be enforceable after all the signatures of the relevant parties are documented and the date of such enforcement shall be the date of the last authorized signature.

A signed service level agreement (if applicable) must be compiled and signed which will serve as an annexure to the contract.

All once-off purchases shall have a specified end delivery date.

5.1. Processing of payments procedures

For civil contracts, all invoices shall be delivered to the Engineer responsible together with Consultant report detailing the BoQ used during the period the invoice applies. After satisfying themselves with the contents of the invoice, the Consultant Report, and an Engineers Certificate shall be completed accordingly within the department.

Upon completion of the Engineers Certificate, a voucher for payment shall be completed and presented to the Budget and Treasury Office to confirm the vote number and that the contractor is being paid as per the Bid Adjudication Minutes.

These documents shall be prepared in triplicate (white, blue, yellow) with all signatories on all documents. All vouchers shall be signed by the Engineer or Divisional Head and approved by Senior Manager Infrastructure Services, which must first be submitted to Supply Chain Management for verification of validity of the contract and status of suppliers' company profile (CSD) requirements and Municipal Rates & Services. All payment documents shall be forwarded to the Expenditure Division by Supply Chain Management for processing.

All queries regarding the payment shall be directed to the Engineer responsible for the function. The Expenditure Section shall complete the payment reference number on the voucher and forward yellow copy to Assets Management Unit (AMU) (for use in capitalization and unbundling of assets). AMU shall liaise with BTO for the completion of commitments and grants registers. The Expenditure Section shall update the Civil Contracts Register and ensure that the Engineers certificates per project follow a chronological order and that the line item used is consistent throughout the project execution and payment period.

Virement's on the capital budget shall be done by the Chief Financial Officer in line with Council resolutions.

5.2. Contractor performance reporting

It is imperative that upon signing the Contract and Service Level Agreement that a project scorecard is completed as well. The project scorecard shall indicator the following;

- Key Performance Area
- Key Strategic Objective
- Key Performance Indicator
- Key Activities and milestones
- Project performance evaluation scorecard
- Project Plan
- Project deliverables

The above shall be used to appraise the project progress as well as the contractor. The scorecard shall be submitted with payments documents. The Expenditure Section shall forward the project scorecard to Head of SCM for the purposes of compiling project performance and contractor performance report.

The Head of SCM shall submit to the CFO, monthly a consolidated project and contractor performance report. The CFO may further interact with the Senior Manager Infrastructure Services on any matters requiring their attention as per the report submitted by SCM Unit. The Project Manager shall include this report when report on Performance Management System monthly, and shall be part of the project file.

5.3. Contract administration

Contract administration is the function of the Project Manager and shall be overseen by the Senior Manager Infrastructure Services responsible. Contract administration includes the following activities and responsibilities:

Contract Initiation	Through SCM Processes
Negotiations	Including SCM Practitioners and Manager Financial Services and CFO
Appointment of Contractor/Service Provider	Municipal Manager
Contractor Engagement Authoring Service Level Agreement	Project Manager and Legal
SLA Meetings	Project Manager, Legal and Senior Manager Infrastructure Services
Contractor Invoices	Project Manager, Senior Manager Infrastructure Services and Expenditure Section
Contractor Performance Reporting	Project Manager and Senior Manager Infrastructure Services
Contract Amendment/Variation/Contingencies	Project Manager/ Senior Manager Infrastructure Services CFO/Municipal Manager
Termination of contract	Senior Infrastructure Services Manager/CFO/Municipal Manager
Project Close-Out	Project Manager/Assets Management/ IDP

5.4. Once-off service delivery contracts

It is advised that for contractor appointment with a value up R200 000.00 and the nature of appointment is services related, that a service level agreement be entered into for the purposes of specifying;

- Nature of services (scope of work)
- Service standards and compliance requirements
- Timelines
- Claims procedures and milestones
- Quality of reports
- Timeframes
- Progress report and meetings
- Contract termination clauses
- Domicilia

Where the contract involves delivery of goods, the appointment letter should state all of the above as preconditions, and such appointment letter will serve as an annexure to the contract. Quality and place become critical for delivery and invoicing.

5.5. Closing of contract and project sign off

Once the terms and conditions of the contract had been fulfilled, the Project Engineer (Consultant) will prepare a project completion certificate with the following details;

- Date of commencement of the project
- Project costs (list of all invoices submitted and the value of each)
- Retention fees held and the release date of such
- Project successes and challenges
- List of all variations, amounts and summary of details
- BoQ of materials used
- Any warranties certificates, guarantees and Standard Operating Manual where necessary.
- Confirmation of the satisfactory completion of all obligations by the other party per the contract.

All the above shall be part of the project certificate. The certificate shall be submitted to the Assets Management Unit for unbundling of work in progress and capitalization.

5.6 OHS Compliance

Reference should be made to the **Generic occupational health and safety specification for construction work contracts** which will be provided to all service providers upon appointment by the municipality.

This health and safety specification in respect of a construction work contract:

- a) Provides the overarching framework within which the contractor is required to demonstrate compliance with certain requirements for occupation health and safety established by the Occupational Health and Safety Act of 1993 during construction;
- b) Establishes the manner in which the contractor is to manage the risk of health and safety incidents during the construction stage; and
- c) Establishes the manner in which the employer's health and safety agent will interact with the contractor.

6. RECORD KEEPING

Proper records regarding all aspects of the contract must be maintained and kept in accordance with relevant legislation.

All communication related to contracts should be linked to the master document on the electronic system.

Safe custody of all contract documents must be enforced by all relevant users.

Users are responsible for the electronic load and feedback of contract/s to the operating system in conjunction with the records department.

All files to be checked monthly to ensure that all necessary documents are in place.

7. REPORTING OF BAD PERFORMANCE AND REMEDIAL ACTION

During monthly reporting, the Project Manager is expected to report any concerns of performance, quality and communication from the service provider's side. In the scorecard, indication must also be made of achievement of timelines and staying within the budget without compromising quality.

The Project Manager may recommend to the Senior Manager Infrastructure Services and with motivation, to terminate the contract for various reasons. The Senior Manager Infrastructure Services will in turn consult with the Legal Section.

Notwithstanding the above, prior to any legal action in whatever way, it is the Policy of the Municipality to always consider the impact to the community and the interests of the municipality, of any action it may take when invoking any legal or other remedies against a party in breach of such contract.

A letter to terminate a contract shall be issued only on instruction by the Contract Owner and through the legal section after having complied with any provisions contained for the remedy of breach and taking cognizance of repercussions and costs after consultation with the CFO.

All the team members involved in these discussions must firstly consider any remedial action to prevent or avoid termination or litigation. The Municipal Manager may serve as Dispute Resolution Mechanism in such cases where the relationship is breaking down or performance is beyond tolerance and impacts on project execution and financials associated with the project.

8. BLACKLISTING OF SERVICE PROVIDERS

Bidders or contractors shall be reported to National Treasury for blacklisting under the following circumstances;

- Failure to disclose honestly, the relationship of the company, its shareholders, owners, and/or directors with any organs of state.
- False CIDB or fraudulent CIDB Certificates.
- False or fraudulent tax clearance certificates
- False or fraudulent municipal accounts
- Termination of contracts due to breach of contract

As soon as one of the above instances is found, the Chief Financial officer shall communicate with the service provider/contractor affected to confirm the information obtained against such. Once the finding is confirmed, a report from the Project Manager responsible for that contract or service level agreement must be obtained with regards to the project status. The service provider may be requested to finish the project as soon as it is practical and vacate the site with immediate effect.

Such service provider will also be blacklisted using the SPM internal blacklist register controlled by the Head of SCM and the Bid Committees shall be informed of the Blacklisted Bidders to avoid making further awards to the company in future. A bidder reconstituted and bearing another name shall for the purposes of this register also be considered an undesirable bidder where the service providers consist of substantially the same

components (including human resources and directors or owners) which gave rise to the blacklisting of first instance.

The blacklist register shall have the following information:

- Name of the Bidder/Company, including the Trading as name
- Company registration details
- VAT Number
- Tender reference number
- Copy of MBD4
- Report proving false declaration
- Copy of letter sent to the Bidder and their response if any
- Letter of notice of blacklisting

Only the BEC, BAC and Legal Services shall have access to this report. The register shall be signed off by Head of Legal Services in the municipality.

9. ROLES AND RESPONSIBILITIES OF OFFICIALS

Various municipal officials play a particular role in as far as Contracts Management function is concerned. The roles are outlined in paragraphs that follow:

9.1. The Municipal Manager

- The Municipal Manager is responsible for obtaining the approval of the Supply Chain Management Policy of the municipality as well as the appointment of Bid Committees. In terms of the Supply Chain Management delegations, the implementation of the policy and compliance thereof has been delegated to the Chief Financial Officer.
- The Municipal Manager approves all specifications for bids and may delegate this function to the Bid Specifications Committee. There is a Bid Evaluation Committee that is responsible for evaluation of all bids received and compiles a report with a recommendation to the Bid Adjudication Committee.
- The BAC recommends the successful bidder to the Municipal Manager where the Municipal Manager upon consideration of the BAC and BEC reports and their concomitant recommendations on that specific bid, to award the tender to the successful Bidder.
- The Municipal Manager appoints successful bidders, whilst the Chief Financial Officer signs and issues all letters of notices to unsuccessful bidders per bid. The appointment letter includes the signing of the MBD7 – form of contract which must be accepted by the Bidder.
- In cases where a service level agreement is entered into, the Municipal Manager or his delegate may sign the SLA upon advice by Legal Services of the municipality. The Municipal Manager further delegates contracts management to the Senior Manager Infrastructure Services responsible.

9.2. The Chief Financial Officer

- The Chief Financial Officer is the custodian of the Supply Chain Management Policy and must ensure compliance across the organization for all procurement financial thresholds. The Chief Financial Officer is also responsible for the updating of the Supplier Database, and by sub-delegation to the supply chain management section, issues orders as per requisitions and arrange for the delivery of items.
- The Chief Financial Officer is also the Chairperson of the Bid Adjudication Committee and as such must report all bids awarded to the Municipal Manager. The Chief Financial Officer must oversee the updating of the Tender and Contracts Registers and ensures completeness and compliance of such.
- The Chief Financial Officer may sign Contracts and Service Level Agreements as and when necessary and when delegated by the Municipal Manager to.
- The Chief Financial Officer coordinates contract performance reporting to Council for the Municipal Manager.

9.3. Senior Manager Infrastructure Services

The Senior Manager Infrastructure Services is the Project Manager and is responsible for the following activities:

- Ensuring that all the necessary legal formalities in entering into the contract are adhered to.
- Ensuring that purchase orders are processed on the financial system in accordance with the pricing schedule;
- Maintaining adequate records (paper and/or electronic) in sufficient detail on an appropriate contract file to provide an audit trail;
- Inform the Asset Management section of the Expenditure Department of the location of newly procured assets for asset register and insurance purposes; and
- Where appropriate, in terms of Council's Delegations, authorize invoices due for payment.
- To take appropriate action in consultation with the Contract Owner and the SCM Unit, where a contractor is underperforming or is in default or breach of the contract.
- Ensure performance of suppliers is managed appropriately to the terms and conditions of the contract.

9.4. Project Manager

- The contract owner is responsible for ensuring that Project Managers are assigned to all contracts.
- The contract owner is ultimately responsible for management of the activities.
- The Project Manager must coordinate the signing of contracts with the relevant

service provider, in line with the Delegation of Powers and Duties Policy. However, the Senior Manager Infrastructure Services is ultimately accountable for the contract.

- Proper records regarding all aspects of the contract must be maintained and kept in accordance with relevant legislation. All communication related to contracts must be linked to the master document on the electronic system, by the relevant official.
- Safe custody of all contract documents must be enforced by all relevant users. Project Managers and Contract Owners are responsible for the electronic capturing of the contract information and maintenance thereof on the Contract Management system.
- The original signed contract must be sent to the records department, and a copy to the Contract
- Management office for safekeeping and storage. The records department is responsible for the administration of archived contract documentation.

9.5. IDP Office

- The IDP Office is responsible for coordinating performance reporting once a bid has been awarded.
- The IDP Office will liaise with the Senior Manager Infrastructure Services/Project Manager with regards to targets against the actual, and coordinate the Top Layer SDBIP which may incorporate indicators accomplished by way of SLA. The IDP Office may be provided with the copy of the SLA as part of the KPI file necessary for performance reporting.

9.6. PMU Office

- The Project Management Unit oversees project implementation, grant expenditure and related reporting to the transferring department. The Unit is more concerned about qualitative reporting on the project as such, project designs, materials usage, and site meetings are coordinated with the PMU.
- The PMU is the custodian of layout plans/designs of projects (civil/town planning/engineering).
- Minutes of site meetings must be submitted to PMU for comments which may be useful in future meetings, bringing management's perspective on contractor performance, quality and timelines concerned

9.7. Internal Audit

The Internal Audit Unit is responsible for assurance audit in as far as performance management and internal controls are concerned. The section is responsible to test the level of compliance with regards to this policy and may inspect project files and test completeness in as far as documents and reporting is concerned. Part of the assurance procedures, is to check the validity of contracts and the level of risk exposure of the municipality and how the contract mitigates this risk.

MFMA Circulars also guides that the Municipal Manager may request the Internal Audit to validate the capability of the service provider in executing a project by testing its

functionality, experience as well as financial resource strength necessary.

As part of auditing performance, the Internal Audit Section may assess the adherence to the PID or PIP and make recommendations to management.

9.8. Head of Supply Chain Management Division or his/her delegate

The Head of Supply Chain Management Unit or his/her delegate, is responsible for ensuring that the system put in place to administer supply chain management policy is in place. SCM administers and maintains these systems and coordinate compliance reporting on all contracts and related activities.

For the purposes of Contract Management, the following are the activities performed by the SCM aimed at monitoring and reporting on the following:

- Identification and classification of contracts for management purposes in
- Terms of the SCM processes;
- Recognition, measurement and disclosure;
- Oversight of contract management
- Document and information management;
- Relationship management
- Performance management;
- Contract risk management.

9.9. The Expenditure Manager

- Expenditure Management Section is responsible for the processing of payments based on terms and conditions of all contracts entered into. Expenditure Control Section must be provided with BoQ, PIP or PID, milestones and payment schedules for each contract.
- The Section must make sure that the contract clearly describes the project, the cost center, the line manager, funding sources and the responsible person so that all signatures as per the payment documents are matched with the SLA.
- The Section must also test compliance with Value Added Tax Guidelines as well as with SCM compliance in so far as facilitating payment in concerned. The control of banking details of all contractors is exercised by the Demand Management Section and Expenditure Section uses the
- Creditor reference number for payments purposes. The section records payments against a project based on the sequential numbering of payment certificates duly signed by the Engineer of the KPI Owner, referring to supply chain bid reference numbers. The expenditure section monitors progress payments made against the awarded amount and must report any over-expenditure to the Senior Manager and CFO.
- It is the function of the expenditure section to identify any irregular expenditure incurred and report these prior to payment to the chief financial officer to verify if the expenditure/payment is irregular and shall receive further instruction from the CFO.

9.10. Employer's health and safety agent or his/her delegate

- Audit the contractor's compliance with the requirements of the Generic occupational health and safety specification for construction work contracts prior to the commencement of any physical construction activities on the site;
- Accept or reject the contractor's health and safety plans, giving reasons for rejecting such plans;
- Monitor the effective implementation of all safety plans;
- Conduct periodic and random audits on the health and safety file to establish compliance with the requirements of this specification;
- Visit the site at regular intervals to conduct site inspections, and based upon such visits issue, wherever necessary, Improvement Notices, Contravention Notices and Prohibition Notices, to the contractor or any of the contractor's subcontractors with a copy to the contract

10. CONTRACTS HAVING BUDGETARY IMPLICATIONS BEYOND THREE FINANCIAL YEARS

EMTHANJENI Local Municipality may not enter into any contract that will impose financial obligations beyond the three years covered in the annual budget for that financial year, unless the requirements of Section 33 of the Municipal Finance Management Act have been fully complied with.

11. RESOLUTION OF DISPUTES, OBJECTIONS, COMPLAINTS AND QUERIES

The accounting officer is responsible to establish a dispute resolution mechanism as required by section 116(1) of the MFMA and Section 58 of the SCM Policy.

12. CONTRACT PRICE ESCALATIONS

There are requirements that must be complied with for requests for price escalation during the implementation of contracts for procurement of goods and infrastructure projects under extraordinary circumstances pursuant to and in accordance with MBD 3.2. No contract price escalation for consulting services shall be allowed.

The extraordinary circumstances refer to event or occurrence or series of events or occurrences during contract implementation which gives rise to price escalation. These occurrences or events are unforeseen and inevitable as a result of nature or act of men. An appropriate contract price adjustment formula or specified terms of escalation must be specified in the bid documents. Escalation notification must be in writing and presented before the implementation date thereof. User departments are responsible to manage, verify and implement price escalations as per originally agreed terms and conditions set out in the

specifications of the contract and they must keep proof of evidence to the newly agreed escalations on the system for all other relevant stakeholders to access.

13. PERFORMANCE IN TERMS OF CONTRACTS

In terms of the SCM Policy and the Municipal Systems Act, the Accounting Officer must implement an internal monitoring system in order to determine, on the basis of a retrospective analysis, whether the authorized supply chain management processes were followed and whether the objectives of this Policy were achieved in terms of the Performance Management System Policy.

13.1. Municipality's Performance

The municipality is required to pay creditors within 30 days of receiving all relevant invoice statements.

- The municipality is also required to create a favorable environment to receive services and goods without preventing the supplier from performing their duties.
- All parties involved must perform per the terms and conditions of the relevant contract, while the contract subsists.

13.2. Supplier Performance

The supplier of goods and services is required to perform as per terms and conditions agreed upon and should inform the municipality if circumstances prevent them to perform, with reasons provided, within 5 working days (to be included in all contracts).

For all relevant deviations from the agreed terms and conditions of any contract, the key performance indicators (KPI's) should be reviewed as well as the alignment with the strategic objectives established in the IDP.

Suppliers' performance will be reviewed by Officials on a monthly basis (every 25th of the month) giving effect to section 116 of the MFMA, 2003.

The following procedures need to be followed:

- The requirements of this policy must be included in the contract of the service provider.
- The performance of the service provider under the contract or service level agreement must be assessed monthly by the Reporting Officer.
- The assessment must be completed in the contract management system.
- The Reporting Officer must complete the Service Provider Assessment on the contract management at the end of each month.
- The quarterly assessment and reporting must be completed within 15 working days after the end of each quarter.
- The Reporting Officer must provide a copy of the assessment to the Service Provider at the end of each quarterly assessment period and on completion or termination of the contract.

- Supply Chain Management Unit (Contract Management Office) will review the quarterly Service Provider assessments within 20 days after the end of each quarter and submit a summary report to Council.
- The Accounting Officer need to develop the necessary forms and report structures to be utilized to manage the above processes. The forms and reporting requirements need to be reviewed on a regular basis.
- In the instance of under-performance:
 - The Municipality will facilitate support interventions to service providers in the identified areas of underperformance. Service providers who have been identified as under-performing in identified areas must be informed of these support interventions.
 - The impact of support interventions must be monitored by the Reporting Officer.
 - Corrective action should be documented in writing within the contract management system
 - The records of the support interventions must be documented, signed by both parties and appropriately filed in the contract management system.

14. REVIEW OF CONTRACTS

In terms of section 116 (1) of the MFMA, a contract or agreement procured through the Supply Chain Management system must have a periodic review once every three years in the case of a contract or agreement that are longer than three years.

The contract owner or champion must conduct, as appropriate, within 3 months after the expiry of contracts, post contract reviews

15. ADOPTION. IMPLEMENTATION AND REVIEW PROCESS

This policy has been considered and approved by the Council of EMTHANJENI Local Municipality on this day 31 May 2021.

This policy will come into effect on 1 July 2021.

EMTHANJENI MUNICIPALITY



COST CONTAINMENT POLICY

2021/2022 FINANCIAL YEAR

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1. Preamble

This policy document seeks to implement National Treasury Regulations No. 42514 dated 07 June 2019, titled Municipal Cost Containment Regulations.

The measures contained herein must be implemented, consistently with immediate effect to ensure the containment of costs.

2. Object of the Cost Containment Policy

The object of the Cost Containment Policy, in line with sections 62(1)(a), 78(1)(b), 95(a) and 105(1)(b) of the Municipal Finance Management Act and the Municipal Cost Containment Regulations, is to ensure that resources of the municipality are used effectively, efficiently and economically by implementing cost containment measures.

3. Application

The Policy applies to all officials and political office bearers in the municipality.

4. Legislative Framework

This policy must be read in conjunction with the -

- The Municipal Finance Management Act;
- Municipal Cost Containment Regulations, 2019; and
- The Municipal Travelling and Subsistence policy.

5. Definitions

In these Regulations, a word or expression to which a meaning has been assigned in the Act has the same meaning as in the Act, unless the context indicates otherwise, and- "Act" means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);

"consultant" means a professional person, individual, partnership, corporation, or a company appointed to provide technical and specialist advice or to assist with a design and implementation of projects or to assist the municipality to perform its functions to achieve the objects of local government in terms of section 152 of the Constitution;

"cost containment" means measures implemented to curtail spending in terms of these regulations; and

"credit card" means a card issued by a financial services provider, which creates a revolving account and grants a line of credit to the cardholder.

"municipality" Emthanjeni Local Municipality

"Regulations" means Municipal Cost Containment Regulations

"Policy" means Municipal Cost Containment Policy

"Accounting Officer" means Municipal Manager

"HOD" means Head of Department or Director

"CFO" means Chief Financial Officer

6. Use of consultants

- 6.1. The municipality may only appoint consultants if an assessment of the needs and requirements confirms that the affected municipality does not have the requisite skills or resources in its full -time employ to perform the function.
- 6.2. The accounting officer must adopt a fair and reasonable remuneration framework for consultants taking into account the rates –
 - a. determined in the "Guideline on fees for audits undertaken on behalf of the Auditor - General of South Africa ", issued by the South African Institute of Chartered Accountants;
 - b. set out in the "Guide on Hourly Fee Rates for Consultants ", issued by the Department of Public Service and Administration; or
 - c. as prescribed by the body regulating the profession of the consultant.
- 6.3. The tender documentation for the appointment of consultants must include a clause that the remuneration rates will be subject to negotiation, not exceeding the applicable rates mentioned in sub -regulation (2).
- 6.4. When negotiating cost -effective consultancy rates for international consultants, the accounting officer may take into account the relevant international and market - determined rates.
- 6.5. When consultants are appointed, the accounting officer must –
 - a. appoint consultants on a time and cost basis with specific start and end dates;
 - b. where practical, appoint consultants on an output- specified basis, subject to specific measurable objectives and associated remuneration;
 - c. ensure that contracts with consultants include overall cost ceilings by specifying whether the contract price is inclusive or exclusive of travel and subsistence disbursements;
 - d. ensure the transfer of skills by consultants to the relevant officials of a municipality
 - e. undertake all engagements of consultants in accordance with the Municipal Supply Chain Management Regulations, 2005 and the municipality supply chain management policy; and
 - f. develop consultancy reduction plans to reduce the reliance on consultants.
- 6.6. All contracts with consultants must include a fee retention or penalty clause for poor performance.
- 6.7. The municipality must ensure that the specifications and performance are used as a monitoring tool for the work to be undertaken and are appropriately recorded and monitored.
- 6.8. The travel and subsistence costs of consultants must be in accordance with the national travel policy issued by the National Department of Transport, as updated from time to time.
- 6.9. The contract price must specify all travel and subsistence costs and if the travel and subsistence costs for appointed consultants are excluded from the contract price, such costs must be reimbursed in accordance with the national travel policy of the National Department of Transport.

In implementing the aforementioned instruction, the following control measures are applicable as it relates to the use of consultants:-

- All pending appointments of consultants to be reviewed and no consultant services to be procured unless the Accounting Officer, based on a motivation from the HOD concerned endorses the procurement process.
- Senior Managers must review the utilization of consultants in their respective directorates to determine if their continued services are still required.
- Requests for extension of consultants' contracts of appointment must be motivated in writing to the Accounting Officer, and he/she may in turn instruct the HOD to table an item via the bid committee system to make recommendations in this regard.
- Any SLA or contract signed with consultants, must include:
 - Penalty clauses for poor performance;
 - Clauses that deal with skills transfer;
 - Period of the contract must be clearly stated, amongst other pertinent clauses.
- Directorates who deal with consultants must ensure compliance with the National Treasury instruction, as it relates to disbursements for travelling and accommodation for consultants.
- The Accounting Officer must give instructions to all directorates to develop a consultancy reduction plan, indicating how the directorates intend to comply with the National Treasury instruction.
- Develop and implement a policy for the appointment of consultants which seeks to ensure that the services of consultants are only utilised where the municipality not have the requisite skills or resources in its full -time employ to perform the function.

7. Vehicles used for political office –bearers

- 7.1. The threshold limit for vehicle purchases relating to official use by political office - bearers **must not exceed R700 000 or 70% (VAT inclusive) of the total annual remuneration package for the different grades of municipalities**, as defined in the Public Office Bearers Act and the notices issued in terms thereof by the Minister of Cooperative Governance and Traditional Affairs, whichever is lower.
- 7.2. The procurement of vehicles in sub -regulation (1) must be undertaken using the national government transversal contract mechanism, unless it may be procured at a lower cost through other procurement mechanisms.
- 7.3. Before deciding to procure a vehicle as contemplated in sub -regulation (2), the accounting officer or delegated official must provide the council with information relating to the following criteria which must be considered:
- a. status of current vehicles;
 - b. affordability of options including whether to procure a vehicle as compared to rental or hire thereof, provided that the most cost effective option is followed and the cost is equivalent to or lower than that contemplated in sub -regulation (1);
 - c. extent of service delivery backlogs;
 - d. terrain for effective usage of the vehicle; and
 - e. any other policy of council.
- 7.4. If the rental referred to in sub -regulation (3) is preferred, the accounting officer must review the costs incurred regularly to ensure that value for money is obtained.
- 7.5. Regardless of their usage, vehicles for official use by political office bearers may only be replaced after completion of 120 000 kilometres.

- 7.6. Notwithstanding sub -regulation (5), a municipality **may replace a vehicle** for official use by political office bearers **before the completion of 120 000km** only in instances where the vehicle has a **serious mechanical problem and is in a poor condition** and subject to obtaining a detailed mechanical report by the vehicle manufacturer or approved dealer.
- 7.7. The accounting officer must ensure that there is a policy that addresses the use of municipal vehicles for official purposes.

8. Travel and subsistence

- 8.1. The accounting officer -
- a. may approve the purchase of economy class tickets for all officials or political office bearers where the flying time for the flights is five hours or less; and
 - b. may only approve the purchase of business class tickets for officials, political office bearers and persons reporting directly to the accounting officer for flights exceeding five hours.
- 8.2. In the case of the accounting officer, the mayor may approve the purchase of economy class tickets where the flying time is five hours or less and business class tickets for flights exceeding five hours.
- 8.3. Notwithstanding sub -regulation (1) or (2), the accounting officer, or the mayor in the case of the accounting officer, may approve the purchase of business class tickets for an official or a political office bearer with a disability or a medically certified condition.
- 8.4. The cost containment policy must limit international travel to meetings or events that are considered critical. The number of officials or political office bearers attending such meetings or events must be limited to those officials or political office bearers directly involved in the subject matter related to such meetings or events.
- 8.5. The accounting officer, or the mayor in the case of the accounting officer, may approve accommodation costs that exceed an amount as determined from time to time by the National Treasury through a notice only –
- a. during peak holiday periods; or
 - b. when major local or international events are hosted in a particular geographical area that results in an abnormal increase in the number of local and /or international guests in that particular geographical area.
- 8.6. An official or a political office bearer of a municipality must –
- a. utilise the municipal fleet, where viable, before incurring costs to hire vehicles;
 - b. make use of available public transport or a shuttle service if the cost of such a service is lower than –
 - the cost of hiring a vehicle;
 - the cost of kilometres claimable by the official or political office bearer; and
 - the cost of parking.
 - c. not hire vehicles from a category higher than Group B or an equivalent class; and
 - d. where a different class of vehicle is required for a particular terrain or to cater for the special needs of an official, seek the written approval of the accounting officer before hiring the vehicle.
- 8.7. A municipality must utilise the negotiated rates for flights and accommodation as communicated from time to time by the National Treasury through a notice or any other available cheaper flight and accommodation.

In implementing the aforementioned instruction, the following control measures are applicable as it relates to Travel and Subsistence:-

- Senior Managers must implement systems in their respective Directorates to ensure cost-effective and time efficient travelling. Travelling must be prioritised and only be undertaken for critical events or meetings and where the benefit for the municipality is justified.
- Travelling must be pre-authorized by the appropriate delegated official, before such costs are incurred, whilst the said official must ensure that kilometres claimed are indeed justifiable. The “**Travel Request Form**” must be used for this purpose.
- Senior Managers must check with the CFO to confirm if there is available budget before approval of the trip.
- **Travelling to outside the province must be pre-approved by the Accounting Officer before the employee can embark on them.**
- Upon return to the municipality, officials must submit to his/her Senior Managers, the attendance register of the meeting as well as a written report on the outcome of the meeting and the benefit for the municipality. **In the event of the employee failing to submit these documents, the travelling claim paid will be recovered from the official.**
- The respective Senior Managers should exercise control over the distances travelled. Senior Managers must ensure that the kilometres claimed are the actual kilometres travelled.
- Employees who are found to have overstated their kilometres claim by the Auditor General must repay the amount classified as overstated back to the municipality.

9. Domestic accommodation

- 9.1. The accounting officer must ensure that costs incurred for domestic accommodation and meals are in accordance with the maximum allowable rates for domestic accommodation and meals as communicated from time to time by the National Treasury through a notice.
- 9.2. **Overnight accommodation may only be booked where the return trip exceeds 300 kilometres.**

In implementing the aforementioned instruction, the following control measures are applicable as it relates to Accommodation:-

- The CFO must inform the Accounting Officer of any changes to the maximum allowable rates for domestic accommodation and meals as communicated from time to time by the National Treasury. The Accounting Officer shall grant approval for any amendment in the rates and the Municipal Council will be informed thereof at the next Council meeting.

10. Credit cards

- 10.1. The accounting officer must ensure that no credit card or debit card linked to a bank account of a municipality is issued to any official or political office bearer.
- 10.2. Where officials or political office bearers incur expenditure in relation to official municipal activities, such officials or political officer bearers must use their personal credit cards or cash or arrangements made by the municipality, and request reimbursement in accordance with the written approved policy and processes.

11. Sponsorships, events and catering

- 11.1. The municipality may not incur catering expenses for meetings which are only attended by persons in the employ of the municipality, unless the prior written approval of the accounting officer is obtained.
- 11.2. The accounting officer **may** incur catering expenses for the hosting of meetings, conferences, workshops, courses, forums, recruitment interviews, and proceedings of council that **exceed five hours**.
- 11.3. Entertainment allowances of qualifying officials **may not** exceed two thousand rand per person per financial year, unless approved otherwise by the accounting officer.
- 11.4. The municipality **may not** incur expenses on alcoholic beverages.
- 11.5.** The accounting officer must ensure that social events, team building exercises, year -end functions, sporting events and budget vote dinners **are not financed from the municipality budgets or by any suppliers or sponsors**.
- 11.6. The municipality **may not** incur expenditure on corporate branded items like clothing or goods for personal use of officials, other than uniforms, office supplies and tools of trade unless costs related thereto are recovered from affected officials or is an integral part of the business model.
- 11.7. No expenditure will be incurred to host farewell functions of officials.

In implementing the aforementioned instruction, the following control measures are applicable as it relates to Sponsorships, events and catering:-

- Apart from tea and coffee, no catering and refreshments will be provided at Council workshops, retreats, strategic sessions, internal training sessions, official meetings (Standing Committees and other Council committees), Council meetings and Management meetings.
- At the discretion of the Accounting Officer, catering and refreshments may only be provided at meetings with other spheres of government (Provincial/National) or external stakeholders, after budget availability has been confirmed by the CFO. The relevant HOD must submit a detailed submission in writing to the Accounting Officer requesting approval for catering. The submission should contain details regarding the meeting/ event and its attendees, purpose of the meeting, cost implications, and be supported with adequate motivating factors.
- No farewell functions for officials will be funded from the Municipal budget.
- Catering for municipal events or celebrations, e.g. Mandela Day Celebrations, must be approved by the Accounting Officer prior to the event being held.
- **Social events, team building exercises, year -end functions, sporting events and budget vote dinners will not be financed from the municipality's budget or by any suppliers or sponsors.**

12. Communication

- 12.1. The municipality may, as far as possible, advertise municipal related events on its website instead of advertising in magazines or newspapers.
- 12.2. The accounting officer must ensure that allowances to officials for private calls and data costs are limited to an amount as determined by the accounting officer in the Telephone policy of the municipality.
- 12.3. Newspapers and other related publications for the use of officials must be discontinued on expiry of existing contracts or supply orders, unless required for professional purposes and where unavailable in electronic format.
- 12.4. The municipality may participate in the transversal term contract arranged by the National Treasury for the acquisition of mobile communication services.

13. Conferences, meetings and study tours

- 13.1. The accounting officer must establish policies and procedures to manage applications to attend conferences or events hosted by professional bodies or non -governmental institutions held within and outside the borders of South Africa taking into account their merits and benefits, costs and available alternatives.
- 13.2. When considering applications from officials or political office bearers to attend conferences or events within and outside the borders of South Africa, the accounting officer or mayor as the case may be, must take the following into account –
 - a. the official's or political office bearer's role and responsibilities and the anticipated benefits of the conference or event;
 - b. whether the conference or event addresses relevant concerns of the institution;
 - c. the appropriate number of officials or political office bearers, not exceeding three, attending the conference or event; and
 - d. the availability of funds to meet expenses related to the conference or event.
- 13.3. The accounting officer may consider appropriate benchmark costs with other professional bodies or regulatory bodies prior to granting approval for an official to attend a conference or event within and outside the borders of South Africa.
- 13.4. The benchmark costs referred to in sub -regulation (3) may not exceed an amount as determined from time to time by the National Treasury through a notice.
- 13.5. The amount referred to in sub -regulation (4) excludes costs related to travel, accommodation and related expenses, but includes –
 - a. conference or event registration expenses; and
 - b. any other expense incurred in relation to the conference or event.
- 13.6. When considering costs for conferences or events these may not include items such as laptops, tablets and other similar tokens that are built into the price of such conferences or events.
- 13.7. The accounting officer of the municipality must ensure that meetings and planning sessions that entail the use of municipal funds are, as far as may be practically possible, held in- house.

13.8. Municipal or provincial office facilities must be utilised for conference, meetings, strategic planning sessions, inter alia, where an appropriate venue exists within the municipal jurisdiction.

13.9. The accounting officer must grant the approval for officials and in the case of political office bearers and the accounting officer, the mayor, as contemplated in sub - regulation (2).

13.10. The municipality must, where applicable, take advantage of early registration discounts by granting the required approvals to attend the conference, event or study tour, in advance.

In implementing the aforementioned instruction, the following control measures are applicable as it relates to Conferences, meetings and study tours:-

- Conferences, seminars and workshops may be attended by Officials and Councillors, but only when absolutely necessary.
- Prior to attending a conference, meeting or study, the relevant official or political office bearer, must submit the **“Travel Request Form”** to the relevant HOD for approval. The form should include details regarding the meeting or conference, number of delegates who will attend, motivation in support of the conference or meeting, the benefits for the municipality as a result of attendance and cost implications. The HOD concerned must provide approval for such request. In the case of Senior Managers, the Accounting Officer must provide such approval, and in the case of the Accounting Officer, the Mayor will provide approval. **The HOD concerned must submit a motivation to the Accounting Officer, outlining the absolute necessity for attendance. The HOD concerned must submit a motivation to the Accounting Officer, if the number of required attendees exceeds two delegates from the Municipality.**
- The total size of municipal delegations attending conferences, seminars and workshops outside the Municipality, must be restricted to two delegates.
- Employees must make every effort to take advantage of early registration discounts by seeking the required approvals to attend well in advance of the conference as it relates to their area of work. No late registration is acceptable.
- Budget availability must be confirmed by the CFO, in the first instance.
- In the event of training being provided at no cost to the Municipality, the size of the municipal delegation may be increased, **subject to approval by the Accounting Officer.**
- Only local municipal venues may be utilised to host municipal workshops, retreats, strategic sessions and internal training.
- Alternative facilities at other government institutions must then be sourced, where such sessions cannot be held in-house.
- The necessary proof must be provided to the Accounting Officer, where local municipal venues or facilities at other government institutions are not available.
- Budget availability must be confirmed by the CFO in the first instance, prior to the Accounting Officer approving the use of external venues.

14. Other related expenditure items

14.1. All commodities, services and products covered by a transversal contract concluded by the National Treasury must be considered before approaching the market, to benefit from savings where lower prices or rates have been negotiated.

14.2. Municipal resources may not be used to fund elections, campaign activities, including the provision of food, clothing, printing of agendas and brochures and other

inducements as part of, or during election periods or to fund any activities of any political party at any time.

- 14.3. Expenditure on tools of trade for political office bearers must be limited to the upper limits as approved and published by the Cabinet member responsible for local government in terms of the Remuneration of Public Office Bearers Act, 1998.
- 14.4. The municipality must avoid expenditure on elaborate and expensive office furniture.
- 14.5. The municipality may only use the services of the South African Police Service to conduct periodical or quarterly security threat assessments of political office bearers and key officials and a report must be submitted to the speaker's office.
- 14.6. The municipality may consider providing additional time -off in lieu of payment for overtime worked. Planned overtime must be submitted to the relevant manager for consideration on a monthly basis. A motivation for all unplanned overtime must be submitted to the relevant manager.
- 14.7. The municipality must ensure that due process is followed when suspending or dismissing officials to avoid unnecessary litigation costs.

In implementing the aforementioned instruction, the following control measures are applicable as it relates to other related expenditure items:-

a) Overtime

- Overtime must be undertaken in compliance with all relevant policies, SALGBC Collective Agreements and applicable legislation (e.g. Basic Conditions of Employment Act).
- Overtime should only be approved where the necessary budget provision exists, after a need analysis has been undertaken by the relevant Directorate.
- Planned overtime must be submitted to management for consideration on a monthly basis.
- **Authority to work overtime in excess of 40 hours per month, must be obtained from the Accounting Officer prior to the overtime being worked, as this is in contravention of Section 10 of the Basic Conditions of Employment Act (BCEA).**
- The relevant HOD must ensure that overtime worked in excess of 40 hours, was authorised by the Accounting Officer prior to the actual overtime being worked.
- Encourage staff to take time off to make up for overtime worked.
- Constant management of staff, improvements in productivity levels and feedback must be provided to all staff.

b) Telephone costs

- The Council's policy relating to payment for private calls must be fully enforced by all Directorates.
- The cost of private calls must be recovered by all Directorates by providing a schedule on a monthly basis to the Finance Directorate (Payroll Office), so that the necessary deductions can be made from the affected municipal employees' salaries.
- Review and introduce limits on municipal staff telephones and limiting private call to a reasonable amount.
- Printing of documents should carefully considered be back-to-back and use of colour printing for graphs only, while use of electronic means should be preferred.

c) Fuel

- In order to curb fuel expenditure, the municipality should implement a vehicle tracking system to be utilised by the Directorates to monitor usage and curb abuse of municipal vehicles and excessive fuel consumption.
- Exception reports on fuel consumption must be analysed monthly for possible abuse.

d) General

- Every effort must be made to recover debt from consumers before write-off. Avoid the excessive usage of debt collectors and improve the internal capacity for debt collection.
- Ensure synergy between municipal divisions or departments to avoid duplication of processes and efforts.
- Where possible the warranties on transport assets and computer equipment should be extended instead of procuring new ones.
- Ensure that awareness is raised with municipal staff so that a high degree of energy saving measures can be introduced, e.g. air-conditioning and lights in buildings are switched off at night and when offices are not in use.

15. Enforcement Procedures

Failure to implement or comply with this policy may result in any official of the municipality or political office bearer that authorised or incurred any expenditure contrary to the regulations being held liable for financial misconduct or a financial offence in the case of political office bearers as defined in Chapter 15 of the Act read with the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014.

16. Disclosures of cost containment measures

- 16.1. The disclosure of cost containment measures applied by the municipality must be included in the municipal in -year budget reports and annual costs savings disclosed in the annual report.
- 16.2. The measures implemented and aggregate amounts saved per quarter, together with the regular reports on reprioritisation of cost savings and on the implementation of the cost containment measures must be submitted to the Municipal Council for review and resolution. The municipal council can refer such reports to an appropriate Council Committee for further recommendations and actions.
- 16.3. The reports referred to in sub -regulation (2) must be copied to the National Treasury and the relevant provincial treasury within seven calendar days after the report is submitted to municipal council.

17. Monitoring and Evaluation

- 17.1. SENIOR MANAGERS are required to report on a quarterly basis regarding the respective status of implementation of the Cost Containment Policy (CCP) for their respective Directorates.
- 17.2. The SENIOR MANAGERS must report on the implementation of the CCP, to the Portfolio Committees and the Executive Committee on a quarterly basis.

18. Effective date

This policy will take effect on the 01 July 2021.



EMTHANJENI MUNICIPALITY



FINAL CREDIT CONTROL & DEBT COLLECTION POLICY

BUDGET 2021/2022 FINANCIAL YEAR

1. INTRODUCTION

The Debt Collection Policy must be read with the Customer Care and Management Policy.

2. OBJECTIVE

The objective of the Debt Collection Policy is to ensure that all revenues, rates and taxes, service levies, rentals and any other revenue due to the Municipality is collected in good time and in a humane and a cost efficient manner.

3. ARRANGEMENT FOR SETTLEMENT

3.1 If the domestic household's total gross financial income of all occupants over 18 years of age is less than the threshold of **R4 750, as determined by Council annually, such household is regarded as indigent and the indigent policy will apply.**

3.2 **If a domestic household's total gross income exceeds the threshold amount of R4 750, as determined by Council annually, and should that household refuse or neglect to pay their bill with the Municipality, and is not willing to pay according to the payment schedule as outlined below:**

3.2.1. **Current Account must always be paid**

PLUS

3.2.2 **Reconnection fees plus**

3.2.3 **Initial amount per payment schedule below:**

OUTSTANDING AMOUNT	REPAYMENT TO RE-CONNECT SERVICES
Up to R800	Full amount plus reconnection
R801 – R2000	40% Initial payment and arrears must be

	settled within 6 months
R2001 – R4000	25% Initial payment and arrears must be settled within 12 months
R4001 – R6000	20% Initial payment and arrears must be settled within 24 months
R6001 – R10 000	12% Initial payment and arrears must be settled within 36 months
R10 001 and more	10% Initial payment and arrears must be settled within 42 months

(The Human factor should also be a determining factor in calculating the amount for reconnection of services)

And also agree to where possible

- i. pay the full current portion of the account in cash and sign an acknowledgement of debt; or
- ii. provide a garnishee order/emolument order/stop order (if he or she is in employment);
- iii. sign Consent to Judgement;
- iv. acknowledge that interest will be charged at the prescribed rate;
- v. acknowledge that if the arrangements negotiated are later defaulted on, no further arrangements will be possible and disconnection of water and electricity will immediately follow, as will legal proceedings, the Municipality will not enter into an extended term of payment with this customer and reserve it's right to restrict, block, disconnect or suspend the supply of water and electricity or other municipal services.

3.3 All business customers must pay their accounts in full on due date – exception can only be considered on a case-by-case basis after written application from the individual business has been received. The Chief Financial Officer will consider and approve such applications for arrangements from business within his/her discretion to a maximum of twelve instalments.

- 3.4 Down payments and instalments will be scaled according to the income of the household and the size of the down payment and the terms of the repayment will be determined by Council on an annual basis, as contained in the tariff and rates schedule.
- 3.5 The Chief Financial Officer will consider and approve such application for arrangement, should such terms stated in the schedule be exceeded. Customers with arrears will convert to a prepayment meter, the cost of which will be paid off by adding it as a surcharge to the prepaid electricity cost, and repaying it with each purchase, at not less than 10% of electricity until the debt is liquidated. Should the defaulter be a tenant, the owner will be held liable for the cost of conversion to a prepayment meter.
- 3.7 Customers wishing to apply for arrangements for the settling of their accounts must provide:
- i) proof of income, such as a pay slip of all members in the household elder than 18 years; or a state grant slip, etc;
 - ii) proof of unemployment as attested to by the Department of Labour;
 - iii) proof of address, physical and postal (if any), such as a telephone account, consumer (not municipal) account; contact details, and
 - iv) personal details as required by Council on the Municipality's prescribed form.
- 3.8 Customers with valid arrears arrangements will not be charged interest while agreed arrangements are met – should one such instalment not be met, interest will be charged on all arrear instalments as in clause 4.2.2 of this policy.
- 3.9 Should a customer fall into arrears,
- i) Annual Municipal Rates and Taxes will only become in arrears after 30 September when the account has not been settled on or before 30 September
 - ii) the full amount outstanding will become due and immediately payable;
 - iii) restriction, disconnection, blocking or suspension of services processes will immediately begin;
 - iv) the arrears arrangement will be enforced and legal action will begin immediately;
 - v) no new agreement may be entered into; and

- vi) if the customer has a prepayment meter installed, such outstanding amount will be collected by adding it as a surcharge to the prepaid electricity cost at not less than 20% of each electricity purchase until the debt is liquidated.
- vii) interest on arrear accounts will be levied on the outstanding capital balance at prime plus 1 %

3.10 The Chief Financial Officer, in consultation with the Municipal Manager, may appoint a Debt Collection Business to collect all arrear amounts on accounts older than 60 days. A fixed commission of not more than 25% on a risk basis will be paid on all arrear amounts recovered.

4. ENFORCEMENT MECHANISMS

4.1 INTERRUPTION OF SERVICES

4.1.1 Customers that are in arrears with their municipal bill will have their supply of electricity and water and other municipal services, restricted, blocked, suspended or disconnected.

Council reserves the right to restrict or deny the sale of electricity or water coupons to customers who are in arrears with their rates or any other municipal charges or fees.

4.1.2 Upon the liquidation of arrears, or the conclusion of arrangements for term payment, the restricted service will be reconnected as soon as conveniently possible, there after the conventional meter will be replaced by a prepayment meter and the cost of the meter will be recovered through a deduction of not less than 20% of pre-paid sales or cash payment.

4.1.3 The cost of the restriction or disconnection, and the reconnection, will be determined by tariffs agreed by Council, and will be payable by the consumer before reconnection.

4.1.4 Households, classified as indigent, will be treated as per indigent policy.

Council may recover arrear amounts of prepayment customers through the deduction of a percentage of sales until

the debt is liquidated. If services have been disconnected or restricted for an account that is in arrears and such arrears has not been paid or an acceptable arrangement has not been made within 30 days after disconnection or restriction, legal processes will commence which could involve Final demands, summonses, court trials, judgements, garnishee orders and/or sales in execution of property.

4.2 INTEREST

- 4.2.1 Interest will be raised as a charge on all accounts not paid by the due date **except on those who accounts who are classified as Indigent Households account and those who have made arrangements to pay their outstanding accounts.**
- 4.2.2 Interest will be charged on the total outstanding capital balance of the accounts (i.e. total capital levied for services less interest charged), at a rate of prime plus 1%.
- 4.2.3 The decision to waive interest in specific instances can only be taken by the Chief Financial Officer.

4.3 CONTACT

- 4.3.1 The Chief Financial Officer, in consultation with the Municipal Manager, may appoint Debt Collectors to assist, within the constraints of affordability, make personal contact with all arrears debtors to encourage their payment, and to inform them of the state of their arrears, and their rights (if any) to conclude arrangements or to indigence subsidies, and other related matters, and will provide information on how and where to access such arrangements or subsidies.

Directorate of Finance shall maintain a schedule of debtors with large amounts outstanding and will maintain intensive contact with these debtors as in 4.3.1

Such contact is not a right for debtors that debtors enjoy – disconnection of services, and other collection proceedings, will continue in the absence of such contact for whatever reason.

4.4 LEGAL PROCESS

4.4.1 INTERNAL LEGAL PROCESS

The Municipality will, after all enforcement mechanisms, as referred to in 4.1 to 4.3 above, have failed, proceed with the legal process of issuing Final demands and summonses. Should these actions fail, the legal process will be continued with the use of attorneys as referred to in 4.4.2.

4.4.2 USE OF ATTORNEYS/ CREDIT BUREAUS

- i The Chief Financial Officer will, when a debtor falls into arrears, immediately commence the debt collection process against that debtor, which process could involve Final demands, summonses, court trials, judgements, garnishee orders and/or sales in execution of property.
- ii The Municipal Manager will exercise strict control over this process, to ensure accuracy and legality within it, and will require regular reports on progress from the Chief Financial Officer.
- iii The Chief Financial Officer will establish procedures and codes of conduct with outside parties, be they attorneys, the courts, the sheriff and others and will require regular reports on progress from them.
- iv Garnishee orders, in the case of employed debtors, are preferred to sales in execution, but both are part of the Municipality's armoury of debt collection procedures.
- v All steps in the credit control procedure will be recorded for the Municipality's records and for the information of the debtor.
- vi All costs of this process are for the account of the debtor.
- vii Individual debtor accounts are protected and are not the subject of public information. However, the Municipal Manager and the Chief Financial Officer may release debtor information to Credit Bureaux. This release will be in writing,

and this situation will be included in the Municipality's agreement with its customers.

- viii Council will receive and consider reports on relevant matters, including cost effectiveness, of this process.
- ix Council may sell the fixed property of default consumers via "EXECUTION OF SALE" who does not settled their Rates and Taxes and Municipal Services Accounts.

4.5 USE OF COLLECTION AGENTS

4.5.1 The Chief Financial Officer will consider the use of agents, and innovative debt collection methods and products. Cost effectiveness, the willingness of agents to work under appropriate codes of conduct, and the success of such agents and products will be both part of the agreement the Municipality might conclude with such agents or product vendors and will be closely monitored by the Municipal Manager.

4.5.2 Customers will be informed of the powers and duties of such agents, and their responsibilities including their responsibility to observe agreed codes of conduct.

4.5.3 Any agreement concluded with an agent or product vendor shall include a clause whereby breaches of the code of conduct by the agent or vendor will see the contract terminated.

4.5.4 When the municipality resolved to appoint and Debt Collection Company/Agent/Attorneys (Service Providers), the appointment on Commission basis, will be done under the following conditions

4.5.4.1 Only arrear amounts older than sixty (60) days will be applicable when Debt Collections Company/Agent/Attorneys are appointed

4.5.4.2 The Current Account, 30 days and 60 days account amounts are excluded from the appointment as stated in par. 4.5.4.1

4.5.4.3 **No Commission will be paid on monies received on Current, 30 days and 60 days**

4.5.4.4 ***The payment of Commission to Debt Collection Service Providers will only be done when payments***

are received when the current, 30 days and 60 days account have been settled. See diagram illustrating the payment and commission scenarios

Payment	Age Analysis of Debt			Commission Payable on	Total Outstanding Debt
	Current Account	30 Days	60 Days	More than (+) 60 days	
Scenario 1					
Debt as at 31 March 2016	R200	R250	R300	R250	R1000
Payment received on 6 April 2016	(R200)	(R250)	(R150)	(-)	(R600)
Please note: No Commission will be paid or earned to The Debt Collection Service Provider. When payments are received the Current account, Debts of 30days and 60 days must be first cleared.					
Scenario 2					
Debt as at 31 March 2016	R200	R250	R300	R250	R1000
Payment received on 6 April 2016	(R200)	(R250)	(R300)	(R50) Commission paid on amount	(R800)
Please note: Commission will be only paid or earned to The Debt Collection Service Provider after payments for the Current account, Debts of 30days and 60 days have been deducted hence commission will be paid on the R50.					
Scenario 3					
Debt as at 31 March 2016	R200	R250	R300	R250	R1000
Payment received on 6 April 2016	(R200)	(R250)	(R300)	(R250) Commission paid on amount	(R1000)
Please note: Commission will be only paid or earned to The Debt Collection Service Provider after payments for the Current account, Debts of 30days and 60 days have been deducted hence commission will be paid on the R250 Or where applicable and appropriate					

5 THEFT AND FRAUD

- 5.1 Any person (natural or juristic) found to be illegally connected or reconnected to municipal services, tampering with meters, reticulation network or any other supply equipment or committing any unauthorised service associated with the supply of

municipal services, as well as theft and damage to Council property, will be liable for penalties as determined from time to time.

- 5.2 The Municipality will immediately terminate the supply of services to a customer should such conduct as outlined above be detected.
- 5.3 The total bill owing, including penalties, assessment of unauthorised consumption and discontinuation and reconnection fees, and increased deposits as determined by Council if applicable, becomes due and payable before any reconnection can be sanctioned.
- 5.4 The Municipality will maintain monitoring systems and teams to detect and survey customers who are undertaking such illegal actions.
- 5.5 Council may distinguish in its penalties between cases of vandalism and cases of theft.
- 5.6 Subsequent acts of tampering will lead to penalties and deposits increasing in quantum.
- 5.7 The Municipality reserves the right to lay charges and to take any other legal action against both vandals and thieves.

6 COST OF COLLECTION

All costs of legal process, including interest, penalties, service discontinuation costs and legal costs associated with credit control are for the account of the debtor and should reflect at least the cost of the particular action. This onus is to be specifically outlined in Council's credit agreement with a future customer.

7 ABANDONMENT

- 7.1 The Municipal Manager, and through delegation the Chief Financial Officer, must ensure that all avenues are utilized to collect the municipality's debt.
- 7.2 There are some circumstances that allow for the valid termination of debt collection procedures:
 - i. the insolvency of the debtor, whose estate has insufficient funds; and
 - ii. a balance being too small to recover, for economic reasons, considering the cost of recovery.

- 7.3 The decision to terminate the debt collection procedures in specific instances will only be taken by the Chief Financial Officer.
- 7.4 The Chief Financial Officer will maintain audit trails in such an instance and document the reasons for the abandonment and the writing-off of the abandoned debt.

8 WRITE-OFF

Council will consider, on an annual basis, the writing off of service arrears, after the Chief Financial Officer has submitted a report with the reasons, but not for tampering charges or connection/reconnection fees or legal/collection costs or any other fee/instalment in terms of an existing agreement or for the purpose of selling properties within a period of 24 months after write-off of arrears.

9 BY-LAWS

The principle contained in this policy will be reflected in the various service by-laws as promulgated and amended by Council from time to time.

10 COMMENCEMENT

This policy takes effect on 1 July 2021.

EMTHANJENI MUNICIPALITY



FINAL CUSTOMER CARE AND MANAGEMENT POLICY

BUDGET 2021/2022 FINANCIAL YEAR

CUSTOMER CARE AND MANAGEMENT POLICY

1. DEFINITIONS

For the purpose of this policy the following definitions will apply and any word or expressions to which a meaning has been assigned in the Act shall bear the same meaning in this Policy, unless the context indicates otherwise-

- i **Act:** means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), as amended from time to time,
- ii **apparatus:** includes a building, structure, pipe, pump, wire, cable, meter, machine or any fitting,
- iii **billing:** means proper formal notification on an account to persons liable for payment of amounts levied for assessment rates and other taxes by die municipality and the charges of the fees for municipal services and indicating the net accumulated balance of the account,
- iv **council:** the municipal council of the Municipality of EMTHANJENI,
- v **credit control and debt collection:** means the functions relating to the collection of all money that is due and payable to the municipality,
- vi **customer:** means any occupier of any premises to which the municipality has agreed to supply or is actually supplying services, or if there is no occupier, then the owner of the premises,
- vii **customer management:** means focusing on the client's needs in a responsive and reciprocal relationship between persons liable for these payments and the municipality, and when applicable, a service provider, thereby limiting the need for enforcement,
- viii **defaulter:** means a person owing the municipality money in respect of taxes and/or municipal service charges not paid on the due date for payment,
- ix **engineer:** means a person in charge of the civil or electrical departments of the municipality,
- x **interest:** constitutes a levy equal in legal priority to service levies and is equivalent to the prime banking rate plus 1% applicable from time to time.

- xi ***municipal account:*** shall include levies or charges in respect of the following services and taxes:
- electricity consumption
 - water consumption
 - refuse removal
 - sewerage services
 - rates and taxes
 - interest, and
 - miscellaneous and sundry charges.
- xii ***municipal manager:*** means the person appointed by the Municipal Council as the Municipal Manager of the municipality in terms of Section 82 of the Local Government Structures Act, 1998 (Act 117 of 1998) and includes any person
- acting in such position, and
 - to whom the Municipal Manager has delegated a power, function or duty in respect of such delegated power, function or duty,
- xiii ***municipal services:*** those services, rates and taxes reflected on the municipal account for which payment is required by the municipality,
- xiii ***municipal treasurer:*** means a person appointed by the Council to manage the Council's financial administration,
- xiv ***occupier:*** means any person who occupies any premises or part thereof, without regard to the title under which he or she occupies,
- xv ***owner:*** means
- the person in whom the legal title to the premises is vested,
 - in a case where the person in whom the legal title is vested is insolvent or dead, or is under any form of legal disability whatsoever, the person in whom the administration of and control of such premises is vested as curator, trustee, executor, administrator, judicial manager, liquidator or other legal representative,

- in any case where the Council is unable to determine the identity of such person, a person who is entitled to the benefit of such premises or a building thereon,
 - in the case of premises for which a lease of 30 years or more has been entered into, the lessee thereof,
 - in relation to
 - a piece of land delineated on a sectional plan registered in terms of the Sectional Titles Act 1986, (Act 95 of 1986), and without restricting the above the developer or the body corporate in respect of the common property, or
 - a section as defined in such Act, the person in whose name such section is registered under sectional title deed and includes the lawfully appointed agent of such a person,
 - any legal person including but not limited to
 - a company registered in terms of the Companies Act, 1973 (Act 61 of 1973), Trust *inter vivos*, Trust *mortis causa*, a Closed Corporation registered in terms of the Closed Corporations Act, 1984 (Act 69 of 1984), a Voluntary Association.
 - any Department of State.
 - any Council or Board established in terms of any legislation applicable to the Republic of South Africa
 - any Embassy or other foreign entity.
- xvi **policy document:** means the approved customer care, credit control and debt collection policies of the Municipal Council and as amended from time to time,
- xvii **premises:** includes any piece of land, the external surface boundaries of which are delineated on
- a general plan or diagram registered in terms of the Land Survey Act, 9 of 1927) or in terms of the Deeds Registry Act, 47 of 1937, or
 - a sectional plan registered in terms of the Sectional Titles Act, 95 of 1986, which is situated within the area of jurisdiction of the Council.

2. GENERAL OBJECTIVES

The objectives of this policy are to:

- 2.1 provide a framework for customer care
- 2.2 provide a framework within which the Municipality can exercise its executive and legislative authority with regard to credit control and debt collection
- 2.3 ensure that all monies due and payable to the Municipality are collected and used to deliver services in the best interest of the community, residents and consumers and in financially sustainable manner
- 2.4 describe credit control measures and sequence of events
- 2.5 outline debt collection procedures and mechanisms: and
- 2.6 set realistic targets for debt collection

3. PRINCIPLES THAT UNDERPIN A CUSTOMER CARE AND MANAGEMENT AND DEBT COLLECTION POLICY

The following principles are applied in the policy:

- 3.1 Customer Care and Management and Debt Collection are entirely interrelated issues – debt collection is part of customer management.
- 3.2 Administrative integrity must be maintained at all costs – policy and execution are legally separate and must also be practically separate.
- 3.3 Communication of policies, rights and responsibilities, and systems of appeal, must be understandable, effective and regular.
- 3.4 There must be legal causes between the Municipality and its customer, and customer debt must arise out of a legal framework and must be legally collectable.
- 3.5 Billing is to be accurate, timely and understandable.
- 3.6 The customer is entitled to efficient, effective and reasonable access to pay points and to a variety of reliable payment methods.
- 3.7 The customer is entitled to an efficient, effective and reasonable response to appeals, and to suffer no disadvantage during the process of a reasonable appeal.
- 3.8 Indigent households are to be identified and supported with appropriate policies and practices.

- 3.9 Enforcement of payment will be prompt, consistent, effective and humane.
- 3.10 Fraud and criminality will lead to loss of rights and severe penalties.
- 3.11 Incentives and disincentives can be used in collection procedures.
- 3.12 The collection process must be cost effective.
- 3.13 Collection best practices will be pursued.
- 3.14 Targets for performance in both customer service and debt collection will be set and strived for.
- 3.15 Results will be regularly and efficiently reported.
- 3.16 Policies for Customer Care and Management and Debt Collection will be agreed by Council and Management, and supported thereafter by these parties.

4 RESPONSIBILITIES AND DELEGATED AUTHORITY

4.1 Council:

- 4.1.1 Council must create, evaluate, review and adapt the Customer Care and Management and Debt Collection Policies and related by-laws.
- 4.1.2 This political structure must oversee and monitor the implementation and enforcement of the Municipality's policies in this regard.
- 4.1.3 To maintain the credibility in the implementation of the policy and the attendant by-laws, Councillors should lead by example by ensuring that their own accounts will not fall into arrears.
- 4.1.4 Ward committees, through their ward councillor, be involved in communicating the credit control and debt collection programme and ensure that customer relations are of an acceptable standard to the community.

4.2 Accounting Officer:

- 4.2.1 The Municipal Manager (MM), as accounting officer, must implement and enforce this policy and any relevant by-laws.
- 4.2.2 The Municipal Manager must establish and control the administration necessary to fulfil this policy, and report efficiently and regularly to the Mayor and Executive Committee in this regard.
- 4.2.3 The Municipal Manager must collect all money that is due and payable to the Municipality.

4.2.4 The Municipal Manager may delegate authority in this regard to the Chief Financial Officer.

5 CUSTOMER CARE AND MANAGEMENT POLICY

5.1 COMMUNICATION AND FEEDBACK

5.1.1 Council's Customer Care and Management and Debt Collection Policies must be available in suitable formats, including all locally used languages, and must be made available by general publication and on specific request, and will also be available at Council's cash collection points.

5.1.2 The Municipality will endeavour to distribute a regular newsletter, which will give prominence to customer care and debt issues.

5.1.3 Ward Councillors will be required to hold regular ward meetings, at which customer care and debt issues will be given prominence.

5.1.4 The press will be encouraged to give prominence to Council's Customer Care and Debt issues, and will be invited to Council meetings where these are discussed.

5.1.5 Council aims to establish, within its financial means:

- a) a central complaints/feedback office;
- b) a centralized complaints database to enhance co-ordination of complaints, their speedy resolution and effective communication with customers;
- c) appropriate training for officials dealing with the public to enhance communications and service delivery;

5.2 CUSTOMER SIGN-ON AND AGREEMENTS

5.2.1 All prospective tenants will be required to sign a lease agreement prior to occupation of municipal property;

5.2.2 All prospective buyers will be required to sign a purchase agreement prior to occupation of the property, unless the prospective buyer is the current tenant;

5.2.3 All owners of property and tenants of municipal property will be required to sign agreements governing the supply of, and cost of, municipal services.

5.2.4 The Municipality will not enter into a separate agreement with a tenant of privately owned residential properties, the owner will be responsible for the

services on that particular erf(ven). The owner will be held responsible for all outstanding fees, where applicable.

- 5.2.5 The Municipality will only allow a tenant to sign a separate agreement with the Municipality on business properties and sectional titles, but the owner will be held overall responsible and liable for any arrears accrued. On default by a tenant, the owner is the debtor of last resort, and the agreements must cover this specifically between the owner and tenant.
- 5.2.6 Private property owners will not be allowed to apply to the Municipality or to enter into an agreement with a tenant for the supply of, and cost of municipal services. The private property owner will be responsible for the debt incurred on that property.
- 5.2.7 Services, including occupation of property, where applicable, will only be rendered after the signing of the agreement.
- 5.2.8 Within a specified period (in the agreement) of change of ownership, meters will be read and an account posted.
- 5.2.9 In the agreement, customers will acknowledge liability for costs of collection and interest, in the event of delayed payment.

5.3 ACCOUNTS AND BILLING

- 5.3.1 Customers will receive an understandable and accurate bill from the Municipality, which bill will consolidate all service costs for that property.
- 5.3.2 Accounts will be produced in accordance with the meter reading cycle and due dates are similarly linked.
- 5.3.3 If meter readings on the accounts are faulty (overstated or understated) then the municipality must correct the incorrect readings on the service account. The corrections must be process before the next monthly services account reach the consumers.
- 5.3.4 When Council approved levies are incorrectly charged for any municipal service which also includes prepaid electricity sales, then the correct approved levies must be charged and the necessary corrections or adjustments must made immediately

on the account. Corrections must be done retrospectively where possible. Value Added Tax (VAT) on accounts where applicable must also be enforced.

- 5.3.5 Accounts will be rendered monthly in cycles of approximately 30 days.
- 5.3.6 As the Municipality does not control delivery of accounts, it is the owner's, customer's and/or consumer's responsibility to ensure timely payment in the event of a bill not arriving.
- 5.3.7 It is the owner's, customer's and/or consumer's responsibility to ensure that the postal address and other contact details are correct.
- 5.3.8 Settlement or due date is the fifth (7th) day of each month.

5.4 METERING

- 5.4.1 The Municipality will endeavour, within practical and financial limits, to provide adequate meters to every paying customer for all measurable services.
- 5.4.2 All meters will be read monthly, if at all possible. If a meter is not read the consumption will be estimated in terms of Council's operational procedures. The account following the reading of the metered consumption must articulate the difference between the actual consumption and the average consumption, and the resulting credit or debit adjustment.
- 5.4.3 Customers are entitled to request verification of meter readings and accuracy within reason, but may be held liable for the cost thereof.
- 5.4.4 An actual reading must be obtained once every six months.
- 5.4.5 Customers are to be informed of meter replacement.
- 5.4.6 Voluntary readings are permitted, but Final readings and actual readings are the responsibility of the Municipality.

5.5 RIGHTS OF ACCESS TO PREMISES

- 5.5.1 The customer agreement, signed by the customer and the Municipality, must include a clause in which the owner and the occupier of premises give an authorized representative of the Municipality access at all reasonable hours to the premises in order to read, inspect, install or repair any meter or service connection

for reticulation, or to disconnect, stop or restrict, or reconnect, the provision of any service. The customer will accept the cost of relocating a meter if satisfactory access is not possible.

5.6 PROPERTY VALUATION

- 5.6.1 The Municipality, within its financial and administrative capacity, will maintain a register of all properties within its jurisdiction. This register will be valued and regularly re-valued. Independent valuers will perform such revaluation, and the process of initial valuation and subsequent revaluation will include opportunities for owners to appeal and be heard.
- 5.6.2 Matters related to property valuation are more comprehensively dealt with in the property rates policy in accordance with the Local Government: Municipal Property Rates Act 2004, Act no. 6 of 2004 and MPRA Amendments Act.

5.7 PAYMENT FACILITIES AND METHODS, and STOP ORDERS AND DEBIT ORDERS

- 5.7.1 The Municipality must operate and maintain suitable banking and cash facilities. The Municipality is permitted to consider the costs and benefits of such facilities; which facilities should be accessible to all users.
- 5.7.2 The Municipality will offer a range of payment options to customers, which will include cash and may include cheques, credit cards, electronic payments, debit and stop orders.
- 5.7.3 The Municipality may, at its sole discretion, allocate a payment received between service debts and/or overdue debt. A debtor may not specify that the payment be for a specific portion of the account.
- 5.7.4 The Municipality may, with the consent of a customer, approach an employer to secure a debit or stop order arrangement.
- 5.7.5 The customer will acknowledge, in the customer agreements that the use of agents in the transmission of payments to the Municipality is at the risk of the customer – also for the transfer time of the payment.

5.8 ENQUIRIES, APPEALS AND SERVICE COMPLAINTS

- 5.8.1 If a customer is convinced that his or her account is inaccurate; he or she can lodge an appeal in writing with the Directorate Finance for recalculation of this account.
- 5.8.2 In the interim, **the debtor must pay the average of the last three months account where history of the account is available.** Where no such history is available the debtor is to pay an estimate provided by the Chief Financial Officer before payment due date until the matter is resolved.
- 5.8.3 The relevant department must investigate and inform the debtor within one month.
- 5.8.4 Failure to make such agreed interim payment or payments would make the customer liable for disconnection.

5.9 OMBUDSPERSON

- 5.9.1 Council should, if financially possible, employ an Ombudsperson, working under the direct control of the Municipal Manager, where applicable
- 5.9.2 This person's duties are to attend to complaints routed to his or her office by Councillors or the community, and to access these complaints, ensure readdress or resolution thereof, and make recommendations on improvements of Council's systems as and when he/she believes such changes to be necessary.

5.10 BUSINESSES WHO TENDER TO THE MUNICIPALITY

- 5.10.1 The Supply Chain Management Policy must, *inter alia*, include the following:
- i. When inviting tenders for the provision of services or delivery of goods, potential contractors may submit tenders subject to a condition that consideration and evaluation thereof will necessitate that the tenderer obtain from the Chief Financial Officer a certificate stating that all relevant municipal accounts owing by the tenderer or its directors, owners or partners have been paid or that suitable arrangements (which include the right to set off in the event of non-compliance) have been made for payment of any arrears;

- ii. A municipal account to mean any municipal service charge, tax or other fees, fines and penalties, due in terms of a contract or approved tariff or rate, which is outstanding after the due date normally appearing on the consolidated bill or overdue in terms of the contract or any other due date that has passed;
- iii. Tender conditions must contain a condition allowing the Chief Financial Officer to deduct moneys owing to the Municipality from contract payments in terms of a reasonable arrangement with the debtor.

5.10.2 Council's Grants-in-Aid Policy must, *inter alia*, include that consideration thereof will be subject to the applicant obtaining from the Chief Financial Officer a certified letter reflecting the status of the applicant's municipal debt, if any, and that the awarding of grants-in-aid will be subject to payment thereof or an arrangement to pay any arrear municipal account.

5.11 INCENTIVES FOR PROMPT PAYMENT

5.11.1 The Municipality may, to encourage prompt payment and to reward good payers, assess incentives for prompt payment. Should such incentives prove to be financially sustainable and of mutual benefit to the Municipality and its customers, the Municipality will commission such incentives.

5.11.2 Such incentive schemes, if introduced, will be reflected in annual budgets as additional expenditure.

5.12 CUSTOMER ASSISTANCE PROGRAMMES

5.12.1 Water Leaks Rebates

5.12.1.1 A customer will qualify for a water leak rebate if:

- i the leak occurred underground and was not easily discernable from above ground;
- ii the leak had been repaired within 48 hours of detection;
- iii the customer had only applied for one rebate in a 24-month cycle;
- iv a certificate from a registered plumber, or a sworn affidavit (in the case of a private individual having repaired the leak) must reach the Chief Financial

Officer within 10 working days of the repair, and contain the following details:

- the date of both invoice and repair;
- confirmation that the leak was not discernable from above ground;
- certifying that the burst occurred on a pipe listed on the Schedule of Approved Pipes and Fittings as kept by the Director Infrastructure and Housing Services.

5.12.1.2 The adjustment will be calculated based on the difference between the average consumption (kl) for the previous year's corresponding periods and the period of the leakage, for a maximum period of three years.

5.12.2 Faulty Meters

5.12.2.1 No Consumption Registered

- i Meter will be replaced, and if found tampered with, the relevant penalty will be imposed and must be paid, otherwise the service will be restricted, blocked, disconnected or suspended.
- ii An interim adjustment will be calculated based on the difference between the average consumption (kl) for the previous year's corresponding periods and the period when the meter was not registering, for a maximum period of three years.
- iii The Final adjustment will be calculated and debited by using the average consumption for the first three months on the new meter, for the period when the meter was not registering, for a maximum period of three years.

5.12.2.2 Assumed Faulty Meters

- i Customers may request the testing of a meter and should the result of the test indicate the meter to be faulty, an adjustment of the levy will be made in accordance thereof.
- ii Should the result of the testing indicate the meter not to be faulty, test within the limit of 2,5% in respect of an electricity meter and 5% in respect of a

water meter, the customer will be liable for the cost of the applicable tariff payable in advance.

- iii The adjustment will be calculated based on the difference between the average consumption (kl) for the previous year's corresponding periods and the period of the faulty metering, for a maximum period of three years.

5.12.3 Rates And Instalments

5.12.3.1 The property rates bill is payable in equal monthly instalments over 12 months at no interest cost or customers may apply to pay annually on 30 September.

5.12.3.2 If a monthly instalment is unpaid, the full bill outstanding is immediately due and payable.

5.12.3.3 Matters related to rates are more comprehensively dealt with in the Property Rates Policy in accordance with the Local Government: Property Rates Act 2004, Act no. 6 of 2004

5.12.4 Sewerage And Cleansing

5.12.4.1 The Annual Municipal Rates and Taxes levies or bill is annually payable on 30 September, but customers may apply to pay or in equal monthly instalments over 12 months at no interest cost. Annual Rates and Taxes accounts will become in arrears if it is not settled on or before 30 September and interest may be charged on those Municipal Rates and Taxes Accounts.

5.12.4.1 If three instalments are unpaid, the full bill outstanding is immediately due and payable.

5.13 CLEARANCE CERTIFICATES

5.13.1 are issued after receipt of the all applicable fees and of the clearance certificate application form.

5.13.2 are only issued when all amounts due in connection with that property for municipal fees, surcharges on fees, property rates and other municipal taxes, levies and duties have been fully paid.

- 5.13.3 Any instalment for rates refuse and sewerage is immediately payable.
- 5.13.4 A rates clearance certificate will be issued in terms of Section 118 of the Local Government: Municipal Systems Act, 2000, Act No. 32 of 2000, and will be valid till 30 June, following the date of application received. Caselaw in terms of s118 will also be adhere to.
- 5.13.5 If an amount liable for rates levied in respect of a property which formed part of a Municipal Housing Scheme, is unpaid by the owner and the property needs to be transferred, a rates clearance certificate will only be issued upon payment of the current account and after completion of an agreement for any municipal services in arrears, subject to Council's Credit Control and Debt Collecting Policy. Transfers affected may be one of the following:
- (i) Transfer of a property from the EMTHANJENI MUNICIPALITY to the new owner;
 - (ii) Transfer of a property from one spouse to the other;
 - (iii) Transfer of a property from the owner (parent) to a child.
- 5.13.6 Outstanding amounts are vested in the property and not necessary vested in the owner's name. New Owners will be informed about outstanding balances if a clearance certificate had been issued in terms of section 118 (1) of the Municipal Systems Act, 32 no. 2000.
- 5.13.6 The Chief Financial Officer will consider and approve such applications for clearance certificates.

6 PERFORMANCE EVALUATION

6.1 CUSTOMER SERVICE TARGETS

Council to create targets that would include:

- i Response time to customer queries
- ii Date of first account delivery to new customers
- iii Reconnection time lapse
- iv Meter reading cycle

ADMINISTRATIVE PERFORMANCE

Council to create targets that will include:

- i Cost efficiency of debt collection
- ii Query rates
- iii Enforcement mechanism ratios.

Council will create a forum wherein these targets are assessed, the Municipality's performance evaluated and remedial steps taken.

7 REPORTING TO COUNCIL

7.1 The Chief Financial Officer shall report monthly to the Municipal Manager in a suitable format to enable the Municipal Manager to report to Council and other interested parties. This report shall reflect on:

- 7.1.1 cash flow information for the capital and operating accounts, and combined, showing Council's actual performance against its cash flow budgets;
- 7.1.2 cash collection statistics, showing high-level debt recovery information (numbers of customer; enquires; default arrangement; growth or diminishing of arrear debtors; ideally divided into wards, business (commerce and industry) and domestic, state, institutional and other such divisions; and names and quantum's of major outstanding individual debtors;
- 7.1.3 Performance of all areas against targets agreed to in item 6 of this policy document and
- 7.1.4 Council's ongoing income and expenditure statements, comparing both billed income, and cash receipt income, against ongoing expenditure in both the capital and operating accounts. If, in the opinion of the Chief Financial Officer, Council will not achieve cash receipt income equivalent of the income projected in the annual budget as approved by Council, the Chief Financial Officer will report this with motivation to the Municipal Manager who will, if he agrees with the Chief Financial Officer, immediately move for a revision of the budget according to realistically realizable income levels

8 STRUCTURES OF THE DEPARTMENT OF FINANCE

Council shall regularly receive a report from the Chief Financial Officer, if necessary after consultation with suitable consultants, on the manpower and systems requirements by the Directorate Finance which requirements take into account Council's agreed targets of customer care and management, and debt collection, and, after considering this report, Council will, within reason, vote such resources as are necessary to ensure that the Directorate Finance has the staffing and structures to meet Council's targets in this regard.

9 BY-LAWS

The principle contained in this policy will be reflected in the various service by-laws as promulgated and amended by Council from time to time.

10 COMMENCEMENT

This policy takes effect on 1 July 2021.

EMTHANJENI MUNICIPALITY



FINAL INDIGENT HOUSEHOLD POLICY

BUDGET 2021/2022 MTERF

INDIGENT POLICY

INTRODUCTION

The Indigent Policy must be read along with the Customer Care and Management Policy.

2 PRINCIPLES THAT UNDERPIN AN INDIGENT POLICY

The following principles are applied in the policy:

- Administrative Integrity must be maintained at all costs – policy and execution are legally separate and must also be practically separate.
- Communication of policies, rights and responsibilities, must be understandable, effective and regular.
- Billing is to be accurate, timely and understandable.
- The customer is entitled to efficient, effective and reasonable access to pay points, and to a variety of reliable payment methods.
- Poor households are to be identified and supported, with appropriate policies and practices.
- Enforcement of payment will be prompt, consistent, effective and humane.
- Fraud and criminality will lead to loss of rights and severe penalties.
- Targets for performance in both customer service and debt collection will be set and strived for.
- Results will be regularly and efficiently reported.
- Indigent Policy will be agreed to by Council and management, and thereafter supported by these parties.

3. RESPONSIBILITIES AND DELEGATED AUTHORITY

3.1. The Council --

3.1.1 must create, evaluate, review and adopt the Indigent Policy and related by-laws.

3.1.2 The Mayor must oversee and monitor the implementation and enforcement of the municipality's policies in this regard.

3.2 The Municipal Manager --

3.2.1 as Accounting Officer, must implement and enforce this policy and any relevant by-laws.

3.2.2 must establish and control the administration necessary to fulfil this policy, and report efficiently and regularly to the Executive Committee in this regard.

3.2.3 may delegate authority in this regard to the Chief Financial Officer (CFO).

3.3 The Applicant Indigent --

3.3.1 must apply annually to be considered for the indigent equitable share, subsidy or rebate in terms of this and any other policy of Council in this regard; and

3.3.2 must report any change in his/her circumstances which moves his/her household out of the eligibility brackets in clause 4.1.2.

4. INDIGENT POLICY

4.1 Criteria

4.1.1 Council will provide an indigent subsidy, in line with national government regulations and guidelines, to assist the poorest households in the community to receive a basket of basic municipal services either free or rebated, and thereby make basic municipal services available to all.

4.1.2 Indigent subsidies are available **only to domestic households** where the total income of all occupants over 18 years of age is equal to two state pensions (Old Age or Disability Grants) plus Two Child Grant payments or less than **R4 750 per month** (threshold), as contained in the tariff schedule, as annually determined by Council.

4.1.3 The subsidy will be available **only to households legally occupying premises and legally consuming municipal services.**

4.1.4 All other consumers who are not households as mentioned above, **do not qualify to be recognised as an Indigent Household.**

4.2 Funding

4.2.1 The source of funding for the indigent subsidy is the Equitable Share contribution to the Municipality made by the government from the National Treasury. Council will determine the subsidy amount or percentage, per service category, per household, on a year-to-year basis, taking into account the Equitable Share allocation. The subsidy allocation must be contained in the tariff schedule and must be reviewed annually with the annual budget and tariffs.

4.2.2 The subsidy will be widely publicised by the Council, the Municipality and civil society structures.

4.3 Services

4.3.1 Monthly subsidised services will be as follows:

- refuse removal;
- sewerage.

4.3.2 Subsidised services, on a free basic service (consumption basis) will be the following:

- electricity (50kWh);
- water (**6 kl**).
- Property Rates will be dealt with as per Rates Policy as per exemption of **R35 000** per property.

4.3.3 Households that qualify for an indigent subsidy

- i) will be required to consent to a prepayment electricity meter, the cost of which will be recovered as a surcharge on their subsequent electricity coupon cost; or a cash payment by the household;
 - The owner will be required to consent to a prepayment electricity meter, the cost of which will be recovered as a cash payment by the owner, in those cases where the household is a tenant.
- ii) Households that exceed 6 kl of water per month and are in arrears will have a restriction apparatus fitted to their water supply.
- iii) Households that exceed the 50kWh of electricity per month and are in arrears will have their electricity suspended.

- iv) Indigent households whose property valuation exceeds R35 000 will have to pay the difference in property rates.

4.3.4 The indigent debtor will be responsible for payment of the difference or excess consumption between the subsidy received and the standard consumption used by the indigent debtor.

4.4 Household Eligibility

4.4.1 Households become eligible for the rebate through an approved application, annually, on a specific Municipal application form, after which screening and ongoing auditing will occur. This form will require at least the following data:

- Information of owner of household;
- Physical and postal address;
- Telephone details (if applicable);
- A list of all persons in the household, names and ages;
- Listed gross monthly income of all adults (over 18), with proof (pay slip, grant proof, etc);
- Ownership of business or second properties;
- Confirmation that he/she has had Municipality's Indigent subsidy explained to them; that they are aware that the provision of fraudulent information is an offence;
- In the case of claims of unemployment amongst adults, proof attested by the Department of Labour in this regard must be attached.

4.5 Exclusion

A household will be excluded from the subsidy if:

- 4.5.1 the household head owns a business
- 4.5.2 the household head owns a second property;
- 4.5.3 the application was filled in dishonestly;
- 4.5.4 applicant reports a change in his/her circumstances which moves his/her household out of the eligibility brackets in clause 4.1.2;

- 4.5.5 an arrangement to pay arrears over time falls months or more into arrears with their current account and their current arrangement in dishonoured;
- 4.5.6 ongoing audits suggest improvements in the financial circumstances of the household moving it out of the eligibility brackets in clause 4.1.2.
- 4.5.7 the house is rented to someone who does not qualify or a shop is opened up it will lead to immediate disqualification.
- 4.5.8 When illegal activities such as bypassing of electricity, illegal consumption of municipal services are discovered.

4.6 Investigation

- 4.6.1 The Municipality reserves the right to verify the details provided in 4.4.1
- 4.6.2 The Municipality will undertake an ongoing inspection of the applicant household and any changes in that household's circumstances must be reported.
- 4.6.3 Applicant must attest to the above before a Commissioner of Oaths and a representative of a civil society structure must attest to the veracity of the application.

4.7 Write-off

Council will not consider, on an annual basis, the writing off of subsidised existing service arrears at the time of enrolment as an indigent household,

- 4.7.1 not for tampering charges
- 4.7.2 or connection/reconnection fees
- 4.7.3 or legal/collection cost
- 4.7.4 or any other fee/instalment in terms of an existing agreement
- 4.7.5 or for the purpose of selling properties within a period of 24 months after the writing off. The amount that will be required to be paid back by the seller before a clearance certificate will be issued.

4.8 Auditing

The indigent subsidy will be activated after the indigent application has been approved by the Executive Committee of Council or by approval by the Municipal Manager or the Chief Financial Officer. An initial inspection of the applicant

household by the Municipality's designated officials must be done within one month of application. Follow-up inspections will be performed, within six months to determine changes in household circumstances. Such inspections will be conducted by individuals appointed by the Chief Financial Officer to do so and they will make recommendations on whether the subsidy should be continued or discontinued. The Executive Committee of Council, the Municipal Manager or Chief Financial Officer shall decide on the discontinuation of a subsidy.

5. DEBT COLLECTION RELATED TO THE INDIGENT

5.1 Enforcement Mechanisms

- 5.1.1 Customers who are Indigent and who are in arrears and whose usage on their municipal bill exceeds the predetermined levels, will have their supply of electricity and water, and other municipal services, restricted, blocked, suspended or disconnected.
- 5.1.2 The Municipality reserves the right to restrict or deny the sale of electricity or water coupons to indigent customers who are in arrears with their rates or other municipal charges.
- 5.1.3 Upon the liquidation of arrears, or the conclusion of arrangements for instalment payment, the restricted, suspended or disconnected service will be reconnected or unblocked as soon as conveniently possible.
- 5.1.4 The cost of the restriction, blocking, suspension or disconnection, and the reconnection or unblocking, will be determined by tariffs agreed by Council, and will be payable by the consumer before reconnection.
- 5.1.5 Households, classified as indigent, will not be handed over for legal processes, including judgement and summonses.
- 5.1.6 The arrear amount, including the cost of the restriction, blocking, suspension or disconnection, and the reconnection or unblocking, must be transferred to the electricity vending system and collected through the deduction of not less than 20% of electricity purchases.

5.2 Interest

- 5.2.1 Interest will **NOT** be raised as a charge on **Indigent Households accounts** not paid by the due date.
- 5.2.2 Interest will NOT be charged on the total outstanding capital balance of the accounts at a rate determined by Council annually as per tariff policy. *See the debt collection policy section that deals with interest*
- 5.2.3 The decision to waive interest in specific instances can only be taken by the Chief Financial Officer.
- 5.2.4 The charging of interest will cease from the date the arrear debt is transferred as per 5.1.6 above or when an agreement has been signed with a customer.

5.3 Personal Contact

- 5.3.1 The Municipality will endeavour, within the constraints of affordability, to make personal or telephonic contact with all arrear debtors to encourage their payment, and to inform them of the state of their arrears, and their rights (if any) to conclude arrangements or to indigent subsidies, and other related matters, and will provide information on how and where to access such arrangements or subsidies.
- 5.3.2 The cost of the contact, by telephone, e-mail or short message service (sms), will be determined by tariffs agreed by Council, and will be payable by the consumer.
- 5.3.3 Directorate of Finance shall maintain a schedule of debtors with large amounts outstanding and will maintain intensive contact with these debtors as in 5.3.1.
- 5.3.4 Such contact is not a right that debtors enjoy – disconnection of services, and other collection proceedings, will continue in the absence of such contact for whatever reason.

6 THEFT AND FRAUD

- 6.1 Any person (natural or juristic) found to be illegally connected or reconnected to municipal services, tampering with meters, reticulation network or any other supply equipment or committing any unauthorised act associated with the supply of municipal services, as well as theft and damage to Council property, will be liable for penalties as determined from time to time.
- 6.2 The Municipality will immediately terminate the subsidy and the supply of services to a customer should such conduct as outlined above be detected.
- 6.3 A customer who has his subsidy terminated as per 6.2 above, will not be eligible for a subsidy for the remaining portion of the current and the following financial year.
- 6.4 The total bill owing, including penalties, assessment of unauthorised consumption and discontinuation and reconnection fees, and increased deposits as determined by Council if applicable, becomes due and payable before any reconnection can be sanctioned.
- 6.5 The debt collection process as outlined in the Debt Collection Policy will become applicable.

7 CLEARANCE CERTIFICATES

- 7.1 Are issued on request by the transferring attorney and on receipt of the applicable fees.
- 7.2 Are only issued when all amounts due in connection with that property for municipal fees, surcharges on fees, property rates and other municipal taxes, levies and duties have been fully paid.
- 7.3 Any instalment for rates, refuse and sewerage is immediately payable.
- 7.4 The Municipality, as owner of municipal property, may issue a clearance certificate provided proper arrangement for the payment of any outstanding amount has been made.

8 REPORTING TO COUNCIL

The Chief Financial Officer shall report monthly to the Municipal Manager in a suitable format to enable the Municipal Manager to report to Council and other interested parties. This report shall reflect on:

- 8.1 Number of indigent households applied;
- 8.2 Amount of subsidy allocated per service category;
- 8.3 Amount of debt accumulating and debt recovery information (numbers of customer; enquires; default arrangement; growth or diminishing of arrear debtors; ideally divided into wards, domestic, state, institutional and other such divisions);
- 8.4 Performance of all areas against targets agreed to in item 9 of this policy document.

9 PERFORMANCE EVALUATION

- 9.1 The performance measured will be to identify the number of indigent households and to measure the percentage of these households to whom the Municipality provides assistance.
- 9.2 Council will create a forum wherein these targets are assessed, Council's performance evaluated and remedial steps taken.

10 BY-LAWS

The principle contained in this policy will be reflected in the various service by-laws as promulgated and amended by Council from time to time.

11 COMMENCEMENT

This policy takes effect on 1 July 2021.

EMTHANJENI MUNICIPALITY



FINAL MUNICIPAL PROPERTY RATES POLICY

2021/2022 FINANCIAL YEAR

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ABBREVIATIONS

NC073 *Emthanjeni Municipality*

AO Accounting Officer

CFO Chief Financial Officer

MAYOR Mayor

IBT Inclining Block Tariff

MFMA Municipal Finance Management Act

MPRA Municipal Property Rates Act and MPRA Amendments Act

MSA Municipal Systems Act

NCA National Credit Act

SAPOA South African Property Owners Association

SARS South African Revenue Services

VAT Value Added Tax

1. PURPOSE OF THIS DOCUMENT

The purpose of this Policy is to set out the guiding principles and legislative requirements that governs the compilation and management of the municipal Valuation Roll. This policy should at all times be read together with the Municipal Property Rates Act, 2004 AND the Municipal Property Rates Amendment Act, 2014.

2. DEFINITIONS

In this policy, definitions, words and expressions have the same meanings as assigned to them in the Act, unless the context indicates otherwise: –

“Act” – means the Local Government: Municipal Property Rates Act, 2004 (Act No 6 of 2004) and any amendment thereof;

“annually” – means once every financial year;

“business and commercial property” – means -

- (a) property used for the activity of buying, selling or trading in commodities or services and includes any office or other accommodation on the same property, the use of which is incidental to such activity; or
- (b) property on which the administration of the business of private or public entities take place;
- (c) property used for the generation of renewable energy
- (d) property used for eco-tourism or for the trading in or hunting of game
- (e) property used on which the administration of municipality take place
- (f) property used for transient accommodation such as Guest houses which is used for the purpose of supplying lodging and meals to transient guests for compensation, for non-permanent residents
- (g) vacant land other than residential vacant land

“Calendar year” shall mean 12 consecutive months of a financial year(s);

“category” –

- (a) in relation to a property, means a category of properties determined in this policy in terms of section 8(2) of the Act;
- (b) in relation to the owners of property, means a category of owners determined in this policy in terms of section 15(2) of the Act;

“conservation area” –

- (a) a protected area as listed in section 10 of the Protected Areas Act, 2003;
- (b) a nature reserve established in accordance with the Nature and Environment Conservation Ordinance, no 19 of 1974; or
- (c) any land area zoned as open area zone III in accordance with the Municipality’s zoning scheme regulations;

provided that such protected areas, nature reserves or land areas, with the exception of tourism facilities that may be erected thereupon, be used exclusively for the conservation of the fauna and flora and the products of those land areas may not be traded for commercial gain;

“dominant use”

Pursuant to section 3 (3) (d) of the Act, it is the policy of the municipality to exercise its powers in terms of section 9(1) of the Act in relation **to properties used for multiple purposes by assigning a property use for the multiple purpose to a category based on the purpose corresponding with the dominant used of** the property where such dominant use is either industrial or Commercial. Where the dominant use is any other, the property will be valued and rated using the apportionment in terms of section 9(2) of the Act.

“exclusion” – in relation to a Municipality’s rating power, means a restriction of that power as provided for in

section 16 is the matter for exercising power whereas section 17 of the Act is the exclusion; Section 17 prescribed exclusions as outline in the Act will apply

“exemption” - in respect of the calculation of a rate means an exemption granted in this policy in terms of section 15(1)(a) of the Act;

“farm property or small holding used for agricultural purpose” – means:

- (a) property that is used for the cultivation of soils for purposes of planting and gathering in of crops;
- (b) forestry in the context of the planting or growing of trees in a managed and structured fashion;
- (c) the rearing of livestock or the propagation and harvesting of fish and may include such properties within the urban edge of the town, but excludes:
 - (a) the use of a property for the purpose of eco-tourism;
 - (ii) the trading in hunting of game;
 - (iii) accommodation of members of the public for gain;
 - (iv) any portion of the property used for the purposes of hospitality of guests or other commercial activities concomitant to the exclusions listed herein
 - (v) vacant land other than residential vacant land

“Renewable Solar Energy farm or property” – means agricultural land as defined in the Subdivision of Agricultural Land Act, 70 of 1970, on which energy producing solar energy panels have been erected for the purpose of generating electricity, but which are dually used for agricultural purposes as defined under “agricultural use”, which are dually utilised and includes all land situated in the demarcated municipal area.

“Wind Farms” – means agricultural land as defined in the Subdivision of Agricultural Land Act, 70 of 1970, on which energy-producing windmills or wind turbines have been erected for the purpose of generating electricity, but which are dually used for agricultural purposes as defined under “agricultural use”, and includes all land situated in the demarcated municipal area.

“financial year” – the period starting from 1 July in a year to 30 June the following year;

“industrial property” – means property used for construction, repair, trade or manufacturing, production, assembly or processing of finished or partially finished products from raw materials or fabricated parts on such a large scale that capital and labour are significantly involved, and includes any office or other accommodation on the same property, the use of which is incidental to such activity;

“local community” – in relation to the Municipality –

(a) means that body of persons comprising –

(i) the residents of the Municipality;

(ii) the rate payers of the Municipality;

(iii) any civic organisations and non-governmental, private sector or labour organisations or bodies which are involved in local affairs within the Municipality; and

(iv) visitors and other people residing outside the Municipality, who, because of their presence in the Municipality, make use of services or facilities provided by the Municipality; and

“local Municipality” – a Municipality that shares municipal executive and legislative authority in its area with a district Municipality within whose area it falls and which is described in section 155(1) of the Constitution as a category B Municipality;

“market value” – in relation to a property, means the value of the property determined in accordance with section 46 of the Act;

“multiple purposes” – in relation to a property, means the use of a property for more than one purpose as intended in section 9 of the Act;

"municipal council" or "council" – is a municipal council referred to in section 18 of the Municipal Structures Act, 1998 (Act No 117 of 1998);

"municipal manager" – means a person appointed in terms of section 54A of the Municipal Systems Act, no32 of 2000 as this section was repealed by s15;

(h) **"municipal property"** – is property registered or established in the name of the Emthanjeni Municipality including investment property in the Fixed Asset Register vs Vesting Property: substance over form, vacant land;

"occupier" – in respect of a property means a person in actual occupation of a property, whether or not that person has a right to occupy the property;

"open space" - means land that is used as a park, garden, for passive leisure or maintained in its natural state and that is zoned as open space;

"owner"- includes sections (bA)(bB)(bC) of the Amendments MPRA Act

- (a) in relation to a property referred to in paragraph (a) of the definition of "property", means a person in whose name ownership of the property is registered;
- (b) in relation to a right referred to paragraph (b) of the definition of "property" means a person in whose name the right is registered;
- (c) in relation to a land tenure right referred to in paragraph (c) of the definition of "property" means a person in whose name the right is registered or to whom it was granted in terms of legislation; or
- (d) in relation to public service infrastructure referred to in paragraph (d) of the definition of "property", means the organ of state which owns or controls that public service infrastructure, as envisaged in the definition in the Act of the term "publicly controlled" provided that a person mentioned below may for the purposes of this Act be regarded by a Municipality as the owner of a property in the following cases:-
 - (i) a trustee, in the case of a property in a trust, excluding state trust land;
 - (ii) an executor or administrator, in the case of a property in a deceased estate (the applicant must produce a letter from the Master of the Court or appropriate legal proof to substantiate the appointment);
 - (iii) a trustee or liquidator, in the case of a property in an insolvent estate or in liquidation;
 - (iv) a judicial manager, in the case of a property in the estate of a person under judicial management;
 - (v) a curator, in the case of a property in the estate of a person under curatorship;

- (vi) a person in whose name a usufruct or other personal servitude is registered, in the case of a property that is subject to a usufruct or other personal servitude (the applicant must produce a letter from the Master of the Court or appropriate legal proof to substantiate the appointment);
- (vii) a lessee, in the case of a property that is registered in the name of a Municipality and is leased by it;
- (viii) a buyer, in the case of a property that was sold by a municipality and of which possession was given to the buyer pending registration of ownership in the name of the buyer;

“permitted use” – in respect of a property means the limited purposes for which a property may be used in terms of the following –

- (a) any restrictions imposed by –
 - (i) a condition of title; or
 - (ii) a provision of a town planning or land use scheme; or
 - (iii) any legislation applicable to any specific property or properties; or
- (b) any alleviation of any such restrictions;

“private open space” means land that is privately owned and used for practising of sport, play- or leisure facilities or used as a botanical garden, cemetery or nature area and which is zoned as Private Open Space;

“property” – means

- (a) immovable property registered in the name of a person, including, in the case of a sectional title scheme, a sectional title unit registered in the name of a person;
- (b) a right registered against immovable property in the name of a person, excluding a mortgage bond registered against the property;
- (c) a land tenure right registered in the name of a person or granted to a person in terms of legislation; or
- (d) public services infrastructure;

“property register” – a register of properties referred to in section 23 of the Act;

“public benefits organisation” means an organisation conducting specified public benefit activities as defined in the act and registered in terms of the Income Tax Act for tax reductions because of its activities.

“rate” – a municipal rate on a property envisaged in section 229(1)(a) of the Constitution;

“rateable property” – means property on which a Municipality may in terms of section 2 of the Act levy a rate, excluding property fully excluded from the levying of rates in terms of section 17 of the Act;

“rebate” – in relation to a rate payable on a property, means a discount granted in terms of section 15(1)(b) of the Act on the amount of the rate payable on the property;

“reduction” - in respect of a rate payable on a property, means the lowering in terms of section 15(1)(b) of the amount for which the property was valued and the rating of that property at that lower amount;

“residential property” – means improved property that:-

- (a) is used for residential purposes, including any adjoining property registered in the name of the same owner and used together with such residential property as if it were one property.
- (b) is a unit registered in terms of the Sectional Title Act, 1986, (Act no.95 Of 1986) and is used predominantly for residential purposes;
- (c) is owned by a share-block company and is used predominantly for residential purposes;
- (d) is a residence used for residential purposes situated on a property used for educational purposes;
- (e) is property which is included as residential in a valuation list in terms of section 48(2)(b) of the Act;

Vacant properties (empty stands), hotels, hostels, old-age homes and accommodation establishments, irrespective of their zoning or intended use, specifically excluded from this property category;

“small holding” - means

- (a) all agricultural zoned land units situated within an urban region with an area of one to three hectares; or
- (b) any agricultural zoned land unit situated outside an urban region with an area of three hectares or less;

“public service infrastructure property” – means publicly controlled infrastructure of the following kinds as defined in the Act.

“public services purposes” – property owned and used by an organ of state for rendering of a service directly to the public such as hospitals or clinics, schools, pre-schools, early childhood development centres or further education and training, police stations, correctional facilities, national and provincial libraries and archives, court of law **but** exclude property contemplated in the definition of **“Public Service Infrastructure”**

“Property used by Organ of State” – excludes any properties owned and used by an organ of state (excluding Emthanjeni Municipality) and Not used for public service purposes as defined in the Act

“vacant property” – means any land without any fixed or permanent improvements or immovable improvables thereon excepts when such improvements are to secure the property such as a boundary wall.

“Valuation roll” - means the current general valuation roll with effective date 01 July 2017 and date of valuation 01 July 2016

3. OBJECTIVES OF THE POLICY

The objectives of this policy are: –

- 3.1 to comply with the provisions of section 3 of the Act;
- 3.2 to determine criteria to be applied for –
 - 3.2.1 levying differential rates for different property categories;
 - 3.2.2 exemptions;
 - 3.2.3 reductions;
 - 3.2.4 rebates; and
 - 3.2.5 rate increases.
- 3.3 to determine or provide criteria for the determination of the following –
 - 3.3.1 property categories for the purpose of levying different rates; and
 - 3.3.2 categories of owners of properties for the purpose of granting exemptions, rebates and reductions;
- 3.4 to determine how the Municipality’s power should be exercised in terms of multiple-used properties;
- 3.5 to identify and quantify the following for the Municipality in terms of costs and the benefit for the community

- 3.5.1 exemptions, rebates and reductions; and
- 3.5.2 exclusions.

- 3.6 to take into account the effect of rates on the indigent;

- 3.7 to take into account the effect of rates on organisations that perform activities for public benefit;

- 3.8 to take into account the effect of rates on the public services infrastructure;

- 3.9 to determine measures for promoting local economic and social development; and

- 3.10 to identify all rateable property.

4. CONSTITUTIONAL AND LEGAL FRAMEWORK

The Municipal Property Rates Act, 2004 forms the legal basis of this policy. However, the following additional legal references were observed during the compilation of this policy:-

- Municipal Finance Management Act, 2003;
- Municipal Systems Act, 2000;
- Municipal Property Rates Policy, as reviewed annually;
- Rates By-law and
- Constitution of the Republic of South Africa, 1996 as amended.

5. EFFECTIVE DATE

The policy will take effect on 01 July 2021

6. POLICY PRINCIPLES

- 6.1 Apart from meeting legislative requirements, this policy also emanates from the objectives determined in Council's Tariff policy.
- 6.2 The levying of rates on a property is an exclusive right of the Municipality which will be exercised:-
- 6.2.1 optimally and comprehensively within the Municipality; and
- 6.2.2 with consideration of the total revenue source of the Municipality.
- 6.3 The rating of properties will be done independently, justly, equitably and without prejudice and this principle will also be applied with the determination of criteria for exemptions, reductions and rebates as provided for in section 15 of the Act.
- 6.4 The levying of property rates must be implemented in such a way that,
- 6.4.1 it is aimed at development;
- 6.4.2 it promotes sustainable local government by providing a stable and constant revenue source within the discretionary control of the Municipality; and
- 6.4.3 it promotes economic, social and local development.
- 6.5 Property rates will be levied to: -
- 6.5.1 correct the imbalances of the past; and
- 6.5.2 minimise the effect of rates on the indigent.

- 6.6 The market value of a property serves as basis for the calculation of property rates.
- 6.7 The rate tariff will be based on the value of all rateable properties, as per current general valuation roll and supplementary valuation rolls applicable, and the amount the Municipality needs to fund community and subsidised services, after taking into account any possible surplus generated from trading and economic services and the amounts required to finance exemptions, rebates and reductions of rate, as approved by council from time to time.
- 6.8 Trade and economic services will be financially ring fenced and tariffs and service charges will as far as possible be calculated in such a way that the revenue generated covers the cost of the services or generate a surplus.
- 6.9 The provision for operating capital and bad debt must be related to community and subsidised services and must not include any provisions in respect of trade and economic services.
- 6.10 Property rates will be used to finance institutional functions, community and infrastructural services
- 6.11 Surpluses from trade and economic services may be used to subsidise community and subsidised services.
- 6.12 The revenue basis of the Municipality will be optimally protected by limiting the exemptions, rebates and reductions.

7. CATEGORIES OF PROPERTIES

- 7.1 Subject to section 19 of the Act, Emthanjeni Municipality may, in terms of the criteria set out in its rates policy, levy different rates for different categories of rateable properties, determined in subsection (2) and (3), which must include categories determined according to the –
- 7.1.1 use of the property;
- 7.1.2 permitted use of the property; or
- 7.1.3 a combination of (a) and (b).
- 7.2 Categories of rateable property that may be determined will take effect on 01 July 2021 include the following: –

- 7.2.1 residential properties
- 7.2.2 industrial;
- 7.2.3 business and commercial properties
- 7.2.4 agricultural properties
- 7.2.5 mining properties
- 7.2.6 properties owned by an organ of state and used for public service purposes;
- 7.2.7 public services infrastructure (PSI) properties;
- 7.2.8 properties owned by public benefit organisations and used for specified public benefit activities;
- 7.2.9 properties used for multi purposes subject to section 9 of the MPRA.

8. EXEMPTIONS

8.1 Categories of properties

- 8.1.1 The following property categories are exempt from the payment of property rates: –
- 8.1.2 Municipal properties including municipal vacant land are exempted from paying property rates.
 - 8.1.2.1 Residential properties

All residential property with a market value of less than the amount as annually determined by the Municipality, are exempted from paying property rates. The exemption of R15 000 contemplated in terms of section 17(1)(h) of the Act and additional amount R20 000 will be supplemented by council based on affordability, ratepayer profile and the municipality's predetermined level of support to the poor.
 - 8.1.2.2 Public Service Infrastructure

Is exempted from paying rates on the first 30% of the market value of public service infrastructure property as it provides essential services to the community.
 - 8.1.2.3 Public Benefit Organisations –

Public Benefit Organisation Property means property owned by public benefit organisations and used for any specified public benefit activity listed in item 1 (welfare and humanitarian), item 2 (health care), and item 4 (education and development) of part 1 of the Ninth Schedule to the Income Tax Act. **The current property rates levy ratio of (1:0.25) in relation to residential property and PBO will be applicable.**
 - 8.1.2.4 A rate-exemption certificate issued by the South African Revenue Service (SARS), as contemplated in terms of Part 1 of the Ninth Schedule to the Income Tax Act, 1962 (Act No 58 of 1962), may be submitted together with the application.
 - 8.1.2.5 The Municipality retains the right to refuse the application for exemption if the details

supplied in the application were incomplete, incorrect or false.

8.2 Impermissible Rates

In terms of section 17(1) of the Property Rates Act, 2004, the Municipality may, inter alia, not levy rates: –

- 8.2.1 on those parts of a special nature reserve, national park or nature reserve within the meaning of the National Environmental Management: Protected Areas Act, 2003 (Act No 57 of 2003), or of a national botanical garden within the meaning of the National Environmental Management Biodiversity Act, 2004 (Act No 10 of 2004), which are not developed or used for commercial, business, residential or agricultural purposes.
- 8.2.2 on mineral rights within the meaning of paragraph (b) of the definition for “property” in section 1 of the Act.
- 8.2.3 on a property belonging to a land reform beneficiary or his or her heirs, provided that the exclusion lapses ten years from the date on which such beneficiary’s title was registered in the Deeds register.
- 8.2.4 on a property registered in the name of and primarily used as a place of public worship, including an official residence registered in the name of the church that is occupied by an office-bearer who acts as officiant of the church.

9. REBATES

9.1 Categories of properties

9.1.1 Residential properties

The Municipality grants all residential properties a further reduction of R20 000 on the valuation of property. In other words, a total amount of R35 000 (***first R15 000 in terms of s17(1)(h) and R20 000 granted by Council***) will be subtracted from the market value of the residential property. (***i.e When the Market value of the residential property is R235 000, then the rate payer will only pay rates and taxes on a market value of R200 000 (R235 000 less R35 000).***)

9.1.2 Business, commercial and industrial properties

- 9.1.2.1 The Municipality may grant rebates to rate-able undertakings that promote local, social or economic development within the municipal jurisdiction. The following criteria will apply: –

- (a) job creation in the municipal area;

- (b) social upliftment of the local community; and
- (c) creation of infrastructure for the benefit of the community.

9.1.2.2 Rebates will be granted on application subject to: -

- (a) a business plan issued by the directors of the company indicating how the local, social and economic development objectives of the Municipality are going to be met;
- (b) a continuation plan issued by the directors and certified by the auditors stating that the objectives have been met and how they plan to continue meeting the objectives; and
- (c) an assessment by the municipal manager or his/her nominee indicating that the company qualifies.

9.1.2.3 Council will consider all LED requests on an individual basis according to merits.

9.1.3 Rebate on agricultural property

9.1.3.1 the Municipality grants additional rates rebate (as set out below) in respect of properties used for agricultural purposes only, after which the current property rates levy ratio of (1:0.25) is applied, which is the applicable rate for properties used for agricultural purposes

<i>Financial Year</i>	<i>% Percentage Rebate</i>	<i>Application due date</i>
2021/2022	Rebate remains at 10%	Application process is being waived

9.1.3.2 In terms of section 84 of the Act the Minister for Provincial and Local Government, and in concurrence with the Minister of Finance as required through section 19 of the Act, may determine that a rate levied by council on a category of non-residential property may not exceed a prescribed ratio to the tariff levied on residential properties. Before the start of 2009/2010 financial year the Minister had promulgated a ratio of 1:0.25 which remains unchanged for the 2021/2022 financial year.

9.1.3.3 The granting of additional rebates is subject to the following: -

- (a) All applications must be addressed in writing to the Municipal Manager indicating how service delivery and development obligations of the Municipality and contribution to the social and economic welfare of farm workers were met. This application will be required as a once-off requirement;
- (b) Any new applications must be addressed in writing to the Municipality by 31 August of the financial year in respect of which the application is made, where applicable.
- (c) Council reserves the right to send officials or its agents on an annual basis to premises/households receiving relief for the purposes of conducting an on-site audit of the details supplied. The onus also rests on recipients to immediately notify Council of any changes in their original applications; and

- (d) The Municipality retains the right to refuse applications for rebates if the details supplied in the application form were incomplete, incorrect or false.

No other rebates will be granted to properties that qualify for the agricultural rebate. In order to avoid doubt, properties that qualify for the agricultural rebate will not be entitled to the residential rate exemption as set out in paragraph 11.1.1.2 of this policy. The rates account must be paid up to date otherwise the application will be unsuccessful.

9.1.3.4 Rebates on Public Benefit Organisations

The Municipality may grant additional rates rebate in respect of properties owned by public benefit organisations and used for any specific benefit activities listed in Part 1 of the Nine Schedule to the Income Tax Act, after to the current property rates levy ratio of (1:0.25) is applied. Applications received after 31 August for the financial year in respect of which the application is made will only not be considered. The rates account must be paid up to date otherwise the application will be unsuccessful.

<i>Financial Year</i>	<i>% Percentage Rebate</i>	<i>Application due date</i>
2021/2022	Rebate remains at 10%	Application process is being waived

9.2 Rebates will be granted on prescribed application form.

Rebate applications will only be considered upon receipt of the completed prescribed form and supporting documentation.

9.2.1 Municipal Rates and Taxes Rebates will only be granted on properties

owned by the municipality and vacant municipal properties which are sold to development or purchase subject to the conditions below.

Proper buildings and plants must be erected within six months after registration at the deeds office. Construction must be completed within one year in order to qualify for rates rebates. Failure to complete construction on these properties within one year after registration of properties at the deeds office, the municipality will use the building plans amount as a basis of municipal property valuation, and levy the properties accordingly. Rebates will only be granted on vacant municipal land. The rebates will be implemented as follows:

First Year (Year 1)

A rebate of 100% on the municipal value will be allowed to these properties.

Second Year (Year 2)

A rebate of 100% on the municipal value will be allowed to these properties.

Third Year (Year 3)

A rebate of 60% on the municipal value will be allowed to these properties.

Fourth Year (Year 4)

A rebate of 40% on the municipal value will be allowed to these properties.

Fifth Year (Year 5)

A rebate of 20% on the municipal value will be allowed to these properties.

Sixth Year (Year 6)

A rebate of 0% on the municipal value will be allowed to these properties.

10 Categories of Owners**10.1.2 Indigent owners -.**

The owners that qualify and are registered indigents in terms of the Municipality's policy for indigents receive a rebate on the payment of rates as specified in the Municipality's policy for indigents.

10.1.3 Rebates for retired and disabled persons

10.1.3.1 Retired and disabled persons qualify for special rebates in accordance with their monthly household income. Property owners who meet the following requirements may apply for a rebate: –

- (a) The property must be registered in the name of the applicant or the usufruct of the property must be established in the name of the applicant.
- (b) The owner must be at least sixty (65) years of age and total gross monthly income or earnings must not exceed
 - (i) an amount of R5 500 to qualify for a 50% rates rebate
 - (ii) an amount of R6 250 to qualify for a 45% rates rebate
 - (iii) an amount of R7 000 to qualify for a 40% rates rebate

(c) The property owner may not be the owner of more than one property.

- (d) The owner must occupy the relevant property. Where the owner is unable to occupy the property due to no fault of his/her own, the spouse or minor children may satisfy the occupancy requirement.
- (e) In the case of a semi-detached house, of which a section is rented out, only the rates paid on that section occupied by the owner is subject to rebates.

10.1.3.1.1 Property owners must apply annually for a rebate on a prescribed form as stipulated by the Municipality, and these applications must reach the Municipality by 30 September of the financial year in respect of which rates are levied. If the rebate applied for is granted, the rebate will apply for the full financial year. Applications received after 30

September for the financial year in respect of which the application is made will only be applied for the remainder of that financial year if approved.

- 10.1.3.1.2 The Municipality retains the right to refuse the granting of rebates if the details supplied in the application were incomplete, incorrect or false.
- 10.1.3.2 In the case of where the property has been sold during the financial year and where rebates have been granted, the rebates amount will be written back or debited against the account of the owner. The rebate will be forfeited.
- 10.1.3.3 Applications for rebates must be completed on the official Emthanjeni Municipality's Rebate application form and must be accompanied by the following information: –
- (a) a certified copy of the identity document of the owner or any other proof of the owner's age which is acceptable to the Municipality;
 - (b) sufficient proof of income of the owner and the his/her spouse;
 - (c) an affidavit from the owner;
 - (d) if the owner is a disabled person, satisfactory proof submitted to the Municipality that the relevant person receives a disability pension payable by the state.

11 REDUCTIONS

- 11.1 Reductions as contemplated in section 15 of the Act will be considered on an ad-hoc basis in the event of the following:-
- 11.1.2 Partial or total destruction of a property; or
- 11.1.3 Disasters as defined in the Disaster Management Act, 2002 (Act 57 of 2002).
- 11.2 The following conditions shall be applicable in respect of clause 13.1:-
- 11.2.2 The owner of the property referred to in clause 13.1.1 shall apply in writing for a reduction and the onus will rest on such applicant to prove to the satisfaction of the Municipality that his property has been totally or partially destroyed. He/ she will also have to indicate to what extent the property can still be used and the impact on the value of the property.
- 11.2.3 Owners of property referred to in clause 13.1.2 will only qualify for a rebate if affected by a disaster as referred to in the Disaster Management Act, 2002 (Act No. 57 of 2002).
- 11.2.4 A maximum reduction to be determined on an annual basis shall be allowed in respect of both clauses 13.1.1 and 13.1.2.
- 11.2.5 An ad-hoc reduction will not be given for a period in excess of 6 months, unless the Municipality gives further extension on application.
- 11.2.6 If rates were paid in advance prior to granting of a reduction the Municipality will credit the account of the owner as from the date of reduction.
- 11.2.7 The CFO in consultation with the Executive Committee will determine the percentage (%) of reduction in rates levy applicable to the damage caused by these properties.

12 COST OF EXEMPTIONS, REBATES AND REDUCTIONS

- 12.1 The chief financial officer must inform council during the budgeting process of all the costs associated with the proposed exemptions, rebates, reductions, phasing-in of rates and grants in the place of rates.
- 12.2 Provision must be made on the operating budget for –
- 12.2.2 the full potential revenue associated with property rates; and
- 12.2.3 the full cost associated with exemptions, rebates and reductions.
- 12.2.4 Rates ratios will approximately be

Category	Ratios
Agricultural Property	1:0,22
Business and Commercial Property	1:2
Industrial	1:2,5
Mining	1:2,5
Public Benefit Organisations Property	1:0,22
Residential Property	1:1
Vacant Land	1:2,5

13. MULTIPLE USE OF PROPERTIES

- 13.1 Properties used for multiple purposes which for example do not fall within the definition of Residential Properties and, accordingly, do not qualify for the residential rate, may be included into the category of multiple-use properties, as per section 9 (1) (c) of the Municipal Property Rates Act, for which an apportionment of value for each distinct use of the property will be calculated by the municipal valuer and used for billing at the appropriate and applicable rate, in cases where the municipal valuer considers it reasonable to apply this category as per section 9 (1) (c) of the Property Rates Act.
- 13.2 Pursuant to section 3 (3) (d) of the Act, it is the policy of the municipality to exercise its powers in terms of section 9(1) of the Act in relation **to properties used for multiple purposes by assigning a property use for the multiple purpose to a category based on the purpose corresponding with the dominant used of** the property where such dominant use is either Industrial or Commercial. Where the dominant use is any other, the property will be valued and rated using the apportionment in terms of section 9(2) of the Act.

14 PROPERTY REGISTER

- 14.1 A property register, divided into Sections A and B, regarding all properties in the municipal area of jurisdiction, must be compiled and maintained by the Municipality.

- 14.2 Section A of the register will consist of the current valuation roll of the Municipality and will include all supplementary valuations, as done from time to time.
- 14.3 Section B of the register will specify which properties on the valuation roll or any supplementary valuation roll are subject to: –
- 14.3.1 exemption from rates in terms of section 15 of the Act;
- 14.3.2 a reduction or rebate in terms of section 15 of the Act;
- 14.3.3 the phasing in of tariffs in terms of section 21 of the Act; and
- 14.3.4 exclusions as referred to in section 17 of the Act.
- 14.4 The register will be open for inspection by the public during office hours at the head office of the Municipality or on the internet website of the Municipality.
- 14.5 Section A of the register will be updated at least annually by the Municipality during the supplementary valuation process.
- 14.6 Section B of the register will be updated annually as part of the implementation of the Municipality's annual budget.

15 NOTIFICATION OF RATES

- 15.1 Rates will be effective from 01 July after Government Gazette publication.

16 CONSULTATION PROCESS

- 16.1 Council undertakes a new valuation in terms of the Act, a consultation process involving all interest groups will be undertaken during which the purpose and method of valuation will be explained.
- 16.2 Before the Municipality accepts the rates policy the municipal manager will follow a process of public participation, as prescribed in chapter 4 of the Municipal Systems Act, and comply with the following requirements: –
- 16.2.1 Display the Final property rates policy continuously for a period of thirty (30) days at the Municipality's head office, satellite offices and on the website.
- 16.2.2 Publish a notice in the media stating that the Final property rates policy was compiled for submission to council and that such a policy is available at the different municipal offices and on the website for public inspection.
- 16.2.3 Property owners and interested persons may obtain a copy of the Final policy from the municipal office during office hours at a prescribed cost per copy.

- 16.2.4 Property owners and interested parties are invited to address written suggestions or representations to the Municipality within the period prescribed in the notice.
- 16.2.5 Council will consider all suggestions and/or representations received during the Finalisation of the property rates policy.

17 FURNISHING OF ACCOUNTS

- 17.1 The Municipality will furnish each person liable for the payment of a rate with an written account, specifying: -
- 17.1.1 the amount due for rates payable;
 - 17.1.2 the date on or before which the amount is payable;
 - 17.1.3 how the amount was calculated;
 - 17.1.4 the market value of the property; and
 - 17.1.5 exemptions, reductions and rebates or the phasing-in of rates, if applicable.
- 17.2 A person liable for the payment of rates remains liable for payment, whether or not that person has received a written account from the Municipality, enquiries must be addressed to the Municipality by such a person who has not received a written account.
- 17.3 In the case of joint ownership the Municipality will, upon request, furnish written accounts to one or more individual owners.

18 PAYMENT OF RATES

- 18.1 Council may claim the payment of rates: -
- 18.1.1 on a monthly basis; or
 - 18.1.2 annually before 30 September of each year.
- 18.2 Rate payers may choose to pay rates in one instalment annually on or before 30 September of each year. The property owner must notify the municipal manager or his/her nominee by no later than 30 June in any financial year, or such later date in the financial year as determined by the Municipality, that he/she wishes to pay all rates in respect of such a property in annual instalments, after which such an owner shall be entitled to pay all rates in the subsequent financial year and all subsequent financial years annually until he/she withdraws this notice in similar manner.
- 18.3 In the case of joint ownership the Municipality may, in order to limit costs and prevent unnecessary administration, recover the rates continuously from one of the joint owners.

- 18.4 If a rate is payable: -
- 18.4.1 in a single amount annually, it must be paid on or before a date determined by the Municipality.
- 18.4.2 in instalments, it must be paid on or before a date in each period determined by the Municipality.
- 18.5 Interest on rates in arrears, (prime plus one percent(1%) whether paid annually or in equal monthly instalments, shall be calculated in accordance with the provisions of the Municipality's policy on credit control and debt collection.
- 18.6 If a property owner who in terms of this policy is liable for the payment of property rates fails to pay such rates in the prescribed manner, it will be recovered from him/her in accordance with the provisions of the Municipality's by-law on credit control and debt collection.
- 18.7 Rates in arrears shall be recovered from tenants, occupiers and agents of the owner in terms of section 28 and 29 of the Act and the Municipality's policy on credit control and debt collection.
- 18.8 In the event of rates levied emanating from a supplementary valuation, payment thereof will be according to the date determined by the Municipality and payment thereof may not be withheld pending an objection or appeal as determined by section 78(2) of the Act.
- 18.9 In the event that a property has been transferred to a new owner and rates emanating from a supplementary valuation become due and payable, the owner on date of the levy will be held responsible for the settlement of the interim rates account.
- 18.10 Where the rates on a specific property have been incorrectly determined, whether because of an error or omission on the part of the Municipality, or a contravention of the permitted use to which the property concerned may be put, the rates payable shall be adjusted retrospectively for the period of the date on which the error or omission is detected, back to the date on which rates were first levied in terms of the current valuation roll.
- 18.11 Where the error occurred because of false information provided by the property owner or as a result of a contravention of the permitted use of the property, interest on the unpaid portion of the adjusted rates payable shall be levied at the maximum rate permitted by prevailing legislation.
- 18.12 Rates Clearance Certificates:-

18.12.1 will be valid for up to end of the financial year, 30 June 2022, where applicable;

18.12.2 No clearance certificates will be issued for part of the financial year, only up and till the end of the financial year no extension on a certificate will be granted. If it expires a new application for clearance must be made;

18.12.3 Caselaw in terms of Rates Clearance will supersede and will enjoy preference.

19 FREQUENCY OF VALUATIONS

19.1 The Municipality shall prepare a new valuation roll at least every five (5) years as stated in the Amendments to the Municipal Property Rates Act.

19.2 In accordance with the Act the Municipality, under exceptional circumstances, may request the MEC for Local Government and Housing, to extend the validity of the valuation roll to five (5) years.

19.3 Supplementary valuations shall be done on a continual basis, but at least once financial year, in order to ensure that the valuation roll is maintained.

20 REVIEW PROCESS

The Property Rates Policy must be reviewed on an annual basis to ensure that it complies with the strategic objectives of the Municipality, as stipulated in the Integrated Development Plan and other applicable legislation.

21 IMPLEMENTATION

This policy will come into effect on 1 July 2021.

MUNISIPALITEIT EMTHANJENI MUNICIPALITY



FINAL SUPPLY CHAIN MANAGEMENT POLICY

2021 /2022 Financial Year

SUPPLY CHIAN MANAGEMENT POLICY

Policy for adoption by municipalities in terms of section 111 of the Municipal Finance Management Act, No 56 of 2003, and the Municipal Supply Chain Management Regulations.

Instructions:

Instructions:

1. Review this policy to ensure it meets the needs and requirements of the municipality amend where required.
2. Insert the name of municipality and other variable information where required throughout the policy.
3. The accounting officer is responsible for implementing the policy and must ensure it is promptly prepared and submitted to council (regulation 3).
4. If the accounting officer submits a Final policy to the council that differs from this policy, the accounting officer must ensure that such Final policy complies with the regulations. The accounting officer must report any deviation from this policy to the National Treasury and the relevant provincial treasury (regulation 3).
5. The accounting officer must at least annually review the policy and where necessary submit proposals for amendment to the council.

MUNICIPAL SUPPLY CHAIN MANAGEMENT POLICY
LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003

Council resolves in terms of section 111 of the Local Government Municipal Finance Management Act (No. 56 of 2003), to adopt the following proposal as the Supply Chain Management Policy of the Emthanjeni municipality.

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DEFINITIONS

1. In this Policy, unless the context otherwise indicates, a word or expression to which a meaning has been assigned in the Act has the same meaning as in the Act, and –

“Municipality” means the Emthanjeni municipality

“Municipal entity” has the meaning assigned to it by Section 1 of the Municipal systems Act, 2000.

“other applicable legislation” means any other legislation applicable to municipal supply chain management, including -

- [a] the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000);
- (b) the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003); and
- [c] the Construction Industry Development Board Act, 2000 (Act No.38 of 2000);

"in the service of the state" means to be -

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

"Sole Provider"-means a provider of specialized or exclusive goods/services who has a sole

distribution / patent /manufacturing rights and copy rights.

"senior manager" means an manager appointed in terms of section 56 of the Municipal Systems Act, 2000 or an acting manager appointed by the Accounting Officer.

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

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

"THE REGULATIONS" means the Local Government: Municipal Finance Management Act, 2003, Municipal Supply Chain Management Regulations published by Government Notice 10684 of 2017;

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

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

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

BLACK DESIGNATED GROUPS – has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad Based Black Economic Empowerment Act;

BROAD BASED BLACK ECONOMIC EMPOWERMENT ACT – means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)

CO-OPERATIVE – means a co-operative registered in terms of section 7 of the Co-operatives ACT, 2005 (Act No. 14 of 2005);

DESIGNATED GROUP means –

(a) black designated groups;

(b) black people;

(c) women;

(d) people with disabilities, or

(e) small enterprises, as defined in section 1 of the National Small Enterprise Act, (Act No. 102 of 1996);

“DESIGNATED SECTOR” – means a sector, sub-sector or industry or product designated in terms of regulation 8(1) (a)

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

“FUNCTIONALITY” – means the ability of a tenderer to provide goods or services in accordance with specifications as set out in the tender documents;

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

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

PEOPLE WITH DISABILITIES - has the meaning assigned to it in section 1 of the Employment Equity Act, 1998 (Act No. 55 of 1998);

PRICE – includes all applicable taxes less all unconditional discounts,

“PROOF OF B-BBEE STATUS LEVEL OF CONTRIBUTOR” – means –

(a) the B-BBEE status level certificate issued by an authorised body or person:

(b) a sworn affidavit as prescribeds by the B-BBEE Codes of Good Practice, or

(c) any other requirement prescribed in terms of the Broad-Based Black Economic Empowerment Act;

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

RURAL AREA - means

(a) a sparsely populated area in which people farm or depend on natural resources, including villages and small towns that are dispersed through the area; or

(b) an area including a large settlement which depends on migratory labour and remittances and government social grants for survival, and may have a traditional land tenure system.

STIPULATED MINIMUM THRESHOLD – means the minimum threshold stipulated in terms of regulation 8 (1) (b);

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

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

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

“**accredited**” means goods / services that are officially recognized, are generally accepted or having a guaranteed quality.

“**competitive bid**” means a bid in terms of a competitive bidding process;

“**competitive bidding process**” means a competitive bidding process referred to in paragraph 12 (1) (d) of this Policy;

“**Accounting officer**” means the Accounting Officer referred to in section 60 of the Municipal Finance Management Act, No. 56 of 2003, in relation to a municipal entity, means the official referred to in section 93, and includes a person acting as the accounting officer.

“Accredited Agent” means a provider who is authorized to deliver certain goods / services and can be trading in a specific area, however, an accredited agent is not a sole provider.

“emergency procurement” emergency cases are cases where immediate action is necessary in order to avoid dangerous or risky situation (life threatening) or misery such as floods or fires.

“exceptional / urgent cases” exceptional cases are cases where early delivery is of critical importance and the invitation of competitive bids is either impossible or impractical.

However a lack of proper planning should not be constituted as an urgent case subject to the approval of the Accounting Officer. The nature of the urgency and the details of the justifiable procurement must be recorded and the AO to approve.

“Final award”, in relation to bids or quotations submitted for a contract, means bids or quotations submitted for a contract, means the Final decision on which-bid or quote to accept;

"written or verbal quotations" means quotations referred to in paragraph 12(1)(b) of this Policy "formal written price quotation" **means quotations referred to in paragraph 12 (1) (c) of this Policy;**

“Fruitless and wasteful expenditure”- is defined in section 1 of the MFMA as follows: expenditure made in vain and would have been avoided had reasonable care been exercised;

“Irregular expenditure”- as contemplated in MFMA section 32 and refers to the;

- Municipal Finance Management Act, Act56 of 2003, and its regulations
- Municipal Systems Act, Act 32 of 2000, and its regulations
- Public Office-Bearers Act, Act20 of 1998, and its regulations; and
- The municipality’s supply chain management policy, and any by-laws giving effect to that policy.

"long term contract" means a contract with a duration period exceeding one year;

"list of accredited prospective providers" means the list of accredited prospective

providers which the municipality must keep in terms of paragraph 14 of this policy;

“Central Supplier Database (CSD)”- is a single database to serve as the source of all supplier information for all spheres of government. The purpose of centralising government’s supplier database is to reduce duplication of effort and cost for both supplier and government while enabling electronic procurement processes.

e-Tender Publication Portal - facilitates all government institutions to publish their tenders, corrigendum and award notices on a single platform. This portal gives FREE access to public sector tender opportunities in South Africa.

“Transversal contract” means a contract arranged for more than one dept/mun or for more than one level of government eg. National and Provincial Government.

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

“Unauthorized expenditure” - means any expenditure incurred by a municipality otherwise than in accordance with section 15 or 11 [3] and includes-

[a] overspending of the total amount appropriated in the municipality’s approved budget;

[b] overspending of the total amount appropriated for a vote in the approved budget;

[c] expenditure from a vote unrelated to the department or functional area covered by the vote;

[d] expenditure of money appropriated for a specific purpose ,otherwise than for that specific purpose;

[e] spending of an allocation referred to in paragraph [b],[c] or [d] of the definition of “allocation” otherwise than in accordance with any conditions of the allocation;or

[f] a grant by the municipality otherwise than in accordance with the MFMA.

CHAPTER 1

IMPLEMENTATION OF SUPPLY CHAIN MANAGEMENT POLICY

Supply chain management policy

2. (1) All officials and other role players in the supply chain management system of the municipality must implement this Policy in a way that
- (a) gives effect to -
 - (i) section 217 of the Constitution; and
 - (ii) Part 1 of Chapter 11 and other applicable provisions of the Act;
 - (b) is fair, equitable, transparent, competitive and cost effective;
 - (c) complies with -
 - (i) the Regulations; and
 - (ii) any minimum norms and standards that may be prescribed in terms of section 168 of the Act;
 - (d) is consistent with other applicable legislation;
 - Broad Based Black Economic Empowerment Act [B-BBEEA];
 - Corruption Act, 1998 – anti-corruption measures and practices;
 - Competition Law and Regulations;
 - Promotion of Administrative Justice Act, 2000;
 - National Archives of South Africa Act, 1996;
 - National Small Business Act;
 - Construction Industry Development Board Act, 2000 [Act no 38 of 2000].
 - Preferential Procurement Policy Framework Act
 - (e) does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and
 - (f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.
- (2) The municipal entity must, in addition to complying with subparagraph (1), apply this Policy, to the extent determined by the parent municipality, in a way that and that is consistent with the supply chain management policy of the municipality.
- (3) This Policy applies when the municipality-
- (a) procures goods or services;

- (b) disposes goods no longer needed;
 - (c) selects contractors to provide assistance in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or
 - (d) selects external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of that Act.
- (4) This Policy, except where provided otherwise, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Act, including
- (a) water from the Department of Water Affairs or a public entity, another municipality or a municipal entity; and
 - (b) electricity from Eskom or another public entity, another municipality or a municipal entity.

Amendment of the supply chain management policy

3. (1) The accounting officer must -

- (a) at least annually review the implementation of this Policy; and
 - (b) when the accounting officer considers it necessary, submit proposals for the amendment of this Policy to the council .
- (2) If the accounting officer submits proposed amendments to the council that differs from the model policy issued by the National Treasury, the accounting officer must -
- (a) ensure that such proposed amendments comply with the Regulations; and
 - (b) report any deviation from the model policy to the National Treasury and the relevant provincial treasury.
- (3) When amending this supply chain management policy the need for uniformity in supply chain practices, procedures and forms between organs of state in all spheres, particularly to promote accessibility of supply chain management systems for small businesses must be taken into account.

Delegation of supply chain management powers and duties

4. (1) The council hereby delegates all powers and duties to the accounting officer which are necessary to enable the accounting officer-
- (a) to discharge the supply chain management responsibilities conferred on accounting officers in terms of -
 - (i) Chapter 8 or 10 of the Act; and
 - (ii) this Policy;
 - (b) to maximise administrative and operational efficiency in the implementation of this Policy;
 - (c) to enforce reasonable cost effective measures for the prevention of fraud, corruption, favouritism and unfair and irregular practices in the implementation of this Policy; and
 - (d) to comply with his or her responsibilities in terms of section 115 and other applicable provisions of the Act.
- (2) Sections 79 and 106 of the Act apply to the sub delegation of powers and duties delegated to an accounting officer in terms of subparagraph (1).
- (3) The accounting officer may not sub delegate any supply chain management powers or duties to a person who is not an official of the municipality or to a committee which is not exclusively composed of officials of the municipality.
- (4) This paragraph may not be read as permitting an official to whom the power to make Final awards has been delegated, to make a Final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 26 of this Policy.

Sub delegations

5. (1) The accounting officer may in terms of section 79 or 106 of the Act sub delegate any supply chain management powers and duties, including those delegated to the accounting officer in terms of this Policy, but any such sub delegation must be consistent with subparagraph (2) of this paragraph and paragraph 4 of this Policy.
- (2) The power to make a Final award -
- (a) above R 10 million (VAT included) may not be sub delegated by the

accounting officer;

(b) above R2 million (VAT included), but not exceeding R10 million (VAT included), may be sub delegated but only to -

- (i) the chief financial officer;
- (ii) a senior manager; or
- (iii) a bid adjudication committee comprises of:
 - Chief Financial Officer
 - Head Infrastructure
 - Head Corporate Services
 - Chief Operational Manager

(c) not exceeding R2 million (VAT included) may be sub delegated but only to -

- (i) the chief financial officer;
- (ii) a senior manager;
- (iii) a manager -directly accountable to the chief financial officer or a senior manager; or -
- (iv) a bid adjudication committee comprises of:
 - Chief Financial Officer
 - Head Infrastructure
 - Head Corporate Services
 - Chief Operational Manager

(3) An official or bid adjudication committee to which the power to make Final awards has been sub delegated in accordance with subparagraph (2) must within five days of the end of each month submit to the official referred to in subparagraph (4) a written report containing particulars of each Final award made by such official or committee during that month, including-

- (a) the amount of the award;
- (b) the name of the person to whom the award was made; and
- (c) the reason why the award was made to that person.

(4) A written report referred to in subparagraph (3) must be submitted

- (a) to the accounting officer, in the case of an award by -
 - (i) the chief financial officer;

- (ii) a senior manager; or
 - (iii) a bid adjudication committee of which the chief financial officer or a senior manager is a member; or
- (b) to the chief financial officer or the senior manager responsible for the relevant bid; in the case of an award by-
 - (i). a manager referred to in subparagraph (2)(c)(iii); or
 - (ii) a bid adjudication committee of which the chief financial officer or a senior manager is not a member.
- (5) Subparagraphs (3) and (4) of this policy do not apply to procurements out of petty cash.
- (6) This paragraph may not be interpreted as permitting an official to whom the power to make Final awards has been sub delegated, to make a Final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 26 of this Policy.
- (7) No supply chain management decision-making powers may be delegated to an advisor or consultant.

Oversight role of council

- 6 (1) The council reserves its right to maintain oversight over the implementation of this Policy.
- (2) For the purposes of such oversight the accounting officer must -
 - (a) (i) within 30 days of the end of each financial year, submit a report on the implementation of this Policy and the supply chain management policy to the council of the municipality.
 - (ii) whenever there are serious and material problems in the implementation of this Policy, immediately submit a report to the council, who must then submit the report to the accounting officer of the municipality for submission to the council

- (3) The accounting officer must, within 10 days of the end of each quarter, submit a report on the implementation of the supply chain management policy to the mayor.
- (4) The reports must be made public in accordance with section 21A of the Municipal Systems Act.

Supply chain management unit

7. (1) A supply chain management unit is hereby established to implement this Policy.
- (2) The supply chain management unit operates under the direct supervision of the chief financial officer or an official to whom this duty has been delegated in terms of section 82 of the Act.

Training of supply chain management officials

9. The training of officials involved in implementing this Policy should be in accordance with any Treasury guidelines on supply chain management training.

CHAPTER 2 SUPPLY CHAIN MANAGEMENT SYSTEM

Format of supply chain management systems

- 9 This Policy provides systems for -
 - (i) demand management;
 - (ii) acquisition management;
 - (iii) logistics management;
 - (iv) disposal management;
 - (v) risk management; and
 - (vi) performance management.
 - (vii) asset management
 - (viii) Contract Management

Part 1: Demand management

System of demand management

10 (1) The accounting officer must establish and implement an appropriate demand management system in order to ensure that the resources required by the municipality support its operational commitments and its strategic goals outlined in the Integrated Development Plan

- (2) The demand management system must -
- (a) include timely planning and management processes to ensure that all goods and services required by the municipality are quantified, budgeted for and timely and effectively delivered at the right locations and at the critical delivery dates, and are of the appropriate quality and quantity at a fair cost;
 - (b) take into account any benefits of economies of scale that may be derived in the case of acquisitions of a repetitive nature; and
 - (c) provide for the compilation of the required specifications to ensure that its needs are met.
 - (d) To undertake appropriate industry analysis and research to ensure that innovations and technological benefits are maximized.
 - (e) The municipality must compile a Procurement Plan containing all planned procurement for the financial year in respect of the procurement of goods, services and infrastructure projects which exceed R 200 000 [all applicable taxes included] per case as described in the Supply Chain Management Guide for Accounting Officers. The procurement plan must be Finalized on the 1 July every year. The relevant information should preferably be furnished in the format contained in the MFMA Circular 62 (Annexure A and B).

Part 2: Acquisition management

System of acquisition management

11. (1) The accounting officer must implement the system of acquisition management set out in this Part in order to ensure -
- (a) that goods and services are procured by the municipality in accordance with authorised processes only;
 - (b) that expenditure on goods and services is incurred in terms of an approved budget in terms of section 15 of the Act;
 - (c) that the threshold values for the different procurement processes are complied with;-
 - (d) that bid documentation, evaluation and adjudication criteria, and general conditions of a contract, are as per National and Provincial prescripts.
 - (e) that the preference point system used in accordance with the Preferential Procurement Regulations 2017.
 - (f) that any Treasury guidelines on acquisition management are properly taken into account.
 - (g) Verification of bids in excess of R10 million

Prior to advertisement:

Verification by the CFO

The senior manager responsible for a vote must submit to the CFO:

- proof that budgetary provision exists for the procurement of the goods/services and / or infrastructure projects;
- any ancillary budgetary implications related to the bid;
- any multi -year budgetary implications;

Prior to the award of a bid

Contracts above the value of R 10 million [all applicable taxes included] may only be awarded to the preferred bidder after the CFO has verified in writing that budgetary provision exists for the acquisition of the goods, infrastructure projects and /or services and that it is consistent with the Integrated Development Plan.

- (h) Publication of awards in respect of advertised competitive bids [above the threshold value of R 200 000]

The following information on the successful bids must be placed on the municipal website:

- Contract numbers and description of goods, services or infrastructure projects;
- Names of the successful bidders and the B-BBEE level of contribution claimed;
- Brand names and dates for completion of contracts.

(i) Functionality

Adhere to the revised guidelines when functionality is included as a criterion in the evaluation of bids [National Treasury note issued in September 2010].

(i) Clear indication must be given in bid documents if bids will be evaluated on functionality.

(ii) Evaluation criteria must be objective.

(iii) The weight of each criterion, applicable values and the minimum qualifying score [for each bid on its own merit] must be indicated in the bid documents.

(iv) Bidders failing to achieve the qualifying score for functionality must be disqualified.

(v) Bidders achieving the minimum qualifying score must be evaluated further in terms of points for price and B-BBEE status level contribution

(vi) Must be determined separately for each tender; and

May not be so-

- low that it may jeopardise the quality of the required goods and services; or
- high that it is unreasonably restrictive.

(vii) Points scored for functionality must be rounded off to the nearest two decimal places.

(2) When procuring goods or services contemplated in section 110(2) of the Act must make public the fact that it procures such goods and services otherwise than through its supply chain management system, including -

- (a) the kind of goods or services; and
- (b) the name of the supplier.

Range of procurement processes

12. (1) Goods and services may only be procured by way of-
- (a) petty cash purchases or invoices, up to a transaction value of R2 000 (VAT included);
 - (b) written or verbal quotations for procurements of a transaction value over R2 000 up to R10 000 (VAT included);
 - (c) formal written price quotations for procurements of a transaction value over R10 000 up to R200 000 (VAT included); and
 - (d) a competitive bidding process for-
 - (i) procurements above a transaction value of R200 000 (VAT included); and
 - (ii) the procurement of long term contracts.
- (2) The accounting officer may, in writing-
- (a) lower, but not increase, the different threshold values specified in subparagraph (1); or
 - (b) direct that-
 - (i) written or verbal quotations be obtained for any specific procurement of a transaction value lower than R2 000 [all taxes included];
 - (ii) formal written price quotations be obtained for any specific procurement of a transaction value lower than R 10 000[all taxes included]; or
 - (iii) a competitive bidding process be followed for any specific procurement of a transaction value lower than R200 000 [all taxes included].
- (3) (a) Goods or services may not deliberately be split into parts or items of a lesser value merely to avoid complying with the requirements of the policy.
- (b) When determining transaction values, a requirement for goods or services consisting of different parts or items must as far as possible be treated and dealt with as a single transaction.

Deviation

- (i) the purchasing of fuel must be done at local suppliers as far as possible.
- (ii) payment of travel and substance allowance according to SARS tariffs
- (iii) provision are made for sole providers in the municipal area, example Karoo

Vleisboere (Vanwyksvlei and Vosburg), to prevent unnecessary reporting of deviation.

General preconditions for consideration of written quotations or bids

13. A written quotation or bid may not be considered unless the provider who submitted the quotation or bid -
- (a) has furnished that provider's -
- (i) full name;
 - (ii) identification number or company or other registration number; and
 - (iii) tax reference number and VAT registration number, if any;
 - (iv) registered on Central Supplier Database(CSD) with a tax compliant status;
 - (v) check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears for more than three [3] months; or if the bidder lives in the rural area, he or she should get proof of residence from the chief of the village of the area
 - (vi) requirements for construction and engineering related bids should be awarded according to CIDB regulations;
 - (vii) The CIDB Act requires that all projects need to be registered with the CIDB;
 - (viii) Before an award is done to a contractor, the contractor's CIDB grading must be confirmed with the CIDB website;
 - (ix) The CIDB grading designation is as follows:

Grading designation	Less than or equal to
1	R 500 000
2	R 1 000 000
3	R 3 000 000
4	R 6 000 000

5	R	10 000 000
6	R	20 000 000
7	R	60 000 000
8	R	200 000 000
9		No Limit

- (b) has authorised the municipality to obtain a tax clearance from the South African Revenue Services that the provider's tax matters are in order; and [the tax compliant status be verified on the Central Supplier Database(CSD)] and
- (c) has indicated -
- (i) whether he or she is in the service of the state, or has been in the service of the state in the previous twelve months;
 - (ii) if the provider is not a natural person, whether any of its directors, managers, principal shareholders or- stakeholder is in the service of the state, or has- been in the service of the state in the previous twelve months; or
 - (iii) whether a spouse, child or parent of the provider or of a director, manager, shareholder or stakeholder referred to in subparagraph (ii) is in the service of the state, or has been in the service of the state in the previous twelve months.

Lists of accredited prospective providers

14. (1) The accounting officer must -

- (a) utilise the National Central Supplier Database(NCSD) to source accredited service providers of goods and services that must be used for procurements through written, verbal quotations, formal written price quotations and competitive bids; and
- (b) invite prospective service providers of goods and services to apply for evaluation and listing as accredited prospective service providers for subcontracting purposes; and

- (c) dis-allow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector.
- (d) Suppliers may update their CSD status continuously;
- (e) CSD is compiled per commodity and per type of service.

Deviation

Due to the location of the municipality purchasing under R10 000 will not be limited to CSD, but before an payment is made or order is issued such service provider must register on the CSD.

Petty cash purchases

15. The conditions for the procurement of goods by means of petty cash purchases referred to in paragraph 12 (1) (a) of this Policy, are as follows -

- (a) council determine the terms on which a manager may delegate responsibility for petty cash to an official reporting to the manager;
- (b) council determine the maximum number of petty cash purchases or the maximum amounts per month for each manager;
- (c) council determine any types of expenditure from petty cash purchases that are excluded, where this is considered necessary; and
- (d) a monthly reconciliation report from each manager must be provided to the chief financial officer, including -
 - (i) the total amount of petty cash purchases for that month; and
 - (ii) receipts and appropriate documents for each purchase.

Deviation

To be not applicable due to the size of the municipality..

Written or verbal quotations

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

- (a) Quotations must be obtained from at least three different providers preferably from, but not limited to, providers whose names are listed on the CSD.
- (b) quotations must be approved on a rotation basis.
- (c) to the extent feasible, providers must be requested to submit such quotations in writing
- (d) if it is not possible to obtain at least three quotations, the reasons must be recorded and reported quarterly to the accounting officer or another official designated by the accounting officer;
- (e) the accounting officer must record the names of the potential providers requested to provide such quotations with their quoted prices; and
- (f) if a quotation was submitted verbally, the order may be placed only against written confirmation by the selected provider:
- (g) The municipality will investigate and utilize various other options to advertise bids/quotations viz. community boards, the library, public buildings, police station, etc. This is to ensure that the municipality tried to obtain at least three quotations.
- (h) In cases where there are only a few suppliers for certain goods eg. vehicle repairs, fuel outlets, etc. the municipality will then use these suppliers on a rotation basis. This practice will only be utilized in exceptional cases. As soon as more suppliers become available, such goods / services will be provided via the normal scm quotations.

Formal written price quotations -

- 17. (1)** The conditions for the procurement of goods or services through formal written price quotations, are as follows:
- (a) quotations must be obtained in writing from at least three different providers whose names are listed on Central Supplier Database
 - (b) if it is not possible to obtain at least three quotations, the reasons must be recorded and approved by the chief financial officer or an official designated by the chief financial officer, and
 - (c) the accounting officer must record the names of the potential providers and their written quotations.

- (2) A designated official referred to in subparagraph (1) (c) must within three days of the end of each month report to the chief financial officer on any approvals given during that month by that official in terms of that subparagraph.

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

18. The procedure for the procurement of goods or services through written or verbal quotations or formal written price quotations, is as follows:
 - (a) the accounting officer must promote ongoing competition amongst providers by inviting providers to submit quotations on a rotation basis.
 - (b) all requirements in excess of R30 000 (VAT included) that are to be procured by means of formal written price quotations must, in addition to the requirements of paragraph 17, be advertised for at least seven days on the website and on an official notice board of the municipality ;
 - (c) offers received must be evaluated on a comparative basis taking into account unconditional discounts;
 - (d) the accounting officer or chief financial officer must on a monthly basis be notified in writing of all written or verbal quotations and formal written price quotations accepted by an official acting in terms of a sub delegation;
 - (e) offers below R30 000 (VAT included) must be awarded based on compliance to specifications and conditions of contract, ability and capability to deliver the goods and services and lowest price;
 - (f) acceptable offers, which are subject to the preference points system (PPPFA and PPR 2017), must be awarded to the bidder who's offer is according to specifications, has the ability to deliver and is compliant with all the other requirements and scored the highest points.
 - (g) Minimum requirements for proper record keeping must be complied with.
- Deviation
- Certified documents that are email for quotations and tenders will be accepted due to poor courier services

Competitive bids

19. (1) Goods or services above a transaction value of R200 000 (VAT included) and long term contracts may only be procured through a competitive bidding process, subject to paragraph 11 (2) of this Policy.
- (2) No requirement for goods or services above an estimated transaction value of R200 000 (VAT included), may deliberately be split into parts or items of lesser value merely for the sake of procuring the goods or services otherwise than through a competitive bidding process.
- (3) The 80 / 20 principle is applicable; 80 points for price and 20 points for B-BBEE status level verification certificates. The 20 points will be standard as follows;

B-BBEE Status Level of Contributor	Number of points [80 / 20]	Number of points [90/10]
1	20	10
2	18	9
3	14	6
4	12	5
5	8	4
6	6	3
7	4	2
8	2	1
Non compliant Contributor	0	0

4. The points scored for price must be added to the points scored for B-BBEE status level of contribution to obtain the bidder's total points scored out of 100.

A bid must not be disqualified from the bidding process if the bidder does not submit a certificate substantiating the B-BBEE status level of contribution or is a non-compliant contributor. Such a bidder will score 0 out of a maximum of 10 or 20 points for B-BBEE status.

5. The 80/20 point system is applicable from R30 000 [all taxes included] up to R50 million [all taxes included]

6. The 90/10 point system is applicable to bids invited exceeding R 50 million [all taxes included]

4. The specification committee will make proposals if functionality points need to be used and the evaluation committee will approve a variation in the point system for a specific bid.

5. For construction procurements the CIDB Act and Regulations are to be used for quotations/bids.

Process for competitive bidding

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

- (a) Compilation of bidding documentation as detailed in paragraph 21;
- (b) Public invitation of bids as detailed in paragraph 22;
- (c) Site meetings or briefing sessions as detailed in paragraph 22;
- (d) Handling of bids submitted in response to public invitation as detailed in paragraph 23;
- (e) Evaluation of bids as detailed in paragraph 28;
- (f) Award of contracts as detailed in paragraph 29;
- (g) Administration of contracts
 - (i) After approval of a bid, the accounting officer and the bidder must enter into a written agreement.

(h) Sub-contracting

1. (i) A person awarded a contract may only enter into a subcontracting arrangement with the approval of the organ of state.

(ii) A person awarded a contract in relation to a designated sector, may not subcontract in such a manner that the local production and content of the overall value of the contract is reduced to below the stipulated minimum threshold.

(iii) A person awarded a contract may not submit more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level of contributor than the person concerned unless the contract is subcontracted to an EME that has the capability and ability to execute the subcontract.

2. SUBCONTRACTING AS CONDITION OF TENDER

(a) If feasible to subcontract for a contract above R30 million, an organ of state must apply subcontracting to advance designated groups.

(b) If an organ of state applies subcontracting as contemplated in subregulation (1) the organ of state must advertise the tender with a specific tendering condition that the successful tenderer must subcontract a minimum of 30% of the value of the contract to-

(i) an EME or QSE which is at least 51% Black Owned;

(ii) an EME or QSE which is at least 51% owned black owned by black youth;

(iii) and EME or QSE which is at least 51% Black Women Owned;

(iv) an EME or QSE which is at least 51% owned by black people with disabilities;

(v) an EME or QSE which is 51% owned by black people living in rural or underdeveloped areas and / or townships;

(vi) a Cooperative which is at least 51% owned by black people;

(vii) an EME or QSE which is at least 51% owned by black people who are military veterans;

(viii) The organ of state must make available the list of all suppliers registered on a database approved by national treasury to provide the required goods or services in respect of the applicable designated groups mentioned in sub-

regulation (2) from which the tenderer must select a supplier.

(j) LOCAL PRODUCTION AND CONTENT

(1) The Department of Trade and Industry may, in consultation with the National Treasury -

(a) designate a sector, sub-sector or industry or product in accordance with national development and industrial policies for local production and content, where only locally produced services or goods or locally manufactured goods meet the stipulated minimum threshold for local production and content, taking into account economic and other relevant factors; and

(b) stipulate a minimum threshold for local production and content.

(2) An organ of state must, in the case of a designated sector, advertise the invitation to tender with a specific condition that only locally produced goods or locally manufactured goods, meeting the stipulated minimum threshold for local production and content, will be considered.

(3) The National Treasury must inform organs of state of any designation made in terms of regulation 8(1) through a circular,

(4) (a) If there is no designated sector, an organ of state may include, as a specific condition of the tender, that only locally produced services or goods or locally manufactured goods with a stipulated minimum threshold for local production and content, will be considered.

(b) The threshold referred to in paragraph (a) must be in accordance with the standards determined by the Department of Trade and Industry in consultation with the National Treasury.

(5) A tender that fails to meet the minimum stipulated threshold for local production and content is an unacceptable tender.

(6) Local Content also applicable when requesting quotations.

(k) Evaluation of bids that scored equal points

In the event that two or more bids have scored equal total, the successful bid must be the one that scored the highest points for B-BBEE.

If two or more bids have equal points, including equal preference points for B-BBEE, the successful bid must be the one scoring the highest points for functionality, if functionality is part of the evaluation process.

In the event that two or more bids are equal in all respects, the award must be decided by drawing lots.

(l) Cancellation and re-invitation of bids

(i) Addition of sub-regulation related to cancellation of tender due to material Irregularities.

(ii) Also in addition of a provision that an organ of state may cancel a tender for the second time, only with the approval of the relevant treasury.

(m) Awarding of contracts

A contract must be awarded to the bidder who scored the highest total number of points in terms of the preference point system. In exceptional circumstances a contract may, on reasonable and justifiable grounds be awarded to a bidder that did not score the highest number of points. The reasons for such a decision must be approved and recorded for audit purposes and must be defensible in a court of law.

(n) Sale and letting of assets

The Preferential Procurement Regulations, 2017, are not applicable to the sale and letting of assets.

In instances where assets are sold or leased, by means of a bidding process, the bid must be awarded to the bidder with the highest price

(o) Proper record keeping

(i) Original / legal copies of written contracts agreements should be kept in a secure place for reference purposes.

Bid documentation for competitive bids

21. The criteria to which bid documentation for a competitive bidding process must comply, must-

(a) take into account -

(i) the general conditions of contract and any special conditions of contract, if

- specified;
- (ii) any Treasury guidelines on bid documentation; and
 - (iii) the requirements of the Construction Industry Development Board, in the case of a bid relating to construction, upgrading or refurbishment of buildings or infrastructure;
- (b) include the preference points system to be used , goals as contemplated in the Preferential Procurement Regulations and evaluation and adjudication criteria, including any criteria required by other applicable legislation;
- (c) compel bidders to declare any conflict of interest they may have in the transaction for which the bid is submitted;
- (d) if the value of the transaction is expected to exceed R 10 million (VAT included), require bidders to furnish-
- (i) if the bidder is required by law to prepare annual financial statements for auditing, their audited annual financial statements-
 - (aa) for the past three years; or
 - (bb) since their establishment if established during the past three years;
 - (ii) a certificate signed by the bidder certifying that the bidder has no undisputed commitments for municipal services towards a municipality or other service provider in respect of which payment is overdue for more than 30 days;
 - (iii) particulars of any contracts awarded to the bidder by an organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution. of such contract;
 - (iv) a statement indicating whether any portion of the goods or services are expected to be sourced from outside the Republic, and, if so, what portion and whether any portion of payment from the municipality is expected to be transferred out of the Republic; and
- (e) stipulate that disputes must be settled by means of mutual consultation, mediation (with or without legal representation), or, when unsuccessful, in a South African court of law.

- (f) The Accounting Officer reserves the right to stipulate such a dispute to be settled utilizing a court of law preferably within the municipal boundaries or as close as possible to the municipal boundaries

Public invitation for competitive bids

22. (1) The procedure for the invitation of competitive bids, is as follows:

- (a) Any invitation to prospective providers to submit bids must be by means of a public advertisement in newspapers commonly circulating locally, the website of the municipality or any other appropriate ways which include for;

(i) GOODS AND SERVICES:

Advertisement of Bids and the Publication of notices in respect of Awards, Cancelled Bids, Verification and Extension of existing contracts on the e-Tender Publication Portal and Government Tender Bulletin; and

(ii) WORKS AND INFRASTRUCTURE:

Advertisements of Bids and the Publication of notices in respect of Bids, and cancellation of bids will be done(Advertsied) on the Tender E-Portal as it automatically transfer the bid to CIDB i-Tender.

- (b) the information contained in a public advertisement, must include-

- (i) the closure date for the submission of bids, which may not be less than 30 days in the case of transactions over R 10 million (VAT included), or which are of a long term nature, or 14 days in any other case, from the date on which the advertisement is placed in a newspaper, subject to subparagraph (2) of this policy;
- (ii) a statement that bids may only be submitted on the bid documentation provided by the municipality or the bid document uploaded on the e-tender portal; and
- (iii) date, time and venue of any proposed site meetings or briefing sessions;

- (2) The accounting officer may determine a closure date for the submission of bids on the grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official procurement process.

- (3) Bids submitted must be sealed.
- (4) Where bids are requested in electronic format, such bids must be supplemented by sealed hard copies.
- (5) If a municipality decides to apply **pre-qualifying criteria** to advance certain designated groups, that organ of state must advertise the tender with a specific tendering condition that only one or more of the following tenderers may respond –
 - (1) a tenderer having a stipulated minimum B-BBEE status level of contributor;
 - (2) an EME or QSE;
 - (3) a tenderer or subcontracting a minimum of 30% to –
 - (i) an EME or QSE which is at least 51% owned by black people,
 - (ii) an EME or QSE which is at least 51% owned black owned by black people who are youth.
 - (iii) and EME or QSE which is at least 51% owned by black people who are women;
 - (iv) an EME or QSE which is at least 51% owned by black people with disabilities;
 - (ix) an EME which is 51% owned by black people living in rural or underdeveloped areas or townships;
 - (x) a cooperative which is at least 51% owned by black people;
 - (xi) an EME or QSE which is at least owned by black people who are military veterans;
 - (xii) and EME or QSE

Procedure for handling, opening and recording of bids

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

- (a) Bids-
 - (i) must be opened only in public;
 - (ii) must be opened at the same time and as soon as possible after the period for the submission of bids has expired; and
 - (iii) received after the closing time should not be considered and returned unopened immediately.
- (b) Any bidder or member of the public has the right to request that the names

of the bidders who submitted bids in time must be read out and, if practical, also each bidder's total bidding price;

(c) No information, except the provisions in subparagraph (b), relating to the bid should be disclosed to bidders or other persons until the successful bidder is notified of the award; and

(d) The accounting officer must-

- (i) record in a register all bids received in time;
- (ii) make the register available for public inspection; and
- (iii) publish the entries in the register and the bid results on the website.

Negotiations with preferred bidders

24. (1) The accounting officer may negotiate the Final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provided that such negotiation -

- (a) does not allow any preferred bidder a second or unfair opportunity;
- (b) is not to the detriment of any other bidder; and
- (c) does not lead to a higher price than the bid as submitted.
- (d) upon approval to negotiate, the AO/AA must appoint a cross functional negotiation team, with one member appointed to be team leader.
- (e) the negotiation team leader must ensure that all members of the negotiating team are clear on the negotiation strategy and desired outcomes.

(2) Minutes of such negotiations must be kept for record purposes.

Two-stage bidding process

25. (1) A two-stage bidding process is allowed for -

- (a) large complex projects;
- (b) projects where it may be undesirable to prepare complete detailed technical specifications; or
- (c) long term projects with a duration period exceeding three years.

- (2) In the first stage technical proposals on conceptual design or performance specifications should be invited, subject to technical as well as commercial clarifications and adjustments.
- (3) In the second stage Final technical proposals and priced bids should be invited.

Committee system for competitive bids

26. (1) A committee system for competitive bids is hereby established, consisting of the following committees for each procurement or cluster of procurements as the accounting officer may determine:
- (a) a bid specification committee;
 - (b) a bid evaluation committee; and
 - (c) a bid adjudication committee;
- (2) The accounting officer appoints the members of each committee, taking into account section 117 of the Act; and
- (3) A neutral or independent observer, appointed by the accounting officer, must attend or oversee a committee when this is appropriate for ensuring fairness and promoting transparency.
- (4) The committee system must be consistent with -
- (a) paragraph 27, 28 and 29 of this Policy; and
 - (b) any other applicable legislation.
- (5) The accounting officer may apply the committee system to formal written price quotations.

Bid specification committees

27. (1) A bid specification committee must compile the specifications for each procurement of goods or services by the municipality .
- (2) Specifications -
- (a) must be Finalized in an unbiased manner to allow all potential suppliers to

- offer their goods or services;
- (b) must take account of any accepted standards such as those issued by Standards South Africa, the International Standards Organisation, or an authority accredited or recognised by the South African National Accreditation System with which the equipment or material or workmanship should comply;
 - (c) must, where possible, be described in terms of performance required rather than in terms of descriptive characteristics for design;
 - (d) may not create trade barriers in contract requirements in the forms of specifications, plans, drawings, designs, testing and test methods, packaging, marking or labelling of conformity certification;
 - (e) may not make reference to any particular trade mark, name, patent, design, type, specific origin or producer unless there is no other sufficiently precise or intelligible way of describing the characteristics of the work, in which case such reference must be accompanied by the word "equivalent";
 - (f) must indicate each specific goal for which points may be awarded in terms of the points system set out in the Preferential Procurement Regulations 2001; and
 - (g) must be approved by the accounting officer prior to publication of the invitation for bids in terms of paragraph 22 of this Policy.
- (3) A bid specification committee must be composed of one or more officials of the municipality preferably the manager responsible for the function involved, and may, when appropriate, include external specialist advisors.
- (4) No person, advisor or corporate entity involved with the bid specification committee, or director of such a corporate entity, may bid for any resulting contracts.

Bid evaluation committees

28. (1) A bid evaluation committee must-
- (a) evaluate bids in accordance with -
 - (i) the specifications for a specific procurement; and
 - (ii) the points system set out in terms of paragraph 27(2)(f).

- (b) evaluate each bidder's ability to execute the contract;
 - (c) check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears, and;
 - (d) submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.
- (2) A bid evaluation committee must as far as possible be composed of-
- (a) officials from departments requiring the goods or services; and
 - (b) at least one supply chain management practitioner of the municipality.

Bid adjudication committees

29. (1) A bid adjudication committee must -
- (a) consider the report and recommendations of the bid evaluation committee; and
 - (b) either-
 - (i) depending on its delegations, make a Final award or a recommendation to the accounting officer to make the Final award; or
 - (ii) make another recommendation to the accounting officer how to proceed with the relevant procurement.
- (2) A bid adjudication committee must consist of at least four senior_managers of the municipality , which must include -
- (i) the chief financial officer or, if the chief financial officer is not available, another manager in the budget and treasury office reporting directly to the chief financial officer and designated by the chief financial officer; and
 - (ii) at least one senior supply chain management practitioner who is an official of the municipality ; and
 - (iii) a technical expert in the relevant field who is an official, and who requests the goods /services must be co-opted any way. Outside technical experts can also be co-opted, they must leave the meeting after advice has been given. Only standing committee members can be involved in Final

deliberation and recommendations or Final approval.

- d. Where the Bid Adjudication Committee is of the view that the tenderer is charging prices higher than the fair market price, the Bid Adjudication Committee may request for the AO/AA to subject the tender to price negotiations with the tenderers scoring the highest points (from first highest to third highest) before award is made.
- (3) The accounting officer must appoint the chairperson of the committee. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting.
- (4) Neither a member of a bid evaluation committee, nor an advisor or person assisting the evaluation committee, may be a member of a bid adjudication committee.
- (5) (a) If the bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must prior to awarding the bid -
- (i) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears, and;
 - (ii) notify the accounting officer.
- (b) The accounting officer may-
- (i) after due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in paragraph (a); and
 - (ii) if the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.
- (6) The accounting officer may at any stage of a bidding process, refer any recommendation made by the evaluation committee or the adjudication committee back to that committee for reconsideration of the recommendation.

- (7) The accounting officer must comply with section 114 of the Act within 10 working days
- (8) For the purposes of continuity and not to delay meetings the Accounting Officer may also appoint any official to temporarily replace members that are absent from meetings due to illness, leave, etc. The Accounting Officer may also decide whether or not such an official will have the same powers as committee members.

Procurement of banking services

30. (1) A contract for banking services-
- (a) must be procured through competitive bids;
 - (b) must be consistent with section 7 or 85 of the Act; and
 - (c) may not be for a period of more than five years at a time.
- (2) The process for procuring a contract for banking services must commence at least nine months before the end of an existing contract.
- (3) The closure date for the submission of bids may not be less than 60 days from the date on which the advertisement is placed in a newspaper in terms of paragraph 22(1). Bids must be restricted to banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990):

Procurement of IT related goods or services

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

- (4) If SITA comments on the submission and the municipality disagrees with such comments, the comments and the reasons for rejecting or not following such comments must be submitted to the council, the National Treasury, the relevant provincial treasury and the Auditor General.

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

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

Procurement of goods necessitating special safety arrangements

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

Proudly SA Campaign

34. The municipality supports the Proudly SA Campaign to the extent that, all things being equal, preference is given to procuring local goods and services from:

- Firstly - suppliers and businesses within the municipality or district;
- Secondly - suppliers and businesses within the relevant province;
- Thirdly - suppliers and businesses within the Republic.

Appointment of consultants

35. (1) The accounting officer may procure consulting services provided that any Treasury guidelines in respect of consulting services are taken into account when such procurements are made.
- (2) Consultancy services must be procured through competitive bids if
- (a) the value of the contract exceeds R200 000 (VAT included); or
 - (b) the duration period of the contract exceeds one year.
- (3) In addition to any requirements prescribed by this policy for competitive bids, bidders must furnish particulars of -
- (a) all consultancy services provided to an organ of state in the last five years; and
 - (b) any similar consultancy services provided to an organ of state in the last five years.
- (4) The accounting officer must ensure that copyright in any document produced, and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised, by a consultant in the course of the consultancy service is vested in the municipality.

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

36. (1) The accounting officer may -
- (a) dispense with the official procurement processes established by this Policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only -
 - (i) in an emergency;
 - (ii) if such goods or services are produced or available from a single provider only;

- (iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;
 - (iv) acquisition of animals for zoos and/or nature and game reserves; or
 - (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and
- (b) ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.
- (2) The accounting officer must record the reasons for any deviations in terms of subparagraphs (1)(a) and (b) of this policy and report them to the next meeting of the council and include as a note to the annual financial statements.
- (3) Subparagraph (2) does not apply to the procurement of goods and services contemplated in paragraph 11 (2) of this policy.

(4) Management of expansion or variation of orders against the original contract

(i) Contracts may be expanded or varied by not more than 20% for construction related goods, services and /or infrastructure projects and 15% for all other goods and/or services of the original value of the contract. Furthermore, anything beyond the above mentioned thresholds must be reported to council. Any expansion or variation in excess of these thresholds must be dealt with in terms of the provisions of Section 116 (3) of the MFMA which will be regarded as an amendment of the contract.

(ii) The contents of this paragraph are not applicable to transversal contracts, facilitated by the relevant treasuries on behalf of municipalities and specific term contracts. The latter refers to orders placed as and when commodities are required and at the time of awarding contracts, the required quantities were unknown.

Unsolicited bids

37. (1) In accordance with section 113 of the Act there is no obligation to consider unsolicited bids received outside a normal bidding process.

- (2) The accounting officer may decide in terms of section 113(2) of the Act to consider an unsolicited bid, only if-
 - (a) the product or service offered in terms of the bid is a demonstrably or proven unique innovative concept;
 - (b) the product or service will be exceptionally beneficial to, or have exceptional cost advantages;
 - (c) the person who made the bid is the sole provider of the product or service; and
 - (d) the reasons for not going through the normal bidding processes are found to be sound by the accounting officer.
- (3) If the accounting officer decides to consider an unsolicited bid that complies with subparagraph (2) of this policy, the decision must be made public in accordance with section 21A of the Municipal Systems Act, together with -
 - (a) its reasons as to why the bid should not be open to other competitors;
 - (b) an explanation of the potential benefits if the unsolicited bid were accepted; and
 - (c) an invitation to the public or other potential suppliers to submit their comments within 30 days of the notice.
- (4) The accounting officer must submit all written comments received pursuant to subparagraph (3), including any responses from the unsolicited bidder, to the National Treasury and the relevant provincial treasury for comment.
- (5) The adjudication committee must consider the unsolicited bid and may award the bid or make a recommendation to the accounting officer, depending on its delegations.
- (6) A meeting of the adjudication committee to consider an unsolicited bid must be open to the public.
- (7) When considering the matter, the adjudication committee must take into account -
 - (a) any comments submitted by the public; and
 - (b) any written comments and recommendations of the National

Treasury or the relevant provincial treasury.

- (8) If any recommendations of the National Treasury or Provincial Treasury are rejected or not followed, the accounting officer must submit to the Auditor General, the relevant provincial treasury and the National Treasury the reasons for rejecting or not following those recommendations.
- (9) Such submission must be made within seven days after the decision on the award of the unsolicited bid is taken, but no contract committing the municipality to the bid may be entered into or signed within 30 days of the submission.

Combating of abuse of supply chain management system

38. (1) The accounting officer must-
- (a) take all reasonable steps to prevent abuse of the supply chain management system;
 - (b) investigate any allegations against an official or other role player of fraud, corruption, favouritism, unfair or irregular practices or failure to comply with this Policy, and when justified -
 - (i) take appropriate steps against such official or other role player; or
 - (ii) report any alleged criminal conduct to the South African Police Service;
 - (c) check the National Treasury's database prior to awarding any contract to ensure that no recommended bidder, or any of its directors, is listed as a person prohibited from doing business with the public sector;
 - (d) reject any bid from a bidder-
 - (i) if any municipal rates and taxes or municipal service charges owed by that bidder or any of its directors to the municipality or to any other municipality, are in arrears for more than three months; or
 - (ii) who during the last five years has failed to perform satisfactorily on a previous contract with the municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory;
 - (e) reject a recommendation for the award of a contract if the recommended bidder, or any of its directors, has committed a corrupt or fraudulent act in competing for the particular contract;

- (f) cancel a contract awarded to a person if -
 - (i) the person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or
 - (ii) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person; and
- (g) reject the bid of any bidder if that bidder or any of its directors -
 - (i) has abused the supply chain management system of the municipality or has committed any improper conduct in relation to such system;
 - (ii) has been convicted for fraud or corruption during the past five years;
 - (iii) has wilfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or
 - (iv) has been listed in the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004).

Deviation

When a tender was awarded to a service provider who was tax compliant at that stage, and when a payment must be done and the provider is then not tax compliant, payment will be done with the understanding that the provider can use the money to sort out his tax matters and no further payments will be done before the provider is tax compliant.

- (2) The accounting officer must inform the National Treasury and relevant provincial treasury in writing of any actions taken in terms of subparagraphs (1)(b)(ii), (e) or (f) of this policy.
- (3) The accounting officer [who may delegate the task to the CFO] must, as part of complying with section 62[1][d] of the MFMA set up and maintain a register of Unauthorised, Irregular, Fruitless and Wasteful Expenditures. The aim with the register is also to serve as a tool for recording all unauthorised, irregular, fruitless and wasteful expenditures and for tracking progress in dealing with the consequences flowing from such expenditures until all the issues that gave rise to the expenditures are properly resolved in accordance with the legal framework. Please also consult National Treasury MFMA Circular 68 dated 10 May 2013 in this regard.

(4) REMEDIES

The regulation has been enhanced to include sub-regulations related to:

- i) Giving tenderer an opportunity to make a submission;
- ii) Informing the relevant treasury in writing of any actions taken against the tenderer;
- iii) The responsibilities of the treasury after receiving documents from the organ of state concerned.

Part 3: Logistics, Disposal, Risk and Performance Management

Logistics management

39. The accounting officer must establish and implement an effective system of logistics management, which must include -
- (a) the monitoring of spending patterns on types or classes of goods and services incorporating, where practical, the coding of items to ensure that each item has a unique number;
 - (b) the setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
 - (c) the placing of manual or electronic orders for all acquisitions other than those from petty cash;
 - (d) before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and is in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged is as quoted in terms of a contract; .
 - (e) appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
 - (f) regular checking to ensure that all assets including official vehicles are properly managed, appropriately maintained and only used for official purposes; and
 - (g) monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.
 - (h) the maintenance and administration of term contracts is co-managed with acquisition management for general goods / services.

Disposal management

40.(1) The criteria for the disposal or letting of assets, including unserviceable, redundant or obsolete assets, subject to sections 14 and 90 of the Act, are to be determined by council.

(2) Assets may be disposed of by -

- (a) (i) transferring the asset to another organ of state in terms of a provision of the Act enabling the transfer of assets;
- (ii) transferring the asset to another organ of state at market related value or, when appropriate, free of charge;
- (iii) selling the asset; or

(b) The accounting officer must stipulate that -

- (i) immovable property is sold only at market related prices except when the public interest or the plight of the poor demands otherwise;
- (ii) movable assets are sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous;
- (iii) in the case of free disposal of computer equipment, the provincial department of education must first be approached to indicate within 30 days whether any of the local schools are interested in the equipment; and
- (iv) in the case of disposal of firearms, the National Conventional Arms Control Committee has approved any sale or donation of firearms to any person or institution within or outside the Republic;

(c) provide that -

- (i) immovable property is let at market related rates except when the public interest or the plight of the poor demands otherwise;
- (ii) all fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed;

(d) where assets are traded in for other assets, the highest possible trade-in price is negotiated.

Deviation

Disposals generate income and therefore the tenderer/quoter will not have to be registered on the CSD

Risk management

41. (1) The criteria for the identification, consideration and avoidance of potential risks in the supply chain management system, are to be determined by council
- (2) Risk management must include -
- (a) the identification of risks on a case-by-case basis;
 - (b) the allocation of risks to the party best suited to manage such risks;
 - (c) acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it;
 - (d) the management of risks in a pro-active manner and the provision of adequate cover for residual risks; and
 - (e) the assignment of relative risks to the contracting parties through clear and unambiguous contract documentation.

Performance management

42. The accounting officer must establish and implement an internal monitoring system in order to determine, on the basis of a retrospective analysis, whether the authorised supply chain management processes were followed and whether the objectives of this Policy were achieved.

Part 4: Other matters

Prohibition on awards to persons whose tax matters are not in order

43. (1) No award above R 15 000 [all taxes included], may be made in terms of this Policy to a person whose tax matters have not been declared by the South African Revenue Service to be in order.
- (2) Before making an award to a person the accounting officer must first check with SARS whether that person's tax matters are in order.

(3) If SARS does not respond within 7 days such person's tax matters may for purposes of subparagraph (1) be presumed to be in order.

Prohibition on awards to persons in the service of the state

44. Irrespective of the procurement process followed, no award may be made to a person in terms of this Policy -

- (a) who is in the service of the state;
- (b) if that person is not a natural person, of which any director, manager, principal shareholder or stakeholder is a person in the service of the state;
or
- (c) a person who is an advisor or consultant contracted with the municipality.

Awards to close family members of persons in the service of the state

45. The accounting officer must ensure that the notes to the annual financial statements disclose particulars of any award of more than R2000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including -

- (a) the name of that person;
- (b) the capacity in which that person is in the service of the state; and
- (c) the amount of the award.

Ethical standards

46.(1) A code of ethical standards as set out in subparagraph (2) is hereby established for officials and other role players in the supply chain management system of the municipality in order to promote -

- (a) mutual trust and respect; and
- (b) an environment where business can be conducted with integrity and in a fair and reasonable manner.

Note:

It is recommended that the municipality or municipal entity adopt the 'National Treasury's code of conduct for supply chain management practitioners and other role players involved in supply chain management'. When adopted, such code of conduct becomes binding on all officials and other role players involved in the implementation of the supply chain management policy of the municipality or municipal entity. A copy of the National Treasury code of conduct is available on the website www.treasury.gov.za/mfma located under "legislation". This code of conduct must be adopted by council or board of directors to become binding.

- (2) An official or other role player involved in the implementation of this Policy -
- (a) must treat all providers and potential providers equitably;
 - (b) may not use his or her position for private gain or to improperly benefit another person;
 - (c) may not accept any reward, gift, favour, hospitality or other benefit directly" or indirectly, including to any close family member, partner or associate of that person, of a value more than R350;
 - (d) notwithstanding subparagraph (2) (c), must declare to the accounting officer details of any reward, gift, favour, hospitality or other benefit promised, offered or granted to that person or to any close family member, partner or associate of that person;
 - (e) must declare to the accounting officer details of any private or business interest which that person, or any close family member, partner or associate, may have in any proposed procurement or disposal process of, or in any award of a contract by, the municipality ;
 - (f) must immediately withdraw from participating in any manner whatsoever in a procurement or disposal process or in the award of a contract in which that person, or any close family member, partner or associate, has any private or business interest;
 - (g) must be scrupulous in his or her use of property belonging to municipality ;
 - (h) must assist the accounting officer in combating fraud, corruption, favouritism and unfair and irregular practices in the supply chain management system; and
 - (i) must report to the accounting officer any alleged irregular conduct in the

supply chain management system which that person may become aware of, including -

- (i) any alleged fraud, corruption, favouritism or unfair conduct;
 - (ii) any alleged contravention of paragraph 47(1) of this Policy; or
 - (iii) any alleged breach of this code of ethical standards.
- (3) Declarations in terms of subparagraphs (2)(d) and (e) -
- (a) must be recorded in a register which the accounting officer must keep for this purpose;
 - (b) by the accounting officer must be made to the council of the municipality who must ensure that such declarations are recorded in the register.
- (4) The National Treasury's code of conduct must also be taken into account by supply chain management practitioners and other role players involved in supply chain management.
- (5) A breach of the code of ethics must be dealt with as follows -
- (a) in the case of an employee, in terms of the disciplinary procedures of the municipality envisaged in section 67(1)(h) of the Municipal Systems Act;
 - (b) in the case a role player who is not an employee, through other appropriate means in recognition of the severity of the breach.
 - (c) In all cases, financial misconduct must be dealt with in terms of chapter 15 of the Act.

Inducements, rewards, gifts and favours to municipalities, officials and other role players

- 47.(1) No person who is a provider or prospective provider of goods or services, or a recipient or prospective recipient of goods disposed or to be disposed of may either directly or through a representative or intermediary promise, offer or grant -
- (a) any inducement or reward to the municipality for or in connection with the award-of a contract; or
 - (b) any reward, gift, favour or hospitality to -
 - (i) any official; or

- (ii) any other role player involved in the implementation of this Policy.
- (2) The accounting officer must promptly report any alleged contravention of subparagraph (1) to the National Treasury for considering whether the offending person, and any representative or intermediary through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.
- (3) Subparagraph (1) does not apply to gifts less than R350 in value.

Sponsorships

48. The accounting officer must promptly disclose to the National Treasury and the relevant provincial treasury any sponsorship promised, offered or granted, whether directly or through a representative or intermediary, by any person who is -
- (a) a provider or prospective provider of goods or services; or
 - (b) a recipient or prospective recipient of goods disposed or to be disposed.

Objections and complaints

49. Persons aggrieved by decisions or actions taken in the implementation of this supply chain management system, may lodge within 14 days of the decision or action, a written objection or complaint against the decision or action.

Resolution of disputes, objections, complaints and queries

50. (1) The accounting officer must appoint an independent and impartial person, not directly involved in the supply chain management processes -
- (a) to assist in the resolution of disputes between the municipality and other persons regarding
 - (i) any decisions or actions taken in the implementation of the supply chain management system; or
 - (ii) any matter arising from a contract awarded in the course of the supply chain management system; or
 - (b) to deal with objections, complaints or queries regarding any such decisions or actions or any matters arising from such contract.

- (2) The accounting officer, or another official designated by the accounting officer, is responsible for assisting the appointed person to perform his or her functions effectively.
- (3) The person appointed must ~
 - (a) strive to resolve promptly all disputes, objections, complaints or queries received; and
 - (b) submit monthly reports to the accounting officer on all disputes, objections, complaints or queries received, attended to or resolved.
- (4) A dispute, objection, complaint or query may be referred to the relevant provincial treasury if -
 - (a) the dispute, objection, complaint or query is not resolved within 60 days;
or
 - (b) no response is forthcoming within 60 days.
- (5) If the provincial treasury does not or cannot resolve the matter, the dispute, objection, complaint or query may be referred to the National Treasury for resolution.
- (6) This paragraph must not be read as affecting a person's rights to approach a court at any time.

Contracts providing for compensation based on turnover-

53. If a service provider acts on behalf of municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to the service provider is fixed as an agreed percentage of turnover for the service or the amount collected, the contract between the service provider and the municipality must stipulate -
- (a) a cap on the compensation payable to the service provider; and
 - (b) that such compensation must be performance based.

CIRCULARS AND GUIDELINES

EFFECTIVE YEAR	DESCRIPTION	CIRCULAR NO
<u>2017-18:</u>		
18 July 2016	E-Tender Portal	83
Updated November 2016	Cost Containment Measures	82
18 March 2016	Central Supplier Database	81
26 Oct 2015	Model SCM Policy for infrastructure Procurement and Delivery Management	77
13 May 2014	Systems of Delegations	73
22 May 2013	SCM on Local Production and Content	69
10 May 2013	Unauthorised, Irregular, Fruitless and Wasteful Expenditure	68
20 Aug 2012	SCM Enhancing Compliance and Accountability	62
03 Sep 2010	Supply Chain Management – Amended Guidelines on Functionality for Evaluation of Bids	53
30 July 2010	Supply Chain Management – Prohibition of Restrictive Practices	52
17 March 2008	Supply Chain Management – Checking the prohibition status of recommended bidders	46
25 May 2007	Supply Chain Management – Restriction of Suppliers	43
20 Oct 2006	Supply Chain Management Implementation Checklist	40
28 June 2006	Supply Chain Management Issues	34
27 March 2006	Supply Chain Management Issues	33

31 Jan 2006	Supply Chain Management Issues	29	
03 Oct 2005	Supply Chain Management Guide and Bid Documents	25	
20 April 2005	Supply Chain Management Training	16	
25 Aug 2005	Model Policy Supply Chain Management	22	

GUIDELINES

1.	Supply Chain Management: A Guide for Accounting Officers of Municipalities and Municipal Entities
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Commencement

54. This Policy takes effect on 01 July 2021.

EMTHANJENI MUNICIPALITY



FINAL SMALL SCALE EMBEDDED GENERATION (SSEG) ELECTRICITY POLICY

BUDGET 2021/2022 MTERF

SMALL-SCALE EMBEDDED GENERATION POLICY

1. OBJECTIVES

This policy facilitates the inclusion of Small-Scale Embedded Generation (SSEG) onto the electricity distribution network of Emthanjeni Municipality, so that safety, power quality, grid operation and municipal revenue issues are adequately addressed, and that the local renewable energy industry and green economy is promoted at the same time, supporting job creation.

Background

Steep increases in the price of electricity, elevated environmental awareness, rapidly decreasing costs of photovoltaic (PV) panels, and the high risk of national power blackouts have all resulted in electricity distributors around the country receiving numerous requests to allow electricity consumers to connect PV and other Small-Scale Embedded Generators (SSEGs) to the electricity grid. Such SSEGs are intended to be connected to the wiring on the consumer's premises which is in turn connected to, and supplied by, the Municipality's electricity network. Such generators are hence considered to be 'embedded' in the local municipal electricity grid.

The parallel (or embedded) connection of any generator to the electrical grid, however powered, has numerous implications for the local electricity utility. The most significant implications are the safety of the utility staff, the public and the user of the generator. Further implications include the impact on the quality of the local electrical supply, and metering and billing issues. In terms of the Municipal Structures Act, No. 117 of 1998, municipalities are therefore obliged to regulate the installation of SSEGs to uphold responsible management of the distribution network, as well as for the general benefit and protection of citizens.

Although the electricity distribution industry is highly regulated, SSEG's have not yet been adequately covered in national policy or legislation. The AMEU has developed standardized approaches and documentation to support municipalities in this regard, aligned with national policies and regulation, and this Policy is consistent with the AMEU approach and recommendations.

2. SCOPE OF THE POLICY

- 2.1 This policy document provides a framework for the approval and registration of Small Scale Embedded Generators of electricity as well as the regulation thereof relative to the requirements of the Municipality and all other Policies, By-laws and Legislation applicable thereto.
- 2.2 The policy is applicable to all customers wishing to install systems categorised as Small Scale Embedded Generators.

2.3 The policy covers:

- The conditions under which SSEG will be accepted onto the Municipal distribution network
- The Application and Commissioning process
- Contractual arrangements between the SSEG customer and the Municipality
- Metering and tariffs for SSEG

2.4 The policy covers all prospective SSEG customers in the municipal distribution area connected to the municipal distribution network.

3. CONSTITUTIONAL, REGULATORY AND POLICY CONTEXT

Section 156 (1) and Schedules 4B and 5B of the Constitution assign municipalities authority and administration over 'Electricity and gas reticulation'. The municipality has legislative and executive authority in this area, and thus must develop a regulatory environment which ensures the safe and proper functioning of their electricity grid in terms of the Municipal Structures Act, No. 117 of 1998. This environment must not contradict the national regulatory framework. Since embedded generators are connected to, and impact on the local distribution grid, municipalities must develop an appropriate regulatory framework for such generators. The electricity reticulation function extends to providing open and non-discriminatory access to the municipal distribution system and to permit the connection of embedded generation systems¹.

Section 74 of the Municipal Systems Act requires the municipality to set appropriate tariffs for municipal services. The use of the municipal distribution grid by embedded generators therefore requires that the municipality sets a suitable tariff for such generators.

The National Energy Regulatory of South Africa issues electricity generation licenses in terms of the Electricity Regulation Act. Schedule 2 of this act specifies that only systems over 1MW capacity require licensing. This also applies to embedded generators.

Technical specifications and standards have been developed to guide the implementation of embedded generation such that safety, power quality, and grid operational parameters are not negatively impacted, centering around the NRS097-2 series of specifications, and the SANS 10142-1-2: *The wiring of premises; Specific requirements for embedded generation installations connected to the low voltage distribution Network in South Africa.*

Local government is given a key role in implementation within the following documents:

- The White Paper on Energy Policy (1998)
- The National Climate Change Response White Paper (2011)

¹ Paragraph 4 of the Distribution Code sets out the responsibilities of distributors and stipulates in paragraph 4(1) that the distributor shall make capacity available on its networks and provide open and non-discriminatory access for the use of this capacity to all customers including embedded generators.

- In addition, the Integrated Resource Plan directing electricity supply in the country increasingly recognizes the role of local government and of embedded generation.

In addition to the above obligations, local government should align with:

- White Paper on the Promotion of Renewable Energy and Clean Energy Development (2003)
- The transition to a green economy
- National carbon mitigation intentions

3.1 AMEU / SALGA Standard Documentation

The Association of Municipal Electricity Utilities and SALGA has developed a set of Standard documents which provide a sound approach for engaging with SSEG by municipalities. The documents have been reviewed by a municipal SSEG Working Group, and provide a framework to facilitate the establishment of systems to process and integrate SSEG into municipal operations. This Policy is in accord with this SALGA/AMEU framework.

4. DEFINITIONS:

“Bi-directional meter” A meter that separately measures electricity flow in both directions (import and export). Such a meter displays the balance of the imported and exported electrical flow energy in a single register meter (net metering) or displays both imported and exported electrical flow energy in separate registers.

“Consumer” In the context of this document, consumers who also generate will be referred to as “consumers” although in actual fact they are “consumer/generators”.

“Embedded Generator” An entity that operates one or more generation sources that include energy conversion device(s), static power converter(s), if applicable and the control and protection gear within a customer’s network that operates in synchronism with the utility’s network.

“Export tariff” A payment for every kilowatt-hour (kWh) of surplus electricity a customer system exports to the electricity grid.

“Import tariff” A payment for every kilowatt-hour (kWh) of electricity imported to a customer from the electricity grid.

“Municipality” Emthanjeni Municipality

“Reverse power flow” The flow of energy from the consumer electricity installation onto the utility grid as a result of the instantaneous generation exceeding the instantaneous consumption at the generation site in question.

“SSEG” Small Scale Embedded Generation. For the purpose of this policy; an embedded generator with a generation capacity of up to 1000kVA (1MVA) (definition further elaborated below).

“Tariff” A combination of charging parameters applied to recover measured quantities such as consumption and capacity costs as well as service costs.

5. ACRONYMS AND ABBREVIATION

EG: Embedded Generation

ESD:Electrical Services Department

IRP: Integrated Resource Plan

kVA: kilo-Volt Ampere (unit of electrical apparent)

kW: kilo-Watt (unit of electrical real power)

kWp: kilo-Watt peak (the rated peak output of solar PV panels)

MVA: Mega-Volt Amperes (1000kVA)

MW: Mega-Watts (1000kW)

NERSA:National Energy Regulator of South Africa

PV: Photovoltaic

SSEG: Small Scale Embedded Generation/Generator

6. SMALL SCALE EMBEDDED GENERATION DEFINITION

- 6.1 Small-scale embedded generation (SSEG) refers to power generation up to 1MVA/MW peak output capacity, such as PV systems or small wind turbines which are located on residential, commercial or industrial sites where electricity is also consumed. SSEG is in contrast to large-scale wind farms and solar parks that generate large amounts of power, typically in the multi-MW range. Most of the electricity generated by an SSEG is consumed directly at the site but times arise when generation exceeds consumption and a limited amount of power is allowed to flow in reverse - from the consumer onto the utility grid.
- 6.2 An SSEG therefore generates electricity that is “embedded” in the local electricity distribution network in that it is connected to the consumers wiring, typically behind the consumers meter, which is in turn connected to the distribution network.

7. POLICY PRINCIPLES

- 7.1 Consumers are not allowed to connect SSEG to the municipal grid without the written consent of the Municipality. Consumers found to have illegally connected SSEG to the grid (either before or after their electricity meter) will be instructed to have the installation disconnected from the grid. Should the consumer fail to have the SSEG disconnected from the grid, the Electricity department reserves the right to disconnect the electricity supply as stipulated within the Electricity By-laws.
- 7.2 The document '*REQUIREMENTS FOR SMALL-SCALE EMBEDDED GENERATION: Conditions and application process to become an embedded generator in Emthanjeni Municipality*' (hereinafter 'REQUIREMENTS document') specifies detailed technical, procedural and other conditions and parameters that must be adhered to. The latest version of this 'REQUIREMENTS' document must be consulted, and adherence to the provisions therein complied with.
- 7.3 Consumers who wish to connect SSEG to the municipal grid are required to follow the application procedure as detailed in the REQUIREMENTS document.
- 7.4 Any existing SSEG systems or applications submitted prior to the adoption of this Policy will have to demonstrate compliance with this Policy through following the application procedure specified herein.
- 7.3 Existing legislation requires that systems up to 1MVA do not need a NERSA license. The Municipality will process applications for SSEG systems up to 1MVA without evidence of a generating license. Anyone wanting to connect greater than 1MVA must produce a generating license or exemption letter from NERSA with their application. Should the licensing regulations change, SSEG customers will be required to comply with the new regulations at their own cost.
- 7.6 All embedded generation systems installed within the Municipality's grid must be signed off on commissioning by appropriate personnel as defined in the REQUIREMENTS document.

8. MUNICIPAL MANAGER AS RESPONSIBLE AND ACCOUNTABLE OFFICER

- 8.1 The Municipal Manager is responsible and accountable for the implementation and enforcement of the provisions of this Policy and must take the necessary steps to do so.
- 8.2 The Municipal Manager shall from time to time report to the Executive Mayor on matters relating to this Policy, the efficacy of the tariffs set by the Council in terms hereof, the administrative mechanisms, resources, processes and procedures related to its implementation and the extent to which the Policy is achieving the objectives of the Council.

8.3 All the necessary power and authority is hereby delegated to the Municipal Manager to enable him/her to fulfil his/her functions, responsibilities and obligations in terms hereof, including appropriate revisions of the REQUIREMENTS document to keep up to date with this fast-changing field, with full authority to further delegate any specific responsibility.

9. IMPLEMENTATION

9.1 Application process

The Municipality requires that all prospective SSEG customers fill in the Municipality's SSEG application form and submit it to the relevant office for assessment. The Municipality will evaluate the application according to criteria in the NRS097-2-3 and other criteria as noted in the REQUIREMENTS document, and inform the applicant of the success or otherwise of the application. Should the application not be successful, the Municipality will advise the applicant regarding necessary measures to enable compliance with the criteria and SSEG connection. Further information or technical studies may be requested by the Municipality before a conclusion can be reached.

9.2 Commissioning

Approved SSEG systems, once installed, must be commissioned and signed off by suitable personnel as specified in the REQUIREMENTS document. A Commissioning Report must be provided to the Municipality on the prescribed form.

9.3 Metering

All SSEG systems must have approved bi-directional meters installed, as clarified in the REQUIREMENTS document.

9.4 Contractual agreements

All new SSEG customers must agree to the Municipality's GENERAL TERMS AND CONDITIONS: CONTRACT FOR CONNECTION OF AN EMBEDDED GENERATOR before generation may commence. This contract clarifies the legal responsibilities of both the customer and the Municipality.

9.5 SSEG Tariffs

The Municipality aims to implement SSEG tariffs which both cover municipal costs (fixed and variable) in different tariff categories, and will also be cognizant of a reasonable return-on-investment for the SSEG customer. The tariff will be implemented only once NERSA has approved such a tariff. Prior to such tariff implementation, reverse feed-in to the Municipal grid will be permitted, but no financial compensation will be given.

9.6 Standards

All SSEGs are to comply with the following standards:

- 1. NRS 097-2-1: *Grid interconnection of embedded generation: Part 2 Small Scale Embedded Generation, Section 1: Utility interface***

2. NRS 097-2-3: *Grid interconnection of embedded generation: Part 2 Small Scale Embedded Generation, Section 3: Simplified utility connection criteria for low voltage connected generators*

In addition, SSEG installations are to comply with the following standards, legislation and regulations:

1. *South African Renewable Power Plant Grid Code (although the NRS 097-2 series cover most issues relevant to SSEG)*

NRS 048: Electricity Supply – Quality of Supply

2. *SANS 10142-1, including SANS 10142-1-2: The wiring of premises (as amended and published)*

3. *SANS 474 / NRS 057 : Code of Practice for Electricity Metering*

4. *Municipality Electricity Supply by-law*

The REQUIREMENTS document has specific information regarding compliance with the above standards or specifications.

10. EFFECTIVE DATE OF POLICY

This Policy will become effective from the date of approval by the Municipal Council. **This will be effective as from 01 July 2021**

Tariffs contemplated within this Policy will be formulated as part of the annual budget approval process, and will become effective pursuant to the dates stipulated therein. Tariffs are subject to NERSA approval.

ANNEX:

REQUIREMENTS FOR SMALL-SCALE EMBEDDED GENERATION: Conditions and application process to become an embedded generator in Emthanjeni Municipality

EMTHANJENI MUNICIPALITY



SUBSISTENCE ALLOWANCE AND TRAVEL POLICY

FINAL BUDGET 2021/2022 FINANCIAL YEAR

TRAVEL AND SUBSISTENCE ALLOWANCES POLICY

All expenditure referred to in this policy is against Public Funds. Councillors and Officials are requested to be prudent when incurring any subsistence and travel expenditure

A: NATIONAL TRAVEL WITHIN THE BOUNDARIES OF THE REPUBLIC OF SOUTH AFRICA

1. APPROVAL

In accordance with the delegated powers, the approval of the attendance of meetings is vested in the Municipal Manager and Chief Financial Officer for workshop, seminars, conferences, congresses and similar events and special visits which are in the interest of the Council, provided that the necessary funds are available.

(i) Approval by Municipal Manager

For attendance by:

Mayor
Councillors
Directors

(ii) Approval by Chief Financial Officer

For attendance by Municipal Manager and officials in the finance directorate. If the Municipal Manager is absent the Chief Financial Officer will sign forms on his/her behalf.

(iii) Approval by Directors

For attendance by officials in the directorate

2. ALLOWANCES

2.1 Subsistence Allowances

(a) Allowances Payable:

	Overnight Subsistence Allowances per day or part thereof	Day allowances (no overnight) per day or part thereof
(i) Mayor, Speaker, Councillors, Municipal Manager, Directors, Senior Managers	R452.00	R139.00
(ii) All other officials	R452.00	R139.00
(iii) Prospective applicants who were invited for interviews for vacant positions will only be assisted in: (a) Over night accomodation (b) Re-imbursive travel claim © The Municipal Manager will determine and approve such claims as it occur from time to time and the rates as per policy will be paid to Shortlisted Candidates	Accomodation costs R3.82 per kilometre	R0
*Breakfast=R80(leaving before 6h15 am); Lunch = R93 and Supper =R140 (returning after 18h00 pm)		

- (b) That where expenses are supported by documentary proof, the actual costs be payable in all instances under (a)
- (c) that expenses shall consist of the cost in respect of accommodation, meals, parking and tollgate fees (an approved route must be submitted), excluding expenses for alcoholic beverages, private telephone calls and entertainment;
- (d) That subject to submission of documentary proof and attached to the application for subsistence allowance before departure, payments shall be made directly to a hotel or travel agency for accommodation costs. Further approved expenses incurred by a delegate may be claimed for reimbursement on return;
- (e) That in the event that the Mayor, Speaker, Councillors, Municipal Manager and Directors have to attend emergency meetings on behalf of the municipality, where proof is not immediately available the Municipal Manager or his designate must approved such trips or claims. **All other trips should be substantiated with all the**

necessary supporting documentation before the Municipal Manager or Directors can approve such trips or claims.

- (f) **All claim forms to be submitted seven (7) days before the actual trip, to the Director for finance or his/her nominee. Payment must be done via EFT.**
- (g) For private lodging (staying with family, etc.) a maximum amount of R450.00 will be paid.
- (h) All Councillors, Municipal Manager, Directors and officials must be encourage to stay overnight in Guest Houses to ensure cost effectiveness. A maximum amount of R1200 per night should be paid for accommodation within the Northern Cape Province.
- (i) Accommodation outside the NC province should be in consultation with the Office of the Municipal Manager.
- (j) No Re-imbursive Travel and DAILY allowance will be paid to *any Councillor or Official* for traveling costs on any visits within the Emthanjeni Municipality boundaries.
- (k) Claiming of Lunch fees:

Lunch fees will not be claimed unless it is explicitly stated that no lunch will be served at meeting, workshops, briefing sessions, etc.

In the event where a councillor or official is unable to make use of the meals provided due to religious convictions, circumstances beyond their control, etc., the reimbursement for alternative meals shall be dealt with on an *ad hoc* basis with the authorization of the Municipal Manager or his/her delegated authority. Proof of payment vouchers must be submitted before payment will be made.

- (l) Miscellaneous Expenses – National

The following expenses incurred are regarded as miscellaneous and may be

claimed within the boundaries of the Republic of South Africa on production of proof of expenditure only when the councillor or official are away for more than five days:

- Laundry
- Parking fees while travelling
- Toll fees
- Public transport costs
- Any additional reasonable claim

- (m) No subsistence allowance will be paid, and no representative will be

entitled to a subsistence allowance, if the trip or travel is not related to the official business of the municipality.

- (n) All allowances are subjected to the annual SARS increment limits as publish on the official website of the South African Revenue Services (SARS)

2.2 Travelling Cost

(a) Travelling

(i) Mayor, Speaker, Councillors, Municipal Manager, Directors, Senior Managers (Air Travelling)	Actual costs of an economy class air tickets of SAA or applicable other airline payable to the stipulations under paragraph (b). SAA being the preferred airline.
(ii) Other officials	As above or travelling method as approved by the Chief Financial Officer.
(iii) Where <u>private motor vehicle is used for re-imbursive travel</u> (a) when a monthly transport allowance is receive. (b) when a monthly transport allowance is not received.	<p>Tariff as determined by SARS (non-taxable SARS limit)</p> <p>Tariff as determined by SARS (non-taxable SARS limit) Currently <u>R3.82c @ km</u></p> <p>(n) All allowances are subjected to the annual SARS increment limits as publish on the official website of the South African Revenue Services (SARS).</p>
(iv) If persons in paragraph (i) and (ii) are accompanied by each other, when travelling by private vehicle, the allowance payable will only be applicable to the person who supplies the motor vehicle.	

- (b) that all airfare be in the account of the Emthanjeni Local Municipality. An account for this purpose be opened at a travel agency and the following procedure for air travel, be followed, namely.

- (i) Municipal Manager and Directors within the delegated powers;
- (ii) an official airfare order form will be requested by the relevant Departments and issued by the Department of the Director for Finance;

- (iii) bookings will be done by Departments and the order form will be submitted to the travel agency as authorization;
- (iv) an invoice will be issued by the travel agency for payment.
- (v) Or alternatively bookings may be made directly with the airline.
- (vi) **2.3 Nomination by a Third Party or Institution**

The abovementioned will be applicable (points 2.1, 2.2 and 2)

(c) COUNCILLORS OR OFFICIALS TRAVELLING FOR THE SAME EVENT

When Councillors or Officials representing Emthanjeni municipality should ensure that all times the travelling arrangements must be efficient and cost effective.

- (i) Maximum of four persons should be travelling with one vehicle. No travel claim will be reimbursed for two vehicles where only two representatives of Emthanjeni Municipality will attend. Only one vehicle's travel claim will be paid for the event.
- (ii) In the case where the Mayor and Municipal Manager must attend the same meeting, then separate vehicle may be used to travel to the venue of the meeting, where possible.
- (iii) In the case where the Mayor and Councillor must attend the same meeting, then one vehicle should be used to travel to the venue of the meeting.
- (iv) In the case where the Municipal Manager and Director must attend the same meeting, then one vehicle should be used to travel to the venue of the meeting.
- (v) In the case where the Director and Manager must attend the same meeting, then one vehicle should be used to travel to the venue of the meeting.
- (vi) When a Councillor must accompany the Mayor, then the Councillor must travel with the Mayor to the event.
- (vii) When a Director or official must accompany the Municipal Manager, then the Director or official must travel with the Municipal Manager or with one vehicle to the event.
- (vii) When an official must accompany the Director, then the official must travel with the Director or with one vehicle to the event.
- (ix) Managers and Officials below Managers level must utilise the pool vehicles when attending workshops, training, seminars, etc. as far as possible.
- (x) Prior written approval from the Accounting Officer must be obtained in order to deviate from the above.

(d)Time of travelling

During summer, when a meeting takes place less than 300km outside De Aar and starts at 09h00, Councillors or Officials should not overnight and are expected to travel in the morning of when the event starts and the return time must not be after 18h00.

Prior written approval from the Accounting Officer must be obtain in order to deviate from the above.

2.3 CAR RENTAL

- (a) The following category vehicles are approved for car rental from airports:

Category B - Mayor, Speaker and Municipal
Manager
Directors and Councillors

- (b) All reservations for car rentals will be done by the office of the Chief Financial Officer at a car rental agency or the relevant travel agency, on a quotation basis and be arranged prior to departure.

B. INTERNATIONAL TRAVEL

1. Approval of Foreign Visits (Approved by the Council)

- (i) Approval by Municipal Manager

For attendance by:

- Mayor
- Councillors
- Directors

- (ii) Approval by chief Financial Officer

For attendance by Municipal Manager and officials in the finance directorate. If the Municipal Manager is absent the Chief Financial Officer will sign forms on his/her behalf.

- (iii) Approval by Directors

For attendance by officials in the directorate

2. ALLOWANCES

Mayor, Speaker, Councillors, Municipal Manager, Directors, Senior Managers and officials:

2.1 Nomination by Council to represent the Emthanjeni Local Municipality

(i) Where a delegate is responsible for his own cost in respect of accommodation

- Fixed amount for incidental expenses @ US\$350
- Allowance @ US\$ 190 per day or part thereof
- Airfare

(i) Mayor, Speaker, Councillors, Municipal Manager, Directors, Senior Managers	Actual cost of business class air ticket when travelling time is more than ten hours, payable to a travel agency for the account of Emthanjeni Local Municipality
(i) Other officials	Actual cost of economy class air ticket payable to a travel agency for the account of Emthanjeni Local Municipality. Business class must be specially motivated to Municipal Manager

(ii) Where all cost in respect of accommodation, transport, etc. is payable by Council

- Fixed amount for incidental expenses
- Allowance
- Airfare

(i) Mayor, Speaker, Councillors, Municipal Manager, Directors, Senior Managers	Actual cost of business class air ticket when travelling time is more than ten hours, payable to a travel agency for the account of Emthanjeni Local Municipality
(ii) All other officials	Actual cost of economy class air ticket payable to a travel agency for the account of Emthanjeni Local Municipality. Business class must be especially motivated to Municipal Manager.

2.4 Nomination by a Third Party or Institution

Subject to written confirmation of tariffs payable by the third party or institution concerned, the following policy will be applied:

- (i) *Where Council is requested to bear all cost in respect of accommodation, transport, etc.*
 - The policy as reflected in 2.1 (i) or (ii) above, will be applied
- (ii) *When only part of the cost in respect of accommodation and travel is borne by the third party or institution, and Council is requested to subsidize part of the costs.*
 - The difference between the allowances payable by the institutions and the tariffs as reflected in 2.1 above.
- (iii) *Where the third party or institution is responsible for all cost in respect of accommodation and transport and not further subsistence allowances are paid to delegates.*
 - Fixed amount for incidental expenses @ US\$ 350
 - Allowance @ US\$ 30 per day or part thereof.
- (iv) *If all cost is borne by the third party or institution and additional subsistence allowance are paid to the nominees*
 - Fixed amount for incidental expenses @ US\$350

2.5 Payment of Accommodation Claims

Accommodation cost must be paid immediately to the Service Provider only after confirmation of accommodation booking and when all substantive supporting documentation has been obtained.

2.6.1 Payment of Subsistence and Travel Claims

- (i) The payment of subsistence and travel (km's) claims should be done with the next salary run.
- (ii) All subsistence and travel claims will accumulate and claims up to the 20th of the month will be paid in specific month of the salary payment.
- (iii) Subsistence and Travel claims after the 20th of the month will be paid the month following the salary payment month.

The policy will be implemented on the 01 July 2021.

EMTHANJENI MUNICIPALITY



FINAL TARIFF POLICY

FINAL BUDGET 2021/2022 FINANCIAL YEAR

TARIFF POLICY

1 DEFINITIONS

For the purpose of this Policy any word or expressions to which a meaning has been assigned in the Act shall bear the same meaning in this Policy unless the context indicates otherwise-

Trading Services: Are services that the Council has classified as trading services and the tariffs have been compiled with the intention that the Council realises a surplus on the delivery of the services.

Economic services: Are services that the Council has classified as such and the tariffs have been compiled with the intention that the total costs of the services are recovered from customers.

Community services: Are services that the Council has classified as such and the tariffs have been compiled with the intention that the costs of the services cannot be recovered from public service charges and are of a regulatory nature.

Fixed costs: Are costs that do not vary with consumption or volume produced?

Variable costs: These are costs that vary with consumption or volume produced.

Total cost: Is the sum of all fixed and variable costs.

Flat rates: Are the unit tariffs that are calculated by dividing the total costs by volume used.

Two-part tariffs: Are tariffs that are raised to cover the fixed and variable costs separately. The fixed costs are recovered by dividing the total fixed costs by the number of customers per category and the variable costs are recovered by dividing the total variable costs by the volume consumed.

Units consumed: Are the number of units consumed of a particular service and are measured in terms of the units of measurement reflect in Section 6.

2 PURPOSE OF THIS POLICY

The council wishes to achieve the following objectives by adopting this tariff policy:

- a. To comply with the provisions of section 74 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).
- b. To prescribe procedures for calculating tariffs where the EMTHANJENI MUNICIPALITY wishes to appoint service providers in terms of section 76(b) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).
- c. To give guidance to the Councillor responsible for finance regarding tariff proposals that must be submitted to Council annually during the budget process.

3 TARIFF PRINCIPLES

3.1 The Council wishes to record the following tariff principles:

- (a) All users of municipal services will be treated equitably. The various categories of customers will pay the same charges based on the same cost structure¹.
- (b) The amount payable will be in proportion to usage and based on the tariff structure adopted for the approved category of consumer.
- (c) Indigent households will have access to basic services through lifeline tariffs or direct subsidisation in accordance with the Integrated Development Plan².
- (d) Tariffs will reflect the total cost of services³.
- (e) Tariffs will be set at a level that facilitates the sustainability of services.⁴

3.2 Sustainability will be achieved by ensuring that:

- (a) Cash inflows cover cash outflows. This means that sufficient provision for bad debts will be made in accordance with accounting policy.
- (b) Access to the capital market is maintained. This will be achieved by providing for the repayment of capital, maintaining sufficient liquidity levels and realising surpluses on trading services.

¹ Section 74(2) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000);

² Section 74(2) (c) (i) and (ii).

³ Section 74(2)(d)

⁴ Section 74(2)(e)

- 3.3 Provision will be made in appropriate circumstances for a surcharge on a tariff. This will be necessary for major breakdowns in infrastructure and periods of droughts when a restriction of usage is required⁵.
- 3.4 Providing for penalties to prohibit exorbitant use will encourage efficient and effective use of resources.
- 3.5 The extent of rebates on tariffs will be disclosed. This will be achieved by publishing the true costs of the service and the rebate as well as the source of the rebate.

4 CATEGORIES OF CUSTOMERS

4.1 The tariff structure of the EMTHANJENI MUNICIPALITY makes provision for the following categories of customers⁶

- domestic;
- commercial;
- industrial;
- agricultural;
- institutional;
- rural;
- municipal;
- within municipal boundaries;
- not within municipal boundaries; and
- special agreements.

4.2 Where there is a substantial difference between the standard of services provided within a specified category, the Council may, after the presentation of a report by the Municipal Manager or the relevant department, determine differentiated tariffs within the specified category.

⁵ Section 74(2)(1)

⁶ Section 74(3)

5 EXPENDITURE CLASSIFICATION AND COST ELEMENTS

The Chief Financial Officer shall, subject to the guidelines of the Directorate of Finance and Executive Committee of the Council, make provision for the following classification of services:

5.1 Trading services:

- (i) Electricity;
- (ii) Water.

5.2 Economic services:

- (i) Refuse removal;
- (ii) Sewerage disposal;
- (iii) Recreation Resorts.

5.3 Community services:

- i) Air pollution;
- ii) Building control;
- iii) Cemeteries;
- iv) Child care facilities;
- v) Control of undertakings that sell liquor to the public;
- vi) Facilities for accommodation, care and burial of animals;
- vii) Fencing and fences;
- viii) Fire fighting services;
- ix) Fixed billboards and the display of advertisements in public places;
- x) Local economic development;
- xi) Licensing and control of undertakings that sell food to the public;
- xii) Licensing of dogs;
- xiii) Local amenities;
- xiv) Local sport facilities;
- xv) Local tourism;
- xvi) Municipal parks and recreation;
- xvii) Municipal planning;

- xviii) Municipal public works, only in respect of the needs of municipalities in the discharge of their responsibilities and to administer functions specially assigned to them under the Constitution or any other law;
- xix) Municipal roads;
- xx) Noise pollution;
- xxi) Parking;
- xxii) Pounds;
- xxiii) Pest control;
- xxiv) Public places;
- xxv) Storm water management system in built-up areas;
- xxvi) Street lighting;
- xxvii) Street trading;
- xxviii) Trading regulations;
- xxix) Traffic.

5.4 Subsidised services:

- (i) Libraries;
- (ii) Primary health care.
- (iii) Proclaimed roads

5.5 Expenditure classification

Subjective classification into various expenditure groups as contained in the National Treasury guidelines and General Recognised Accounting Practises.

5.6 Cost elements

The following cost elements will be used to calculate the tariffs of the different services:

- (i) *Fixed costs* which consist of the capital costs (interest) on external loans as well as depreciation whichever are applicable on the service and any other costs of a permanent nature as determined by the Chief Financial Officer from time to time.
- (ii) *Variable cost*: This includes all other variable costs that have reference to the service.

(iii) *Total cost* is equal to the fixed cost plus variable cost.

6 DEPOSITS

The raising of deposits is permissible where certain levies are made in arrears and payable with new application for the relevant service:

- a) **Electricity:** Two times the average monthly consumption of the past 3 months with a minimum as determined annually according to the tariff schedule, where applicable.
- b) **Water:** Two times the average monthly consumption of the past 3 months with a minimum as determined annually according to the tariff schedule, where applicable.
- c) **Other services:** As and when required.
- d) See tariff schedule for the financial year.

7 TARIFF TYPES

7.1 In setting service charges the Council shall

- accurately reflect costs to achieve economic efficiency;
- ensure equity and fairness between different types and categories of consumers;
- utilise appropriate metering and/or supporting technology; and
- be transparent.

In determining the type of tariff applicable to the type of service the Council shall make use of the following options or a combination of the same:

- (i) **Single tariff:** This tariff shall consist of a fixed cost per unit consumed. All costs will therefore be recovered through unit charges at the level of breakeven consumption. Surpluses on trading services may be allowed subject to Council approval.
- (ii) **Cost related two part tariff:** This tariff shall consist of two parts. Management, capital, maintenance and operating costs will be recovered by grouping certain components together e.g. management, capital and maintenance costs may be

grouped together and be recovered by a fixed charge, independent of consumption for all classes of consumers, while the variable costs may be recovered by a unit charge per unit consumed.

- (iii) ***Inclining block tariff:*** This tariff is based on consumption levels being categorised into blocks, the tariff being determined and increased as consumption levels increase. This tariff will only be used to prohibit the exorbitant use of a commodity. The first step in the tariffs will be calculated at break-even point. Subsequent steps will be calculated to yield profits and to discourage excessive use of the commodity.
- (iv) ***Declining block tariff:*** This tariff is the opposite of the inclining block tariff and decreases as consumption levels increase. This tariff will only be used during special agreements and incentives.
- (v) ***Availability charges:*** Payable in respect of erven not connected to Council's existing infrastructure. Once Council provided a connection, normal tariffs as per respective service are payable.
- (vi) ***Correction of water and electricity service accounts:*** Where customers have been **over charged or under charged** for water services and or electricity (prepaid and conventional meters) services and all other services or rates and taxes levied, the municipality must rectify the over charges or under charges for the water and electricity services and all other services or rates and taxes, immediately when it becomes aware of such an over or under charges, applicable.
- (vii) ***Outside Municipal Area:*** These tariffs shall apply to consumers who are not residing within the municipal boundaries but are making use, on application, of certain services.
- (viii) ***Recoverable work:*** These tariffs shall apply to consumers who are making use, on application, of certain recoverable services. The tariff will be calculated at actual cost plus a surcharge as determined with the actual tariffs.
- (ix) ***Augmentation fees:*** Please consult the Augmentation policy as fees are outline in the policy.

8 REBATES

- 8.1 Rebates are allowed in accordance with the tariff and rate schedule as well reflected in the specific policy as determined by Council annually.

9 UNIT OF MEASUREMENT

The following units of measurement will, where possible and applicable, be used to determine tariffs:

9.1 *Water*

Water will be measured with a water meter and meters will be read and consumption will be levied on a monthly basis unless the service is rendered through a pre-payment device:

- (1) Cost per unit (kilolitres consumed); or
- (2) Basic cost plus cost per unit charge (kilolitres consumed); or
- (3) When consumption is not measured a flat rate will be applicable.

9.2 *Electricity*

Electricity will be measured with an electricity meter and meters will be read and consumption will be levied on a monthly basis unless the service is rendered through a pre-payment device:

- (1) Maximum demand plus kWh consumed; or
- (2) Basic costs or Fixed costs plus kWh consumed; or
- (3) Cost per unit (kWh consumed); or
- (4) KVA.

9.3 *Refuse removal*

The annual amount levied is due and payable in monthly payment account. On written request the amount may be raised annually. The levy is payable by the registered owner and recoverable with clearance certificate.

9.4 Sewerage

Annual amount levied is due and payable in monthly payment account. On written request the amount may be raised annually. The levy is payable by the registered owner and recoverable with clearance certificate:

- Basic charge - based on the number of properties within those categories of customers and fixed cost associated with the service.
- Additional charge – based on the area and variable costs of the service.
- Additional charge – based on the number of properties within those categories of customers and variable costs of the service.
- When number of properties is not available a flat rate based on the average consumption per categories of consumers will be applicable.

9.5 Assessment Rates

9.5.1 Assessment rate is calculated taking into account the total net expenditure from the other services less the revenue envisaged based on the total rateable valuations. The assessment rate must be calculated in such a manner that the Council realise a net surplus when adopting its tariffs.

9.5.2 Assessment rates are calculated according to market valuation of property. Annual amount levied due and payable with September account. On written request the amount may be raised monthly. The levy is payable by the registered owner and recoverable with clearance certificate.

9.6 Social benefits

9.6.1 The Council, in order to measure social benefits enjoyed by the community, has approved of the under mentioned standards to achieve cost recovery and to measure service delivery, where possible. These measures will be used to ensure that the service is affordable to the Council, business and households. The measures will be used to determine whether the infrastructure provided is managed effectively and to indicate whether any of the services should be curtailed.

9.6.2 Measures indicated should be calculated annually and used as a guideline to ensure meaningful reporting. Actual unit costs must be compared with budgeted costs.

FUNCTION	UNIT OF OUTPUT	CLASSIFICATION BY COUNCIL
Airfields	Number of landings	Subsidised
Art Gallery and Museum	Number of attendance	Community
Engineering Administration	Population Percentage of Municipal expenditure	Community
Building Section	Number of plans submitted Value of buildings Municipal value of buildings	Subsidised
Caravan Park	Number of bookings Number of sites	Subsidised
Cemeteries	Number of burials Number of graves	Subsidised
Civic and other halls	Number of bookings	Subsidised
Cleansing, Refuse removal and disposal	Number of removals Population Number of properties	Economic
Corporate Services	Population Percentage of total expenditure	Community (Charged out)
Council General	Population Percentage of total expenditure	Community (Charged out)
Electricity	Number of units purchased Number of units sold Number of connections	Trading
Estates	Number of properties	Economic
Financial Services	Percentage of municipal expenditure Population	Community (Charged out)
Fire	Number of call-outs Number of properties Population	Subsidised
Grant-in-aid	Percentage of rates income	Community
Health - Clinics	Number of attendance Population	Subsidised

- Other		
Housing (Selling and letting schemes)	Number of dwellings	Economic
Libraries	Number of members Number of book in stock Population	Community
Licensing	Number of licences	Subsidised
Marketing	Number of industrial properties Number of industries	Community
Municipal Manager	Percentage of municipal expenditure Population	Community (Charged out)
Parking	Number of bays	Community
Parks and recreation	Number of properties Population	Community
Personnel administration	Number of municipal staff Population	Community (Charged out)
Recreation resorts	Number of users Population	Economic
Roads and Stormwater (including sidewalks)	Length of roads Population	Community
Security and Civil Defence	Number of installations	Community
Sewerage reticulation (Disposal)	Number of connections Sewerage purified Population	Economic
Street lighting	Number of street lighting	Community
Swimming pools	Number of attendance Population	Subsidised
Stores	Number of stock items held Value of stock Number of orders	Economic (fully charge out)
Town Planning	Number of properties Population	Community
Traffic	Number of registered vehicles Population	Subsidised

Valuations	Number of properties Value of municipal valuations	Community
Water	Number of units sold Cost per unit supplied Length of mains Kilolitres purified Cost per kiloliter purified	Trading

10 BY-LAWS

The principle contained in this policy will be reflected in the various service by-laws as promulgated and adjusted by Council from time to time.

11 COMMENCEMENT

This policy takes effect on 1 JULY 2021.

ANNEXURE 2: TARIFF LIST

EMTHANJENI LOCAL MUNICIPALITY			
FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Cemeteries (Vatable Supply)			
Cemetery : Caroluspoort, cemeteries next N1 & N12			
Funerals during the week*			
Adults older than 12 years*	1 479.33	1 568.09	1 662.18
Children younger than 12 years*	1 296.75	1 374.56	1 457.03
Still born child*	1 178.91	1 249.65	1 324.63
Extra depth 9 feet (deeper than 2m per 300 mm)*	1 923.13	2 038.52	2 160.83
Residents*	643.36	681.96	722.88
Non - residents*	904.16	958.41	1 015.91
Funerals - weekends & public holidays*	2 656.22	2 815.60	2 984.53
Extra depth 9 feet (deeper than 2m per 300 mm)*	3 453.09	3 660.28	3 879.89
Kareeville, Nonzwakazi, Jansenville, Mziwabantu, Barcelona, Hanover & next to Burgerville road*			
Selfdug graves*	239.55	253.92	269.16
Children younger than 12 years & still born*	120.01	127.21	134.84
Housing			
House rent sewerage *	204.53	212.71	221.22
House rent refuse *	128.71	133.86	139.22
House rent water *	85.20	88.61	92.15
Communal Services Charges in Malaykamp, Pampoene	111.09	115.53	120.15
Building plans (Vatable Supply)	2020/2021	2021/2022	2021/2022
Minimum building plan fees*	385.60	408.74	433.26
The approval of building plans will only be authorized after the full municipal account has been paid.		-	-
		-	-
Buildings with a value higher than *		-	-
R150 000, 2 % of value of the building*		-	-
(value calculated per m2)		-	-
Description of building*	m ²	m²	m ²
Economic houses*	4 855.70	5 147.05	5 455.87
Sub-economic houses*	3 017.25	3 198.29	3 390.18
Outbuildings*	3 023.91	3 205.35	3 397.67
Factories and stores and churches*	4 409.51	4 674.08	4 954.53
Offices and business premises*	4 627.20	4 904.83	5 199.12
Multistorey buildings*	4 409.51	4 674.08	4 954.53
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Multistorey buildings: Upper floors less 10% of m ² *	Tariff less 10%	Tariff less 10%	
Toilets*	5 141.33	5 449.81	5 776.80
Occupational Certificate for Buildings (OCB) *			
OCB: Single Residential Housing *	600.00	636.00	674.16
OCB: Other than Residential Housing *	1 800.00	1 800.00	1 800.00
Canopies higher than 3 metres*	3 023.92	3 205.36	3 397.68
Carports*	1 356.74	1 438.15	1 524.43
Shadeports*	696.61	738.40	782.71
Open verandahs*	464.51	492.38	521.92
Closed verandahs*	2 413.87	2 558.70	2 712.22
Swimming pool*	2 413.87	2 558.70	2 712.22
Communication towers and structures*	1 428.15	1 513.84	1 604.67
Fuel tanks*	649.16	688.11	729.39
Renewable Energy Farms: Fixed Costs (Excluding buildings)*	5 193.27	5 504.86	5 835.15
Sewerage plans : Inspection fees Minimum fee*	142.81	151.38	160.47
25c/ R100.00 of the value of new buildings or alterations*	25c/R100	25c/R100	
Building Plan Search fee*	114.25	121.11	128.37
Building Rubble/material deposit (pavement)*	1 071.11	1 135.38	1 203.50
Advertisement signs*	389.49	412.86	437.64
		-	-
A4 Paper copies: Plans*		-	-
Plan A1*	114.25	121.11	128.37
Plan A0 *	199.94	211.94	224.65
Photo copies A4*	2.86	3.03	3.21
Photo copies plan A3*	5.71	6.06	6.42
A5 Building plan search fee*	114.25	121.11	128.37
A6 Building Rubble/ material deposit (pavement)*	1 071.11	1 135.38	1 203.50
Sewerage connections *	3 541.71	3 754.21	3 979.46
		-	-
Land-use applications*		-	-
Zoning certificates*	154.24	163.49	173.30
Extension of approval times frames	389.49	412.86	437.64
Hard Copy : SDF	324.58	344.05	364.70
Hard Copy : Town Planning Scheme	194.75	206.43	218.82
General fees *: Actual Costs for the applicants account	1)	FOR THE APPLICANT'S ACCOUNT	
Advertisement: Local Newspaper, Government Gazette and any other costs	2)		
Bulk Services Contribution			
3) Appeals			-
CATEGORY 1 APPLICATIONS (MPT)		-	-
Township establishment *: 0- 20 erven PLUS tariff per erf in addition to the first 20 erven *		R3500 Basic fee Plus R60 per erf Plus Bulk services contribution per erf	-
Rezoning and Bulk Services contribution only to higher order usage*		R3500 Basic fee Plus R60 per erf Plus Bulk services contribution per erf	-
Removal, amendment or suspension of a restrictive or obsolete condition, servitude or reservation register against the title of the land*	3 894.95	4 128.65	4 376.37
Amendment or cancellation in whole or in part of a general plan*	2 596.63	2 752.43	2 917.58
Subdivision/consolidation of any land other than a subdivision and consolidation which is provided for as a Category 2 application; Per additional portion after 5. Then per erf tariff per erf in addition*		R3500 Basic fee Plus R60 per erf Plus Bulk services contribution per erf	-
Permanent closure if any public place/road*	2 596.63	2 752.43	2 917.58
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Any consent or approval required in terms if a condition of title, a condition of establishment of a township or condition of an existing scheme or land use scheme*	2 596.63	2 752.43	2 917.58
CATEGORY 2 APPLICATIONS (Authorised official)		-	-
Su division/consolidation (seperate of simultaneous) of any land where sub division is expressly provided for in a land use scheme' Per additional portion after 5. Then oer erf tariff per erf in addition*	R3000 Basic fee Plus R60 per erf Plus Bulk services contribution per erf	R3000 Basic fee Plus R60 per erf Plus Bulk services contribution per erf	
The consent of the municipality for any kand use purpose or departure or deviation in terms of a land use scheme or existing scheme which does not constitute a land development application (Tuck shop, Second Dwelling etc)*	R3000 Basic fee Plus R60 per erf Plus Bulk services contribution per erf	R3000 Basic fee Plus R60 per erf Plus Bulk services contribution per erf	
Application to occupational practice, relaxationn of building lines, coverage, boundary wall height, amendment of site development plan*	389.49	412.86	437.64
Removal, amendment of suspension of a restrictive title condition relating to the density of residential development on a specific erf where the residential density is regulated by a land use scheme in operation	R2600 Basic fee Plus R60 per erf Plus Bulk services contribution per erf	R2600 Basic fee Plus R60 per erf Plus Bulk services contribution per erf	
Application that where not provided for elsewhere in this schedule*	2 596.63	2 752.43	2 917.58
BULK SERVICES CONTRIBUTION (Water, Electricity, Sewerage)*		-	-
Subdivision - price additional erf*	14 281.48	15 138.37	16 046.67
Second House*	R70.21/m ²	R73.72/m ²	R73.72/m ²
Tuck shops*	3 570.37	3 784.59	4 011.67
New Developments: Actual Bulk Costs +10%*	Actual + 10%	Actual + 10%	Actual + 10%
Guest houses: Actual Bulk Costs + 10%	Actual + 10%	Actual + 10%	Actual + 10%
Guest houses: Minimum Prescribed Costs	6 741.00	7 145.46	7 574.19
RENEWABLE ENERGY TARIFFS			
AUGMENTATION CONTRUBUTIONS			
<i>Council will charge ONCE-OFF tariffs when developments bigger</i>			
ONCE OFF AUGMENTATION FEES			
WIND TURBINES			
Electricity augmentatation fees	14 504.48	15 374.75	16 297.23
Roads and Stormwater augmentation fees	5 477.10	5 805.72	6 154.06
Refuse augmentation fees	3 201.82	3 393.93	3 597.57
Sewerage augmentation fees	26 015.29	27 576.21	29 230.78
Water augmentation fees	25 341.54	26 862.03	28 473.75
Wind Turbines per turbine	8 428.50	8 934.21	9 470.26
Any structure additional to turbine: 11 -20 m ²	1 284.67	1 361.75	1 443.45
Each additional 10m ² or part thereof up tp 3000m ²	244.70	259.38	274.94
Greater than 3001m ² per 500m ² or part thereof	516.59	547.58	580.44
ONCE OFF SOLAR PANELS AUGMENTATION FEES		-	-
SOLAR PANELS:		-	-
Electricity augmentatation fees	14 504.48	15 374.75	16 297.23
Roads and Stormwater augmentation fees	5 477.10	5 805.72	6 154.06
Refuse augmentation fees	3 201.82	3 393.93	3 597.57
Sewerage augmentation fees	26 015.29	27 576.21	29 230.78
Water augmentation fees	25 341.54	26 862.03	28 473.75
Every m² of solar panel constructed	33.99	36.03	38.19
* Tariff exclusive of VAT (15% VAT must still be added to the amount)		-	-

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Fire prevention			
A) For each motor pump*			
Call out fee	927.75	983.42	1 042.42
Pump cost - Plus for each jet per hour	750.00	750.00	750.00
or a portion thereof of during which the	750.00	750.00	750.00
motor pump is used at the scene of the fire	250.96	266.02	281.98
Standby fee - each hour or a portion thereof			
which the motor pump is on standby at the			
scene of the fire.	927.75	983.42	1 042.42
B) For each vehicle called out*	325.47	345.00	365.70
C) For each chemical fire extinguisher*			
Normal extinguisher 9 litre*	175.82	186.37	197.55
Lux extinguisher*	325.47	345.00	365.70
D) Fire brigade vehicles (per km)*	40.43	42.85	45.42
E) Patrol vehicle (per km)*	25.52	27.06	28.68
F) Tanker vehicle (per km)*	30.60	32.43	34.38
Traffic Escort	505.58	535.91	568.06
Permission of erection funeral tents*	842.63	893.18	946.77
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Assessment rates (Vatable Supply : Zero-rated)			
Market Related Value			
Residential*	0.012916	0.01343	0.01397
(Agricultural Property must take note that the Nett Effect of the Agricultural Levy will be as follows:)*	0.003229	0.00336	0.00349
State Owned*	0.022342	0.02065	0.02147
Commercial Properties*	0.018729	0.01948	0.02026
Industrial*	0.023578	0.02452	0.02550
Place of Worship*	0.012916	0.01343	0.01397
Public Benefit Organization (1:0.25 irt residential properties)*	0.003229	0.00336	0.00349
Public Service Infrastructure*	0.018729	0.01948	0.02026
Mining*	0.024001	0.02496	0.02596
Vacant Land*	0.038402	0.02621	0.02621
Rebates on Assessment rates			
Residential on the First Valuation of	35 000	35 000	35 000
Agricultural Properties (on application)	10%	10%	10%
Place of Worship and vacant land	100%	100%	115%
Public Benefit Organisation (on application)	18%	18%	18%
Municipal Properties and vacant municipal land	100%	100%	100%
Sale of municipal erven per m²*			
Residential Properties			
> De Aar East*	16.98	16.98	16.98
> Nonzwakazi*	16.98	16.98	16.98
> Britstown*	16.98	18.00	19.08
> Hanover*	16.98	18.00	19.08
> Solheim / Rantsig*	62.14	65.87	69.82
Sale of municipal erven per m² for Place of Worship in:			
> De Aar *	68.39	72.50	76.85
> Britstown*	51.28	54.36	57.62
> Hanover*	44.46	47.12	49.95
Industrial Properties erven per m²*			
> De Aar *	68.39	51.28	54.36
> Britstown*	51.28	32.43	34.38
> Hanover*	21.50	22.79	24.16
Commercial Property: Farm property where a portion is used for renewable energy generation purpose (Solar and Wind Mills or Turbines)*	32.430000	46.68	48.55
Other Properties*	Other Properties will be sold as per SCM Policy after Council's Authorisation	Other Properties will be sold as per SCM Policy after Council's Authorisation	
Issue of Rates Clearance Certificates *	151.31	160.39	169.46
Printing of Duplicate Monthly Service accounts	1.69	2.50	2.60
Printing of Duplicate Copies of Deeds of Property from the Deeds Office	28.09	29.77	31.56
* Tariff exclusive of VAT (15% VAT must still be added to the amount)		-	-

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Electricity (Vatable Standard Supply)*			
A) Basic levies			
Household *	182.02	189.30	196.58
Business *	233.94	268.07	277.43
KVA and Transnet *	184.09	207.23	214.59
Departmental *	184.63	192.01	199.40
Departmental large/Rural*	172.39	179.28	186.18
B) Consumption levies (per unit)			
Prepaid meter* - Households			
Prepaid meter * 0 kWh - 350 kWh (1kWh - 50 Free Indigents only)	1.04	1.20	1.35
Prepaid meter * 51 kWh - 350 kWh	1.38	1.44	1.64
Prepaid meter * 351 kWh - 600 kWh	1.96	2.04	2.32
Prepaid meter * 601 and more	2.31	2.41	2.74
Prepaid meter* - Business			
Prepaid meter* - Business from 1kWh	2.25	2.58	2.91
Conventional meters - Households *			
Households * 1 kWh - 50 kWh (Free Indigents only)	1.09	1.25	1.41
Households *51 kWh - 350 kWh	1.38	1.44	1.64
Households *351 kWh - 600 kWh	1.90	1.99	2.27
Households *601 kWh and more	2.02	2.23	2.52
Conventional meters - Business *			
Business *	1.95	2.24	2.52
External consumers *	1.95	2.24	2.52
KVA *	263.52	301.97	340.44
kWh of KVA *	1.24	1.48	1.66
Streetlights *	2.37	2.71	3.06
Transnet KVA *(minimum of 700 KVA)	263.52	301.97	340.44
Transnet kWh *	3.80	4.36	4.91
Departmental : small consumers *	93.17	106.77	120.37
Departmental : large KVA *	112.16	128.53	144.91
Departmental : large kWh *	1.30	1.49	1.67
Departmental : rural small consumers *	0.98	1.12	1.26
Departmental : bulk consumers KVA *	93.17	106.77	120.37
C) Consumer deposits			
Households	2 361.37	2 455.82	2 550.28
Small and medium business	3 010.39	3 130.80	3 251.22
KVA Large business	13 342.75	13 876.46	14 410.17
KVA Demand Consumer	13 342.75	13 876.46	14 410.17
D) Service connections			
Single phase under ground level 60 A *	8 198.15	8 526.07	8 854.00
Overhead connection single phase 60 A *	5 462.22	5 680.71	5 899.20
3 Phase *	10 105.11	10 509.32	10 913.52
6.6 KV or 11 KV	12 016.89	12 497.57	12 978.24
Change from conventional meter to prepaid *	1 069.68	1 112.46	1 155.25
New and Upgrading of Existing Transformers or Substation for increased demand of supply to customer : Fixed Cost Component*	72 000.00	74 880.00	77 760.00
New and Upgrading of Existing Transformers or Substation for increased demand of supply to customer : Fixed Costs plus Actual Upgrade and Construction Costs*		Fixed Costs plus Actual Upgrading and construction Costs after adequate costs estimations have been obtained	
Replacing of overhead connection *	3 037.17	3 158.65	3 280.14
Replacing of connection under ground *	2 581.59	2 684.85	2 788.12
Change from prepaid to conventional meter *	2 581.59	2 684.86	2 788.12
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Temporary or building connection 60 A :			
single phase *	8 253.14	8 583.27	8 913.39
Temporary or building connection 60A	3 037.16	3 158.65	3 280.14
3 Phase *	14 443.00	15 020.72	15 598.44
Reconnection temporary households *	272.37	283.26	294.16
Reconnection temporary business *	467.33	486.02	504.72
E) Termination			
Terminated due to non-payment : Households	272.37	283.26	294.16
Terminated due to non-payment : Small Business KhW users	2 926.97	3 044.05	3 161.13
Terminated due to non-payment : Business & All KVA consumers	4 989.15	5 188.72	5 388.28
Illegal Consumption and Tampering of meter - households *	5 152.18	5 358.27	5 564.36
Illegal Consumption and Tampering with meter - business *	26 710.28	27 778.69	28 847.11
Illegal Consumption and Tampering with meter - KVA *	36 928.03	38 405.15	39 882.27
Tampering with prepaid meter - households*	4 921.16	5 118.01	5 314.85
Tampering with prepaid meter - business *	25 512.61	26 533.11	27 553.62
E) Call out fees and repair due to consumer faults		-	-
Meter testing:		-	-
kWh single phase meter *	676.73	703.80	730.87
kWh 3 phase meter *	3 525.67	3 666.69	3 807.72
Rural *	3 525.67	3 666.69	3 807.72
		-	-
F) Call out fee due to consumer faults		-	-
All area call out fee	71.25	74.09	76.94
After hours and Saturdays , Sundays & Public Holidays	106.87	111.14	115.42
Sundays & public holidays	102.08	106.16	110.24
		-	-
G) Special meter reading when services are terminated		-	-
All consumers *	118.38	123.11	127.85
		-	-
F) Removing of service connection		-	-
Requested by consumer	1 353.66	1 551.29	1 748.92
Overhead service connection *	590.80	677.05	763.31
Under ground *	850.79	975.01	1 099.22
		-	-
		-	-
Ticky box electricity*	682.48	782.12	881.77
		-	-
Electricity Hanover Highmass lightning*	17.80	20.40	22.99
Provision of Electricity for Stalls, functions in street/parks per day*	60.00	68.76	77.52
		-	-
Caravan parks & parks facilities (VARIABLE SUPPLY)		-	-
		-	-
Day or a portion of a day - max 4 persons*	161.35	167.80	174.26
Per person for more than 4 per day*	74.83	77.82	80.82
Electricity per day*	86.64	90.11	93.57
Water per day*	180.32	187.53	194.75
* Tariff exclusive of VAT (15% VAT must still be added to the amount)		-	-

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Small Scale Embedded Generation(SSEG) Electricity (Vatable Standard Supply)*			
A) Basic levies			
Renewable energy: Residential		-	-
Renewable Energy: Other than Residential		-	-
Conventional meters - Households *			
Households * 1 kWh - 50 kWh			
Households *51 kWh - 350 kWh			
Households *351 kWh - 600 kWh			
Households *601 kWh and more			
Conventional meters - Business *			
Business *			
External consumers *			
KVA *			
kWh of KVA *			
Streetlights *			
Transnet KVA *(minimum of 700 KVA)			
Transnet kWh *			
Departmental : small consumers *			
Departmental : large KVA *			
Departmental : large kWh *			
Departmental : rural small consumers *			
Departmental : bulk consumers KVA *			
B) Consumer deposits: if it is a total new connection			
Households: Single Phase		2 361.37	2 455.82
Small and medium business (SMME's): Three Phase		3 010.39	3 130.81
Large business: Three Phase		13 342.75	13 876.46
C) Termination: Effective disconnection if an illegally connected supply per occasion			
Effective disconnection / reconnection of tampered supply / unauthorised connection		-	-
Removal of unauthorised Small Scale Embedded Connection		-	-
D) Single Phase Tampering per occasion			
Bypassed / Tampered meter (first offence) split meter installed		-	-
Second tampered offence		-	-
Third tamper offence (effective disconnection will be executed until all outstanding debt has been settled		-	-
E) Three Phase Tampering per occasion			
Bypassed / Tampered meter (first offence) Mains borne split meter installed		-	-
Second tampered offence		-	-
Third tamper offence (effective disconnection will be executed until all outstanding debt has been settled		-	-
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

These tariffs are subject to Nersa's approval. A new tariff application will be made to NERSA for approval. Nersa will be issuing guidelines for the SSEG tariffs soon.

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Sewerage and Refuse removal (Vatable Supply: Standard Rate)			
Sewerage and Sanitation			
Households, Churches & Church halls			
Fixed costs *	113.34	117.87	122.40
Running costs *	74.85	77.84	80.84
Halls, Libraries, Sport clubs, Showground's,		-	-
Swimming pools		-	-
Fixed costs *	113.34	117.87	122.40
Running costs *	149.70	155.69	161.68
All Businesses		-	-
Fixed costs *	113.34	117.87	122.40
Running costs *	149.70	155.69	161.68
Old age homes, Creches, Hostels & Schools		-	-
Fixed costs *	113.34	117.87	122.40
Running costs *	241.31	250.96	260.61
Hotels, guest houses & Correctional Services		-	-
Fixed costs *	113.34	117.87	122.40
Running costs *	241.35	251.00	260.65
Hospitals		-	-
Fixed costs *	113.34	117.87	122.40
Running costs *	241.35	251.00	260.65
Availability levy			
Abattoirs (Industrial effluent)*	411.22	427.67	444.12
Septic tanks			
Monday to Friday - per load or a portion thereof. One free removal per month. (Excluding public holidays) *	163.43	169.96	176.50
Monday to Friday - per load or a portion thereof. Add removal Public holidays excluded.*	106.70	110.97	115.24
After hours & public holidays (As above)*			
Industrial effluent (85 % of water consumption or as determined by contract) per kiloliter*	5.13	5.34	5.54
Km to outside of urban area per km *	37.52	39.03	40.53
Renewable Energy Site per truck* Payment upfront	3 437.35	3 574.84	3 712.34
Waste water removal			
Waste water removal*	94.08	97.84	101.61
Water water removal per bucket*	94.08	97.84	101.61
Dry sanitation *	66.31	68.96	71.61
Sewerage clearance Monday - Friday			
during office hours *	345.93	359.77	373.60
Sewerage clearance Monday - Friday After hours & public holidays *	825.54	858.56	891.58
E) Sewerage connections *	2 960.94	3 079.37	3 197.81
Sewer Cost for utilising Fuel tanks*	649.16	675.12	701.09
Renewable Energy Farms: Fixed Costs (Excluding buildings)*	5 193.27	5 504.86	5 816.46
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Refuse removal			
Refuse removal*	117.35	122.04	126.74
Special refuse removal *	204.46	212.64	220.82
Garden and Building rubble per load*	411.24	427.69	444.14
Solar Rubble per / Kg self removal*	54.96	57.16	59.36
Solar Rubble per / Kg :Removal by the Municipality per truck*	3 346.51	3 480.37	3 614.23
Town halls and community halls			
De Aar Town Hall West			
Deposit	928.30	983.99	1 039.69
Rent*			
07:00 to 17:59	929.55	985.33	1 041.10
18:00 to 23:59	1 390.56	1 473.99	1 557.43
(This amount is applicable if renting from 07:00 - 23:59)			
If there is any major damages not covered by the deposit the lessee will be alliable for repairs.(Work done departmentally)			
After 23:59 per hour and 2 hours thereafter the hall will be closed			
Kitchen per period of part thereof*	190.42	201.84	213.26
Electricity - Stoves per kWh*	8.77	9.29	9.82
Tables (per table) (if not renting anything else)*			
Rent of piano's*			
Upright piono per function	155.34	164.66	173.98
Upright piono per practice	56.37	59.75	63.13
Grand piano per function	461.02	488.68	516.34
Grand piano per practice	130.29	138.11	145.92
Rent of Gas Patio Heater excluding (tariff per gas patio heater only)	61.79	65.50	69.21
Vacation of premisses			
If lessee does not evacuate within time limits above of have written permission to stay until the next day at 10:00 , the applicable tariff is	130.29	138.11	145.92
Stands			
Stands (for trading)	57.13	60.55	63.98
De Aar Town Hall - side hall	214.22	227.08	239.93
Caretaker fee	235.64	249.78	263.92
De Aar Juvenes Hall			
Rent			
07:00 to 18:00	524.90	556.40	587.89
18:00 to 23:59	697.79	739.66	781.53
Deposit	923.94	979.38	1 034.81
		-	-
Caretaker fee	428.44	454.15	479.86
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Community hall East & Nonzwakazi			
Rent	235.52	249.65	263.78
Church services	235.52	249.65	263.78
Meetings	467.28	495.31	523.35
Film shows & concerts	580.03	614.83	649.63
Disco	235.52	249.65	263.78
Weddings	235.52	249.65	263.78
Social functions	235.52	249.65	263.78
Deposit	481.29	510.16	539.04
Caretaker fee	235.64	249.78	263.92
Vacation of premises As applicable for De Aar town hall			
Hanover town hall			
Rent			
07:00 to 18:00	696.54	738.33	780.12
18:00 to 23.59	1 158.80	1 228.33	1 297.86
Deposit	1 148.23	1 217.13	1 286.02
Vacation of premisses If lessee does not evacuate within time limits above of have written permission to stay until the next day at 10:00 , the applicable tariff is	130.29	138.11	145.92
Hanover Community Hall Kwezi			
Rent	237.72	251.98	266.24
Church services	237.72	251.98	266.24
Meetings	471.64	499.94	528.24
Film shows & concerts	585.45	620.58	655.70
Disco	237.72	251.98	266.24
Weddings	237.72	251.98	266.24
Social functions	237.72	251.98	266.24
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Britstown town hall			
Rent			
07:00 to 18:00	703.05	745.23	787.41
18:00 to 23:59	1 053.30	1 116.50	1 179.70
After 23:59 per hour and 2 hours thereafter			
the hall will be closed	938.24	994.53	1 050.83
Braai area at Town Hall	244.05	258.69	273.33
Vacation of premisses			
If lessee does not evacuate within time limits			
above of have written permission to stay			
until the next day at 10:00			
, the applicable tariff is	131.51	139.40	147.29
Deposit			
Kitchen per period of part thereof	157.12	166.55	175.98
Electricity - Stoves per kWh	8.85	9.38	9.91
*Tariffs do not include VAT			
Vacation of premisses			
If lessee does not evacuate within time limits			
above of have written permission to stay			
until the next day at 10:00			
, the applicable tariff is	131.51	139.40	147.29
Community Halls in Jansenville & Mziwabantu			
Rent			
Church services	237.72	251.98	266.24
Meetings	237.72	251.98	266.24
Film shows and concerts	354.05	375.29	396.53
Disco	354.05	375.29	396.53
Weddings	237.72	251.98	266.24
Social functions	237.72	251.98	266.24
Vacation of premisses			
If lessee does not evacuate within time limits			
above of have written permission to stay			
until the next day at 10:00			
, the applicable tariff is	131.51	139.40	147.29
Multipurpose centre			
Rent Multipurpose centre	631.38	669.26	707.14
Deposit	759.94	805.54	851.14
Sportgrounds			
De Aar West			
Athletics			
Rent : Affiliated (Changerooms included)	1 441.50	1 527.99	1 614.47
(Marking, layout of lanes and toilet paper excluded)			
Practising on secondary fields on sport grounds: Tariff per annum	1 741.43	1 845.91	1 950.40
Rent : Not Affiliated	2 929.78	3 105.57	3 281.36
(Marking, layout of lanes and toilet paper excluded)			
Rent : Chreche	656.26	695.63	735.01
Deposit changerooms and pavilion hall	1 190.68	1 262.12	1 333.56
Rent changerooms	45.65	48.39	51.13
Rent pavilion hall	432.45	458.40	484.34
Floodlights	332.55	352.51	372.46
Caretaker fee	456.48	483.87	511.26
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Rugby			
Rent Field "A"(affiliated changerooms included)	288.30	305.60	322.89
Rent Field "B"(affiliated changerooms included)	212.43	225.18	237.93
Rent Field "A"(not affiliated)	656.26	695.63	735.01
Rent Field "B"(not affiliated)	381.87	404.78	427.69
Deposit changerooms and pavilion hall			
Affiliated	893.73	947.35	1 000.97
Not Affiliated	1 543.91	1 636.55	1 729.18
Rent changerooms	456.48	483.87	511.26
Rent pavilion hall	432.45	458.40	484.34
Floodlights	332.55	352.51	372.46
Caretaker fee	456.48	483.87	511.26
Cricket			
Rent Field "A"	656.26	695.63	735.01
Rent Field "B"	381.87	404.78	427.69
Deposit changerooms and pavilion hall	2 437.57	2 583.82	2 730.08
Rent changerooms	456.48	483.87	511.26
Rent pavilion hall	432.45	458.40	484.34
Floodlights	332.55	352.51	372.46
Caretaker fee	456.48	483.87	511.26
Social functions			
Deposit changerooms and pavilion hall	957.12	1 014.54	1 071.97
Rent changerooms	428.44	454.15	479.86
Rent pavilion hall	908.25	962.74	1 017.23
Floodlights	305.68	324.02	342.36
Caretaker fee	452.25	479.39	506.52
Merino Park	378.33	378.33	378.33
Rent sportsgrounds (not affiliated)	235.52	249.65	263.78
Rent sportsgrounds (affiliated)	107.74	114.20	120.67
If there is any major damages not covered by the deposit the lessee will be alliable for repairs.(Work done departmentally)			
Nonzwakazi			
Rent sportsgrounds (not affiliated)	235.52	249.65	263.78
Rent sportsgrounds (affiliated)	107.75	114.21	120.67
If there is any major damages not covered by the deposit the lessee will be alliable for repairs.(Work done departmentally)			
Proteaville & Mziwabantu			
Rent sportsgrounds (not affiliated)	235.52	249.65	263.78
Rent sportsgrounds (affiliated)	107.74	114.20	120.67
If there is any major damages not covered by the deposit the lessee will be alliable for repairs.(Work done departmentally)			
Kwezi			
Rent sportsgrounds (not affiliated)	235.52	249.65	263.78
Rent sportsgrounds (affiliated)	107.74	114.20	120.67
If there is any major damages not covered by the deposit the lessee will be alliable for repairs.(Work done departmentally)			
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Swimming pools*			
Public swimming pool			
A) Admission fees daily per visit			
Adults	22.85	24.22	25.59
Children	16.23	17.20	18.17
B) Seasonal admission fees (1/10 - 30/3)*		-	-
Adults	374.57	397.05	419.52
Children	235.52	249.65	263.78
C) Rent of swimming pool			
Schools 10:00 - 13:00 (Mondays - Fridays)	467.28	485.97	504.66
(Saturdays)	835.60	869.02	902.44
Provincial level	1 390.56	1 446.18	1 501.80
Functions : Schools & Private after 18:00			
D) Deposit	676.94	704.02	731.10
E) Flood lights*	305.68	317.91	330.14
F) Caretaker fee*	305.68	317.91	330.14
Oasis swimming pool			
A) Admission fees daily per visit			
Adults	18.57	19.68	20.79
Children	14.28	15.14	16.00
B) Seasonal admission fees (1/10 - 30/3)*			
Adults	329.47	342.65	355.83
Children	190.42	198.03	205.65
C) Rent of swimming pool*			
Schools 10:00 - 13:00 (Mondays - Fridays)	235.52	244.94	254.36
(Saturdays)	349.53	363.51	377.49
Provincial level	350.77	364.80	378.83
Functions : Schools & Private after	580.03	603.23	626.43
D) Deposit	489.85	509.45	529.04
E) Flood lights*	329.47	342.65	355.83
F) Caretaker fee*	305.68	317.91	330.14
If there is any major damages not covered by the deposit the lessee will be alliable for repairs.(Work done departmentally)			
Airdome*			
One engine Aircraft	131.55	136.81	142.07
Two engine Aircraft	145.31	151.13	156.94
Three and more engine Aircraft	214.22	222.79	231.36
Annual airstrip hiring - local	1 842.84	1 916.55	1 990.27
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Water			
Basic levy per service connection			
Households *	76.00	79.04	82.08
Businesses*	388.24	403.77	419.30
Defence Force*	388.24	403.77	419.30
Industrial *	388.24	403.77	419.30
Schools *	388.24	403.77	419.30
Flats *	388.24	403.77	419.30
Old age homes *	388.24	403.77	419.30
Churches *	72.31	75.20	78.09
Municipal activities *	18.36	19.09	19.82
Government offices *	388.24	403.77	419.30
Hospitals *	388.24	403.77	419.30
S A P D *	388.24	403.77	419.30
Correctional Services *	388.24	403.77	419.30
Transnet *	388.24	403.77	419.30
Clinics *	388.24	403.77	419.30
Consumptions - Ordinary Households			
1 - 6 kl * (Tariff per kiloliter)	5.58	5.80	6.02
7 - 15 kl * (Tariff per kiloliter)	10.09	10.50	10.90
16 - 30 kl * (Tariff per kiloliter)	11.47	11.92	12.38
31 - 45 kl * (Tariff per kiloliter)	13.36	13.90	14.43
46 - 65 kl * (Tariff per kiloliter)	14.04	14.60	15.16
66 kl and more * (Tariff per kiloliter)	15.44	16.06	16.68
Consumptions - Indigent Households Only			
1 - 6 kl * (Tariff per kiloliter)	5.58	5.80	6.02
7 - 15 kl * (Tariff per kiloliter)	10.09	10.50	10.90
16 - 30 kl * (Tariff per kiloliter)	11.47	11.92	12.38
31 - 45 kl * (Tariff per kiloliter)	13.36	13.90	14.43
46 - 65 kl * (Tariff per kiloliter)	14.04	14.60	15.16
66 kl and more * (Tariff per kiloliter)	15.44	16.06	16.68
NB: Indigent Houeholds received 6kl of water free per month			
Consumptions - All Other Customers including Government, Business, Schools			
1 - 6 kl * (Tariff per kiloliter)	5.58	5.80	6.03
7 - 15 kl * (Tariff per kiloliter)	10.09	10.50	10.90
16 - 30 kl (Tariff per kiloliter)	11.47	11.92	12.38
31 - 45 kl * (Tariff per kiloliter)	13.36	13.90	14.43
46 - 65 kl * (Tariff per kiloliter)	14.04	14.60	15.16
66 kl and more * (Tariff per kiloliter)	15.44	16.06	16.68
Consumptions - Muncipal activities			
From 1 kl onwards * (Tariff per kiloliter)	3.72	3.86	4.01
Consumer deposit			
Household	801.74	833.81	865.88
Business	1 623.46	1 688.40	1 753.33
Industrial	2 114.89	2 199.49	2 284.08
Government Department	Determined by CFO : Actual cost be the basis		
* Tariff exclusive of VAT (15% VAT must still be added to the amount)			

FINAL TARIFFS FOR MUNICIPAL SERVICES	Financial Years		
	2020/2021	2021/2022	2022/2023
Testing of meter *	303.74	315.89	328.04
Service connections			
20 mm / 15 mm water meter *	2 447.47	2 545.36	2 643.26
25 mm / 20 mm water meter *	2 996.54	3 116.40	3 236.26
Larger than abovementioned *			
Special meter readings as requested by consumer			
Read of meter *	190.42	198.04	205.65
Special meter readings by termination of service *			
service *	129.68	134.86	140.05
Residential Communal water *	74.79	77.79	80.78
Machinery & Plant equipment			
Hiring of machinery and plant equipment (Excluding Show Grounds)			
Selling of red soil*	650.00	700.00	750.00
Libraries			
Photocopies - per page or part thereof	2.25	2.50	2.50
Rent			
Rent of Library Hall (De Aar West, De Aar East, Nonzwakazi, Britstown and Hanover)*	284.82	301.91	319.00
Deposit			
Deposit of Library Hall (De Aar West, De Aar East, Nonzwakazi, Britstown and Hanover)	250.00	265.00	280.00
Guest Houses*	764.56	810.44	856.31
Application for Guest House	786.45	833.64	880.82
		-	-
* Tariff exclusive of VAT (15% VAT must still be added to the amount)		-	-
		-	-

ANNEXURE 3: SDBIP

2021/22

**TOP LAYER
SERVICE DELIVERY BUDGET
IMPLEMENTATION PLAN**

**EMTHANJENI
MUNICIPALITY**



Municipal Finance Management Act:

Section 53(1)(c)(ii) - Approval by the Mayor


The Top Layer Service Delivery Budget Implementation Plan, indicating how the budget and the strategic objectives of Council will be implemented, is herewith submitted in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budgeting and Reporting Regulation for the necessary approval.

Print Name

ISAAC VISSER

Municipal Manager of Emthanjani Municipality

Signature



Date

23.06.2021

Approval


The Top Layer Service Delivery Budget Implementation Plan is herewith approved in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA).

Print Name

S. J. STANLEY

Executive Mayor of Emthanjani Municipality

Signature



Date

28.06.2021

Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL1	Municipal Manager	Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.	Develop Risk based audit plan (RBAP) for 2022/23 and submit to the Audit Committee by 30 June 2022	RBAP for 2022/23 submitted to the Audit Committee by 30 June 2022	Whole Municipal Area: All	Municipal Manager	Number	1	0	0	0	1
TL2	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2022	Number of people employed (newly appointed)	Whole Municipal Area: All	Snr Manager Corporate Services	Number	1	0	0	0	1
TL3	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	0.1% of the personnel budget spent on training as per the approved Skills Development Plan by 30 June 2022 [(Actual total training expenditure/total personnel budget)x100]	% of the personnel budget spent on training by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Percentage	0.1	0	0	0	0.1
TL4	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Review the EEP and submit to the Portfolio Committee by 30 June 2022	EEP reviewed and submitted to the Portfolio Committee by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Number	1	0	0	0	1

Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL5	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Limit vacancy rate to 15% of budgeted posts by 30 June 2022 ((Number of funded posts vacant divided by budgeted funded posts)x100)	((Number of funded posts vacant divided by budgeted funded posts)x100)	Whole Municipal Area: All	Snr Manager Corporate Services	Percentage	15	0	15	0	15
TL6	Corporate Services	Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.	Host a LED summit by June 2022	LED summit hosted by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Number	1	0	0	0	1
TL7	Corporate Services	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	60% of the maintenance budget for Community Halls spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved Community Halls maintenance budget spent by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Percentage	60	0	10	50	60
TL8	Corporate Services	Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.	Review the Risk Committee and sent appointment letters to members by 31 March 2022	Risk Committee reviewed and appointment letters sent to members by 31 March 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Number	1	0	0	1	0

Executive Mayor:.....


Date: 28.06.2021

Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL9	Corporate Services	Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.	Review the Risk Strategy and submit to the Risk Committee by 30 June 2022	Risk Strategy reviewed and submitted to the Risk Committee by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Number	1	0	0	0	1
TL10	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Review the Delegation of Powers and submit to Council by 30 June 2022	Delegation of Powers reviewed and submitted to Council by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Number	1	0	0	0	1
TL11	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Submit quarterly reports to the HR Portfolio Committee on the implementation of the COVID-19 response plan	Number of reports submitted	Whole Municipal Area: All	Snr Manager Corporate Services	Number	4	1	1	1	1
TL12	Community Services	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Review and sign a MOU with the Department of Defence by 30 June 2022 for support with fire brigade services	MOU reviewed and signed by 30 June 2022	Whole Municipal Area: All	Snr Manager Community Services	Number	1	0	0	0	1

Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL13	Community Services	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Review the disaster management plan that includes contingency plans and submit to Council by 30 June 2022	Disaster management plan reviewed and submitted to Council by 30 June 2022	Whole Municipal Area: All	Snr Manager Community Services	Number	1	0	0	0	1
TL14	Community Services	Provision of access to all basic services rendered to residents within the available resources.	Conduct quarterly housing consumer education programs	Number of housing consumer education programs conducted	Whole Municipal Area: All	Snr Manager Community Services	Number	4	1	1	1	1
TL15	Community Services	Provision of access to all basic services rendered to residents within the available resources.	Conduct a quarterly verification of the housing needs register	Number of verification of the housing needs register conducted	Whole Municipal Area: All	Snr Manager Community Services	Number	4	1	1	1	1
TL16	Community Services	Provision of access to all basic services rendered to residents within the available resources.	Review the Human Settlement Plan and submit to Council by 30 June 2022	Human Settlement Plan reviewed and submitted to Council by 30 June 2022	Whole Municipal Area: All	Snr Manager Community Services	Number	1	0	0	0	1
TL17	Community Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the maintenance budget of waste management spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of the budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Community Services	Percentage	60	0	10	50	60
TL18	Community Services	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	70% of approved budget spent by 30 June 2022 for the maintenance of buildings and fencing in the Emthanjeni municipal area ((Actual expenditure divided by the total approved budget) x 100)	% of the budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Community Services	Percentage	70	0	0	0	70

Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL19	Community Services	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Submit a business plan to potential funders for the upgrading of the Fire Brigade by 30 June 2022	Business plan submitted by 30 June 2022	Whole Municipal Area: All	Snr Manager Community Services	Number	1	0	0	0	1
TL20	Community Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the acquisition of Fleet $\left\{ \frac{\text{Actual expenditure}}{\text{budget}} \times 100 \right\}$ divided by the total approved	% of approved budget spent	Whole Municipal Area: All	Snr Manager Community Services	Percentage	70	0	0	0	70
TL21	Financial Services	Provision of access to all basic services rendered to residents within the available resources.	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2022	Number of residential properties which are billed for water or have pre paid meters as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Number	8000	8000	8000	8000	8000
TL22	Financial Services	Provision of access to all basic services rendered to residents within the available resources.	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid metering)(Excluding Eskom areas) and billed for the service as at 30 June 2022	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Number	6000	6000	6000	6000	6000

Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL23	Financial Services	Provision of access to all basic services rendered to residents within the available resources.	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2022	Number of residential properties which are billed for sewerage as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Number	7200	7200	7200	7200	7200
TL24	Financial Services	Provision of access to all basic services rendered to residents within the available resources.	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2022	Number of residential properties which are billed for refuse removal as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Number	7200	7200	7200	7200	7200
TL25	Financial Services	Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor	Provide free basic services to indigent households as at 30 June 2022	Number of indigent households receiving free basic services as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Number	3000	3000	3000	3000	3000
TL26	Financial Services	Provision of access to all basic services rendered to residents within the available resources.	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2022 {(Actual amount spent on projects / Total amount budgeted for capital projects)X100}	% of capital budget spent by 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Percentage	70	0	15	0	70

Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL27	Financial Services	Maintaining a financially sustainable and viable Municipality	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2022 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grants)	Debt coverage as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Percentage	35	0	0	0	35
TL28	Financial Services	Maintaining a financially sustainable and viable Municipality	Financial viability measured in terms of the outstanding service debtors as at 30 June 2022 (Total outstanding service debtors minus provision for bad debt)/ (revenue received for services)	% of outstanding service debtors as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Percentage	45	0	0	0	45

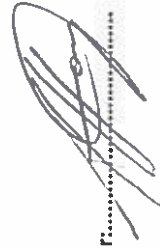
Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL29	Financial Services	Maintaining a financially sustainable and viable Municipality	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2022 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	Whole Municipal Area: All	Snr Manager Financial Services	Number	0.05	0	0	0	0.05
TL30	Financial Services	Maintaining a financially sustainable and viable Municipality	Submit the annual financial statements to the Auditor-General by 31 August 2021	Statements submitted to the AG by 31 August 2021	Whole Municipal Area: All	Snr Manager Financial Services	Number	1	1	0	0	0
TL31	Financial Services	Maintaining a financially sustainable and viable Municipality	Achievement of a payment percentage of above 70% by 30 June 2022 ((Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100)	Payment % achieved	Whole Municipal Area: All	Snr Manager Financial Services	Percentage	70	70	70	70	70
TL32	Financial Services	Maintaining a financially sustainable and viable Municipality	Prepare and submit the adjustments budget to Council by the 28 February 2022	Adjustments budget submitted by 28 February 2022	Whole Municipal Area: All	Snr Manager Financial Services	Number	1	0	0	1	0
TL33	Financial Services	Maintaining a financially sustainable and viable Municipality	Prepare and submit the draft budget to Council by 31 March 2022	Draft budget submitted by 31 March 2022	Whole Municipal Area: All	Snr Manager Financial Services	Number	1	0	0	1	0

Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL34	Financial Services	Maintaining a financially sustainable and viable Municipality	Prepare and submit the final budget to Council by 31 May 2022	Final budget submitted by 31 May 2022	Whole Municipal Area: All	Snr Manager Financial Services	Number	1	0	0	0	1
TL35	Infrastructure Services	Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.	Create temporary jobs - FTE's in terms of EPWP by 30 June 2022 (Person days / FTE (230 days))	Number of FTE's created	Whole Municipal Area: All	Snr Manager Infrastructure Services	Number	61	0	0	0	61
TL36	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the water maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved water maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	60	0	10	50	60
TL37	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	Limit unaccounted for water to 22% by 30 June 2022 ((Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified) x 100)	% unaccounted water by 30 June 2022	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	22	0	0	0	22
TL38	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	Achieve a 90% water quality quarterly as per SANS 241 requirements for all water sampling points	% water quality level	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	90	90	90	90	90
TL39	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the waste water maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved waste water maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	60	0	10	50	60

Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL40	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the roads and stormwater maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved roads and stormwater maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	60	0	10	50	60
TL41	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	Limit % electricity unaccounted for to 18% by 30 June 2022 ((Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) x 100]	% of electricity unaccounted for at 30 June 2022	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	18	0	0	0	18
TL42	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the recreational and swimming pool maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved recreational areas and swimming pool maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	60	0	10	50	60
TL43	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the electricity maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved electricity maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	60	0	10	50	60
TL44	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the acquisition of Fleet ((Actual expenditure divided by the total approved budget) x 100)	% of approved budget spent	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	70	0	0	0	70


Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL45	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 to install energy saving lights ((Actual expenditure divided by the total approved budget) x 100)	% of approved budget spent	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	70	0	15	0	70
TL46	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the development of 12 boreholes in De Aar (Northern scheme) ((Actual expenditure divided by the total approved budget) x 100)	% of approved budget spent	Whole Municipal Area: 1,2,3,4,5 and 8	Snr Manager Infrastructure Services	Percentage	70	0	15	0	70
TL47	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the construction of internal Sewer reticulation for Mziwabantu in Britstown ((Actual expenditure divided by the total approved budget) x 100)	% of approved budget spent	Whole Municipal Area: 7	Snr Manager Infrastructure Services	Percentage	70	0	15	0	70
TL48	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the electrification of stands in De Aar ((Actual expenditure divided by the total approved budget) x 100)	% of approved budget spent	Whole Municipal Area: 1 and 2	Snr Manager Infrastructure Services	Percentage	70	0	15	0	70
TL49	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the paving of Street ((Actual expenditure divided by the total approved budget) x 100)	% of approved budget spent	Whole Municipal Area: All	Snr Manager Infrastructure Services	Percentage	70	0	15	0	70

Int Ref	Department	IDP objective	KPI	Unit of Measurement	Ward	KPI Owner	Target type	Annual Target	Q1	Q2	Q3	Q4
TL50	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the procurement of new De Aar West electricity transformer and refurbishment of existing De Aar West transformer ((Actual expenditure divided by the total approved budget) x 100)	% of approved budget spent	Whole Municipal Area: 1,2,3,4,5 and 8	Snr Manager Infrastructure Services	Percentage	70	0	15	0	70



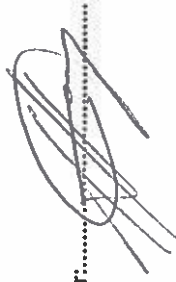
Department	Project Description	Funding Source	Ward	R												2021/2022		2022/2023		
				Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Total	CRR	Other	CRR	Other
Infrastructure Services	Replacement of streetlights with LED lights (EEDSM programme)	EEDSM	ALL	300,000	750,000	700,000	500,000	500,000	350,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	3,000,000		3,000,000	4,000,000
Infrastructure Services	Development of 12 boreholes in De Aar (Northern scheme)	WSIG	1,2,3,4,5 & 8	458,639	458,639	397,856	1,200,000	985,632	1,362,549	889,214	299,441	488,500	544,947	738,222	635,000	8,000,000		8,000,000	11,000,000	
Infrastructure Services	Construction of internal Sewer reticulation for Mziwabantu in Britstown	MIG	7	1,493,755	1,293,050	1,640,280	2,197,874	930,499	1,465,250	197,874		549,743	702,000	697,874	1,427,800	12,596,000		12,596,000	2,686,295	
Infrastructure Services	Electrification of stands in De Aar	INEP	1&2		500,000	500,000	500,000	500,000	350,000	350,000	600,000	300,000	200,000	100,000	100,000	4,000,000		4,000,000	4,000,000	
Infrastructure Services	Paving of street	IG	TBC				190,000		389,946		456,233			352,821		1,389,000		1,389,000		
Infrastructure Services	Procurement of new De Aar West electricity transformer and refurbishment of existing De Aar West transformer	Loans	1,2,3,4,5 & 8						6,500,000					6,500,000	13,000,000		13,000,000			

Vote	Jul 21			Aug 21			Sep 21			Oct 21		
	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.
	R'000			R'000			R'000			R'000		
Vote 1 - Office of the Mayor	367	1,086		367	1,086		367	1,086		367	1,086	
Vote 2 - Municipal Manager	40	334		40	334		40	334		40	334	
Vote 3 - Finance	16,387	2,106		3,989	2,106		3,989	2,106		3,989	2,106	
Vote 4 - Corporate Services	11	1,283		11	1,283		11	1,283	66	11	1,283	66
Vote 5 - Community & Social Services	5,092	5,746		5,092	5,746		5,092	5,746	20	5,092	5,746	20
Vote 6 - Infrastructure	25,420	12,372	1,794	14,863	12,372	3,610	14,863	12,372	3,701	14,863	12,372	4,588
Total	47,316	22,927	1,794	24,361	22,927	3,610	24,361	22,927	3,787	24,361	22,927	4,674
Vote	Nov 21			Dec 21			Jan 22			Feb 22		
	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.
	R'000			R'000			R'000			R'000		
Vote 1 - Office of the Mayor	367	1,086		367	1,086		367	1,086		367	1,086	
Vote 2 - Municipal Manager	40	334		40	334		40	334		40	334	
Vote 3 - Finance	3,989	2,106		3,989	2,106		3,989	2,106		3,989	2,106	
Vote 4 - Corporate Services	11	1,283	66	11	1,283	66	11	1,283	66	11	1,283	66
Vote 5 - Community & Social Services	5,092	5,746	20	5,092	5,746	20	5,092	5,746	20	5,092	5,746	20
Vote 6 - Infrastructure	14,863	12,372	2,766	24,062	12,372	4,678	14,863	12,372	2,097	14,863	12,372	1,406
Total	24,361	22,927	2,852	33,560	22,927	4,764	24,361	22,927	2,183	24,361	22,927	1,492

Executive Mayor: 

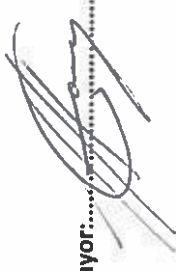
Date: 28.06.2021

Vote	Mar 22			Apr 22			May 22			Jun 22		
	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.
	R'000			R'000			R'000			R'000		
Vote 1 - Office of the Mayor	367	1,086		367	1,086		367	1,086		367	1,086	
Vote 2 - Municipal Manager	40	334		40	334		40	334		40	334	
Vote 3 - Finance	3,989	2,106		3,989	2,106		3,989	2,106		3,989	2,106	
Vote 4 - Corporate Services	11	1,283	66	11	1,283	66	11	1,283	66	11	1,283	66
Vote 5 - Community & Social Services	5,092	5,746	20	5,092	5,746	20	5,092	5,746	20	5,092	5,746	20
Vote 6 - Infrastructure	24,062	12,372	2,350	14,863	12,372	3,348	14,863	12,372	3,439	14,863	12,372	3,439
Total	33,560	22,927	2,436	24,361	22,927	3,434	24,361	22,927	3,525	24,361	22,927	3,525
	Vote			TOTAL			Operational Exp.			Capital Exp.		
							R'000			R'000		
	Vote 1 - Office of the Mayor			4,399			13,037			0		
	Vote 2 - Municipal Manager			480			4,005			0		
	Vote 3 - Finance			60,262			25,269			0		
	Vote 4 - Corporate Services			128			15,399			660		
	Vote 5 - Community & Social Services			61,102			68,952			200		
	Vote 6 - Infrastructure			207,316			165,570			40,596		
	Total			333,687			292,232			41,456		



Date: 28.06.2021

Source	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	TOTAL
	R'000												
Property rates	15,928	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	39,820
Service charges - electricity revenue	6,611	6,611	6,611	6,611	6,611	6,611	6,611	6,611	6,611	6,611	6,611	6,611	79,333
Service charges - water revenue	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	38,396
Service charges - sanitation revenue	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	23,925
Service charges - refuse revenue	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	13,055
Rental of facilities and equipment	73	73	73	73	73	73	73	73	73	73	73	73	877
Interest earned - external investments	35	35	35	35	35	35	35	35	35	35	35	35	425
Interest earned - outstanding debtors	145	145	145	145	145	145	145	145	145	145	145	145	1,746
Dividends received													-
Fines, penalties and forfeits	97	97	97	97	97	97	97	97	97	97	97	97	1,160
Licences and permits	162	162	162	162	162	162	162	162	162	162	162	162	1,945
Agency services													-
Transfers and subsidies	4,523	4,523	4,523	4,523	4,523	4,523	4,523	4,523	4,523	4,523	4,523	4,523	54,274
Other revenue	4,234	4,234	4,234	4,234	4,234	4,234	4,234	4,234	4,234	4,234	4,234	4,234	50,805
Gains	28	28	28	28	28	28	28	28	28	28	28	28	330
TOTAL	38,117	24,361	24,361	24,361	24,361	24,361	24,361	24,361	24,361	24,361	24,361	24,361	306,091

Executive Mayor:.....


Date: 28.06.2021.....

ANNEXURE 4: A-SCHEDULES

NC073 Emthanjani - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional										
Governance and administration		54 974	58 060	73 044	62 775	69 460	69 460	65 270	68 687	69 427
Executive and council		3 989	3 364	5 805	5 255	12 140	12 140	4 879	5 457	5 264
Finance and administration		50 985	54 695	67 239	57 520	57 320	57 320	60 390	63 231	64 163
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		13 667	19 008	11 274	7 560	4 940	4 940	4 592	4 731	4 977
Community and social services		1 777	1 546	2 282	1 670	1 670	1 670	1 716	1 729	1 819
Sport and recreation		148	115	167	45	45	45	31	32	34
Public safety		10 701	16 633	8 110	5 793	3 173	3 173	2 340	2 443	2 570
Housing		1 040	713	714	52	52	52	505	527	554
Health		1	1	1	-	-	-	-	-	-
Economic and environmental services		15 174	10 799	17 371	14 053	14 053	14 053	14 434	15 178	15 675
Planning and development		1 086	1 003	569	13 486	13 486	13 486	13 985	14 709	15 182
Road transport		14 088	9 797	16 802	567	567	567	449	469	493
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		157 887	155 788	172 935	223 888	211 188	211 188	249 391	256 905	270 099
Energy sources		86 902	82 330	86 348	121 818	113 618	113 618	139 162	139 025	146 040
Water management		42 473	40 472	53 176	43 866	43 866	43 866	53 820	58 876	62 026
Waste water management		17 343	21 442	20 047	36 790	34 090	34 090	35 831	37 476	39 401
Waste management		11 169	11 545	13 364	21 414	19 614	19 614	20 579	21 527	22 631
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	241 702	243 656	274 624	308 277	299 642	299 642	333 687	345 501	360 178
Expenditure - Functional										
Governance and administration		58 107	72 103	61 911	55 973	62 858	62 858	57 710	59 091	103 344
Executive and council		19 752	24 385	8 696	18 244	25 129	25 129	17 042	17 563	18 253
Finance and administration		38 355	47 718	53 215	36 812	36 812	36 812	40 668	41 528	85 091
Internal audit		-	-	-	917	917	917	-	-	-
Community and public safety		34 417	34 249	33 830	31 698	30 651	30 651	31 865	32 175	32 791
Community and social services		19 034	18 457	17 649	14 042	14 042	14 042	14 467	14 780	14 678
Sport and recreation		4 389	4 873	4 660	5 021	5 021	5 021	5 325	5 371	5 586
Public safety		7 284	7 651	7 857	9 804	8 757	8 757	9 109	9 035	9 385
Housing		3 672	3 235	3 658	2 654	2 654	2 654	2 797	2 816	2 962
Health		37	32	5	176	176	176	166	173	180
Economic and environmental services		38 942	41 259	38 187	30 167	30 167	30 167	30 661	29 770	30 982
Planning and development		16 213	19 265	16 610	12 039	12 039	12 039	12 579	11 342	11 796
Road transport		22 730	21 993	21 577	18 128	18 128	18 128	18 082	18 427	19 186
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		154 216	185 234	177 071	157 563	154 610	154 610	170 655	177 043	185 057
Energy sources		96 539	102 409	113 323	96 572	96 142	96 142	107 983	112 339	117 302
Water management		29 597	40 059	22 453	20 152	19 105	19 105	19 998	20 754	21 719
Waste water management		16 588	27 798	26 842	22 433	22 003	22 003	22 778	23 536	24 636
Waste management		11 492	14 968	14 453	18 406	17 359	17 359	19 896	20 414	21 400
Other	4	1 228	1 188	1 203	1 260	1 260	1 260	1 342	1 344	1 398
Total Expenditure - Functional	3	286 910	334 033	312 202	276 661	279 546	279 546	292 232	299 423	353 572
Surplus/(Deficit) for the year		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	41 455	46 078	6 605

References

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

NC073 Emthanjeni - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand										
Revenue by Vote	1									
Vote 1 - Office of the Mayor		3 470	2 961	5 166	4 644	11 529	11 529	4 399	4 976	4 783
Vote 2 - Municipal Manager		519	404	639	611	611	611	480	480	480
Vote 3 - Finance		50 919	54 586	67 105	57 399	57 199	57 199	60 262	63 097	64 022
Vote 4 - Corporate Services		66	109	134	121	121	121	128	134	141
Vote 5 - Community & Social Services		56 266	51 995	44 685	21 613	18 993	18 993	61 102	63 735	67 010
Vote 6 - Infrastructure		130 461	133 601	156 895	223 888	211 188	211 188	207 316	213 079	223 741
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	241 702	243 656	274 624	308 277	299 642	299 642	333 687	345 500	360 176
Expenditure by Vote to be appropriated	1									
Vote 1 - Office of the Mayor		16 197	21 703	7 739	15 242	22 127	22 127	13 037	17 563	18 253
Vote 2 - Municipal Manager		3 555	2 682	957	3 002	3 002	3 002	4 005	1 932	2 190
Vote 3 - Finance		26 719	33 402	34 590	29 619	29 619	29 619	25 269	41 528	85 091
Vote 4 - Corporate Services		11 636	14 315	18 625	7 193	7 193	7 193	15 399	8 721	17 018
Vote 5 - Community & Social Services		98 342	78 203	76 328	64 042	62 995	62 995	68 952	77 468	80 224
Vote 6 - Infrastructure		130 461	183 727	173 963	157 563	154 610	154 610	165 570	152 210	150 795
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	286 910	334 033	312 202	276 661	279 546	279 546	292 232	299 422	353 571
Surplus/(Deficit) for the year	2	(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	41 455	46 078	6 605

References

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

NC073 Emthanjeni - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	32 179	33 191	39 481	37 566	37 566	37 566	37 566	39 820	41 573	43 734
Service charges - electricity revenue	2	73 251	75 489	82 077	79 149	72 149	72 149	72 149	79 333	86 999	91 523
Service charges - water revenue	2	25 951	25 543	27 724	36 813	36 813	36 813	36 813	38 396	40 085	42 170
Service charges - sanitation revenue	2	11 865	12 300	13 246	25 464	22 764	22 764	22 764	23 925	24 977	26 276
Service charges - refuse revenue	2	6 273	6 421	7 034	14 257	12 457	12 457	12 457	13 055	13 630	14 338
Rental of facilities and equipment		852	842	775	910	910	910	910	877	916	964
Interest earned - external investments		1 468	1 955	1 814	717	517	517	517	425	443	466
Interest earned - outstanding debtors		1 093	1 506	1 777	1 656	1 656	1 656	1 656	1 746	1 822	1 917
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		9 202	13 119	7 909	4 292	1 672	1 672	1 672	1 160	1 211	1 274
Licences and permits		1 630	1 281	699	2 369	2 369	2 369	2 369	1 945	2 031	2 137
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		45 461	46 292	49 405	51 955	58 840	58 840	58 840	54 274	57 315	57 404
Other revenue	2	2 452	3 112	3 862	33 302	35 002	35 002	35 002	50 805	41 894	44 073
Gains		9	246	42	210	210	210	210	330	345	362
Total Revenue (excluding capital transfers and contributions)		211 684	221 297	235 844	288 661	282 926	282 926	282 926	306 091	313 242	326 639
Expenditure By Type											
Employee related costs	2	65 517	82 324	86 450	87 751	87 751	87 751	87 751	93 351	93 834	123 521
Remuneration of councillors		5 335	5 502	5 719	6 488	6 488	6 488	6 488	6 715	6 917	7 193
Debt impairment	3	25 390	62 614	49 563	7 755	7 755	7 755	7 755	7 214	7 531	7 923
Depreciation & asset impairment	2	62 770	52 637	50 051	10 633	10 633	10 633	10 633	9 891	10 303	15 394
Finance charges		8 207	14 277	3 923	2 130	2 130	2 130	2 130	3 342	3 485	3 635
Bulk purchases	2	59 964	62 706	70 126	74 539	74 539	74 539	74 539	85 055	88 712	92 527
Other materials	8	12 246	12 471	7 570	14 729	11 345	11 345	11 345	13 011	13 666	25 987
Contracted services		-	-	-	11 224	10 607	10 607	10 607	10 762	11 208	11 663
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	47 471	40 693	38 596	61 412	68 297	68 297	68 297	62 892	63 764	65 728
Losses		10	809	203						2	2
Total Expenditure		286 910	334 033	312 202	276 661	279 546	279 546	279 546	292 232	299 423	353 572
Surplus/(Deficit)		(75 226)	(112 736)	(76 358)	12 000	3 380	3 380	3 380	13 859	13 819	(26 934)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		30 017	22 359	38 781	19 616	16 716	16 716	16 716	27 596	32 259	33 539
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605

References

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

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Office of the Mayor		-	-	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 3 - Finance		-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 5 - Community & Social Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Infrastructure		-	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - Office of the Mayor		1 205	613	6	-	-	-	-	-	-	-
Vote 2 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 3 - Finance		780	45	17	1 062	-	-	-	-	-	-
Vote 4 - Corporate Services		-	-	-	1 062	-	-	-	660	686	714
Vote 5 - Community & Social Services		18 964	9 987	10 345	18 478	10 602	10 602	10 602	200	208	217
Vote 6 - Infrastructure		11 451	12 596	20 557	11 014	8 114	8 114	8 114	40 596	32 259	29 331
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		32 401	23 240	30 925	31 616	18 716	18 716	18 716	41 456	33 154	30 262
Total Capital Expenditure - Vote		32 401	23 240	30 925	31 616	18 716	18 716	18 716	41 456	33 154	30 262
Capital Expenditure - Functional											
Governance and administration		1 985	658	22	2 124	-	-	-	660	686	714
Executive and council		1 205	613	6	-	-	-	-	-	-	-
Finance and administration		780	45	17	2 124	-	-	-	660	686	714
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		177	141	10 345	3 186	1 158	1 158	1 158	-	-	-
Community and social services		139	118	25	1 062	-	-	-	-	-	-
Sport and recreation		-	7	10 320	-	-	-	-	-	-	-
Public safety		34	16	-	1 062	96	96	96	-	-	-
Housing		3	-	-	1 062	1 062	1 062	1 062	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		15 006	9 814	3 420	14 548	12 489	12 489	12 489	12 596	13 259	13 656
Planning and development		31	787	1 073	1 380	321	321	321	-	-	-
Road transport		14 974	9 027	2 347	13 168	12 168	12 168	12 168	12 596	13 259	13 656
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		15 233	12 606	20 557	11 758	5 069	5 069	5 069	28 200	19 208	15 892
Energy sources		6 579	3 831	1 379	8 572	4 782	4 782	4 782	20 000	8 000	4 000
Water management		4 841	8 765	19 178	1 062	191	191	191	8 000	11 000	11 675
Waste water management		3 813	10	-	1 062	-	-	-	-	-	-
Waste management		-	-	-	1 062	96	96	96	200	208	217
Other		-	21	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	32 401	23 240	34 345	31 616	18 716	18 716	18 716	41 456	33 154	30 262
Funded by:											
National Government		29 633	22 359	34 272	19 616	16 716	16 716	16 716	27 596	32 259	29 331
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	29 633	22 359	34 272	19 616	16 716	16 716	16 716	27 596	32 259	29 331
Borrowing	6	-	594	-	12 000	2 000	2 000	2 000	13 000	-	-
Internally generated funds		2 768	287	73	-	-	-	-	860	895	931
Total Capital Funding	7	32 401	23 240	34 345	31 616	18 716	18 716	18 716	41 456	33 154	30 262

References

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

NC073 Emthanjeni - Table A6 Budgeted Financial Position

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
ASSETS											
Current assets											
Cash		277	35 431	21 764	10 384	10 384	10 384	10 384	9 165	11 008	9 069
Call investment deposits	1	12 549	–	–	–	–	–	–	–	–	–
Consumer debtors	1	71 098	46 169	59 024	64 670	64 670	64 670	64 670	–	–	–
Other debtors		–	4 794	12 259	6	6	6	6	6	6	7
Current portion of long-term receivables		5	–	–	6	6	6	6	2	2	2
Inventory	2	58 090	53 705	54 058	52 833	52 833	52 833	52 833	54 946	56 594	58 858
Total current assets		142 019	140 100	147 105	127 899	127 899	127 899	127 899	64 120	67 611	67 936
Non current assets											
Long-term receivables		2	0	–	2	2	2	2	–	–	–
Investments		28	7	28	30	30	30	30	30	30	31
Investment property		5 719	5 719	5 719	5 725	5 725	5 725	5 725	5 782	5 869	5 928
Investment in Associate		–	–	–	–	–	–	–	–	–	–
Property, plant and equipment	3	776 195	752 298	727 680	838 804	825 904	825 904	825 904	867 309	887 473	917 734
Biological		–	–	–	–	–	–	–	–	–	–
Intangible		137	102	50	192	192	192	192	212	184	172
Other non-current assets		6 967	–	–	8	8	8	8	–	–	–
Total non current assets		789 046	758 126	733 476	844 759	831 859	831 859	831 859	873 333	893 555	923 864
TOTAL ASSETS		931 065	898 226	880 581	972 658	959 758	959 758	959 758	937 453	961 166	991 800
LIABILITIES											
Current liabilities											
Bank overdraft	1	9 883	18 397	21 973	6 993	6 993	6 993	6 993	7 272	7 491	7 640
Borrowing	4	3 734	241	241	791	791	791	791	410	–	–
Consumer deposits		2 346	2 415	2 518	2 659	2 659	2 659	2 659	2 741	2 831	2 926
Trade and other payables	4	76 385	120 730	144 532	52 335	52 335	52 335	52 335	53 906	55 523	57 188
Provisions		2 038	1 835	1 929	2 083	2 083	2 083	2 083	2 146	2 210	2 254
Total current liabilities		94 385	143 618	171 192	64 862	64 862	64 862	64 862	66 475	68 055	70 009
Non current liabilities											
Borrowing		25 250	1 290	–	11 443	1 443	1 443	1 443	12 590	–	–
Provisions		46 937	79 447	73 060	98 755	98 755	98 755	98 755	99 742	100 739	101 747
Total non current liabilities		72 186	80 737	73 060	110 198	100 198	100 198	100 198	112 332	100 739	101 747
TOTAL LIABILITIES		166 571	224 355	244 253	175 060	165 060	165 060	165 060	178 807	168 794	171 756
NET ASSETS	5	764 494	673 872	636 328	797 598	794 698	794 698	794 698	758 646	792 372	820 044
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		764 494	673 872	636 328	797 598	794 698	794 698	794 698	758 646	792 372	820 044
Reserves	4	–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	5	764 494	673 872	636 328	797 598	794 698	794 698	794 698	758 646	792 372	820 044

References

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

NC073 Emtsheni - Table A7 Budgeted Cash Flows

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		15 202			30 053	30 053	30 053	30 053	33 838	35 415	38 361
Service charges		99 013	128 766	123 501	137 115	131 109	131 109	131 109	128 937	135 122	146 877
Other revenue		15 282			33 814	32 894	32 894	32 894	33 526	34 540	37 305
Transfers and Subsidies - Operational	1	41 316	94 955	66 084	51 955	58 840	58 840	58 840	55 274	57 315	57 404
Transfers and Subsidies - Capital	1	33 782			19 616	16 716	16 716	16 716	27 596	32 259	33 539
Interest		1 468	1 955	1 814	1 898	1 698	1 698	1 698	1 845	1 812	2 026
Dividends					-	-	-	-	-	-	-
Payments											
Suppliers and employees		(165 623)	176 143	(165 082)	(251 301)	(251 221)	(251 221)	(251 221)	(248 504)	(258 636)	(280 160)
Finance charges		(4 002)	(5 540)	(7 941)	(2 130)	(2 130)	(2 130)	(2 130)	(3 342)	(3 485)	(3 635)
Transfers and Grants	1	(516)			-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		35 921	396 279	18 376	21 021	17 960	17 960	17 960	29 170	34 344	31 716
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		27	-	-	210	210	210	210	330	345	362
Decrease (increase) in non-current receivables					-	-	-	-	-	-	-
Decrease (increase) in non-current investments					-	-	-	-	-	-	-
Payments											
Capital assets		(32 401)	(26 690)	(34 327)	(31 616)	(18 716)	(18 716)	(18 716)	(41 456)	(33 154)	(30 262)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(32 374)	(26 690)	(34 327)	(31 406)	(18 506)	(18 506)	(18 506)	(41 126)	(32 809)	(29 900)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans					-	-	-	-	-	-	-
Borrowing long term/refinancing		45	-	-	12 000	2 000	2 000	2 000	13 000	-	-
Increase (decrease) in consumer deposits			594	-	102	102	102	102	82	90	95
Payments											
Repayment of borrowing		(3 433)	(3 808)	(1 290)	(861)	(861)	(861)	(861)	(889)	(1 003)	(1 029)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(3 388)	(3 213)	(1 290)	11 241	1 241	1 241	1 241	12 193	(913)	(934)
NET INCREASE/ (DECREASE) IN CASH HELD											
Cash/cash equivalents at the year begin:	2	2 784	(2 944)	17 033	2 565	(208)	(208)	(208)	487	724	1 345
Cash/cash equivalents at the year end:	2	2 944	363 432	(208)	3 421	487	487	487	724	1 345	2 228

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities

2. Cash equivalents includes investments with maturities of 3 months or less

3. The MTREF is populated directly from SA30.

Total receipts		206 090	225 676	191 399	274 662	271 521	271 521	271 521	281 346	296 809	315 874
Total payments		(202 543)	143 913	(207 351)	(285 047)	(272 067)	(272 067)	(272 067)	(293 302)	(295 275)	(314 057)
		3 548	369 589	(15 952)	(10 385)	(546)	(546)	(546)	(11 956)	1 535	1 817
Borrowings & investments & c.deposits		45	594	-	12 102	2 102	2 102	2 102	13 082	90	95
Repayment of borrowing		(3 433)	(3 808)	(1 290)	(861)	(861)	(861)	(861)	(889)	(1 003)	(1 029)
		160	366 376	(17 242)	856	695	695	695	237	621	882
		-	-	-	-	-	-	-	0	-	-

Total Upgrading of Existing Assets	6	-	-	-	-	-	-	28 456	33 154	30 262
<i>Roads Infrastructure</i>		-	-	-	-	-	-	12 596	13 259	13 656
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	7 000	8 000	4 000
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	8 000	11 000	11 675
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	27 596	32 259	29 331
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	860	895	931
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	-	-	-	-	-	-	28 456	33 154	30 262
<i>Roads Infrastructure</i>		-	-	-	-	-	-	12 596	13 259	13 656
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	7 000	8 000	4 000
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	8 000	11 000	11 675
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	27 596	32 259	29 331
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	860	895	931
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		-	-	-	-	-	-	28 456	33 154	30 262

ASSET REGISTER SUMMARY - PPE (WDV)	5	1 090 699	898 226	880 581	838 995	826 095	826 095	873 310	893 533	923 841
<i>Roads Infrastructure</i>		439 970	892 406	874 813	466 917	466 917	466 917	481 578	500 167	517 122
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		70 266	-	-	83 584	80 684	80 684	96 195	86 407	89 337
<i>Water Supply Infrastructure</i>		152 887	-	-	68 468	68 468	68 468	70 618	82 261	85 050
<i>Sanitation Infrastructure</i>		44 151	-	-	44 127	44 127	44 127	45 512	47 269	48 871
<i>Solid Waste Infrastructure</i>		30 258	-	-	27 268	27 268	27 268	28 124	29 210	30 200
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		737 531	892 406	874 813	690 363	687 463	687 463	722 027	745 314	770 581
Community Assets		223 257	-	-	0	0	0	0	0	0
Heritage Assets		6 959	-	-	8	8	8	8	8	8
Investment properties		-	5 719	5 719	5 725	5 725	5 725	5 782	5 869	5 928
Other Assets		122 816	-	-	93 786	93 786	93 786	105 138	100 465	103 870
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		137	102	50	192	192	192	212	184	172
Computer Equipment		-	-	-	1 059	1 059	1 059	1 092	1 134	1 172
Furniture and Office Equipment		-	-	-	3 768	3 768	3 768	3 886	4 036	4 173
Machinery and Equipment		-	-	-	2 469	2 469	2 469	2 547	2 645	2 735
Transport Assets		-	-	-	27 789	17 789	17 789	18 348	19 056	19 702
Land		-	-	-	13 837	13 837	13 837	14 272	14 823	15 500
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	1 090 699	898 226	880 581	838 995	826 095	826 095	873 310	893 533	923 841
EXPENDITURE OTHER ITEMS		75 016	65 108	57 621	25 361	21 978	21 978	22 902	23 969	41 381
Depreciation	7	62 770	52 637	50 051	10 633	10 633	10 633	9 891	10 303	15 394
Repairs and Maintenance by Asset Class	3	12 246	12 471	7 570	14 729	11 345	11 345	13 011	13 666	25 987
<i>Roads Infrastructure</i>		12 246	12 471	7 570	14 729	11 345	11 345	13 011	13 666	25 987
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		12 246	12 471	7 570	14 729	11 345	11 345	13 011	13 666	25 987
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
<i>Revenue Generating</i>		-	-	-	-	-	-	-	-	-
<i>Non-revenue Generating</i>		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
<i>Operational Buildings</i>		-	-	-	-	-	-	-	-	-
<i>Housing</i>		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
<i>Servitudes</i>		-	-	-	-	-	-	-	-	-
<i>Licences and Rights</i>		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		75 016	65 108	57 621	25 361	21 978	21 978	22 902	23 969	41 381
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	287.7%	321.8%	196.6%
<i>R&M as a % of PPE</i>		1.6%	1.7%	1.0%	1.8%	1.4%	1.4%	1.5%	1.5%	2.8%
<i>Renewal and upgrading and R&M as a % of PPE</i>		1.0%	1.0%	1.0%	2.0%	1.0%	1.0%	5.0%	5.0%	6.0%

References

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

NC073 Emthanjani - Table A10 Basic service delivery measurement

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Household service targets	1									
Water:										
Piped water inside dwelling		11 114	11 480	11 480	11 480	11 594	11 640	11 740	11 740	11 857
Piped water inside yard (but not in dwelling)		695	736	736	736	743	763	763	763	771
Using public tap (at least min.service level)	2	465	452	452	452	444	430	430	430	434
Other water supply (at least min.service level)	4	341	333	333	333	320	310	310	310	313
<i>Minimum Service Level and Above sub-total</i>		12 615	13 001	13 001	13 001	13 101	13 143	13 243	13 243	13 375
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	12 615	13 001	13 001	13 001	13 101	13 143	13 243	13 243	13 375
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		8 847	9 377	9 377	9 377	9 507	10 038	10 138	10 138	10 239
Flush toilet (with septic tank)		2 252	2 365	2 365	2 365	2 425	2 480	2 480	2 480	2 505
Chemical toilet		705	663	663	663	636	625	625	625	631
Pit toilet (ventilated)		458	431	431	431	406	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		12 262	12 836	12 836	12 836	12 974	13 143	13 243	13 243	13 375
Bucket toilet		353	-	-	-	-	-	-	404	408
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	63	63
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		353	-	-	-	-	-	-	467	471
Total number of households	5	12 615	12 836	12 836	12 836	12 974	13 143	13 243	13 710	13 847
Energy:										
Electricity (at least min.service level)		3 838	3 990	4 290	4 290	4 290	4 290	4 290	4 333	4 376
Electricity - prepaid (min.service level)		8 115	8 206	8 350	8 350	8 350	8 500	8 500	8 585	8 971
<i>Minimum Service Level and Above sub-total</i>		11 953	12 196	12 640	12 640	12 640	12 790	12 790	12 918	13 347
Electricity (< min.service level)		469	435	400	400	400	400	400	404	408
Electricity - prepaid (< min. service level)		193	189	162	162	162	162	162	163	163
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		662	624	562	562	562	562	562	567	571
Total number of households	5	12 615	12 820	13 202	13 202	13 202	13 352	13 352	13 485	13 918
Refuse:										
Removed at least once a week		12 615	13 624	13 624	13 624	13 624	13 684	13 684	13 684	13 821
<i>Minimum Service Level and Above sub-total</i>		12 615	13 624	13 624	13 624	13 624	13 684	13 684	13 684	13 821
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	12 615	13 624	13 624	13 624	13 624	13 684	13 684	13 684	13 821
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		3 750	3 750	3 800	3 800	3 800	4 000	4 000	4 000	4 000
Sanitation (free minimum level service)		3 750	3 750	3 800	3 800	3 800	4 000	4 000	4 000	4 000
Electricity/other energy (50kwh per household per month)		3 750	3 750	3 800	3 800	3 800	4 000	4 000	4 000	4 100
Refuse (removed at least once a week)		3 750	3 750	3 800	3 800	3 800	4 000	4 000	4 000	4 000
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	6 344	6 344	6 344	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	10 907	10 907	10 907	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	2 897	2 897	2 897	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	6 802	6 802	6 802	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)										
Total cost of FBS provided		-	-	-	26 950	26 950	26 950	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		(388)	-	-	30 196	30 196	30 196	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of subsidised services provided	6	(388)	-	-	30 196	30 196	30 196	-	-	-

References

1. Include services provided by another entity; e.g. Eskom
2. Stand distance <= 200m from dwelling
3. Stand distance > 200m from dwelling
4. Borehole, spring, rain-water tank etc.
5. Must agree to total number of households in municipal area (informal settlements receiving services must be included)
6. Include value of subsidy provided by municipality above provincial subsidy level
7. Show number of households receiving at least these levels of services completely free (informal settlements must be included)
8. Must reflect the cost to the municipality of providing the Free Basic Service
9. Reflect the cost to the municipality in terms of 'revenue foregone' of providing free services (note this will not equal 'Revenue Foregone' on SA1)

NC073 Emthanjeni - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand											
REVENUE ITEMS:											
Property rates											
Total Property Rates	6	31 790			67 763	67 763	67 763	67 763	39 820	41 573	43 734
less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		(388)			30 196	30 196	30 196	30 196			
Net Property Rates		32 179	-	-	37 566	37 566	37 566	37 566	39 820	41 573	43 734
Service charges - electricity revenue											
Total Service charges - electricity revenue	6	73 251			82 047	75 047	75 047	75 047	79 333	86 999	91 523
less Revenue Foregone (in excess of 50 kwh per indigent household per month)											
less Cost of Free Basis Services (50 kwh per indigent household per month)					2 897	2 897	2 897	2 897			
Net Service charges - electricity revenue		73 251	-	-	79 149	72 149	72 149	72 149	79 333	86 999	91 523
Service charges - water revenue											
Total Service charges - water revenue	6	25 951			43 157	43 157	43 157	43 157	38 396	40 085	42 170
less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)											
less Cost of Free Basis Services (6 kilolitres per indigent household per month)					6 344	6 344	6 344	6 344			
Net Service charges - water revenue		25 951	-	-	36 813	36 813	36 813	36 813	38 396	40 085	42 170
Service charges - sanitation revenue											
Total Service charges - sanitation revenue		11 865			36 370	33 670	33 670	33 670	23 925	24 977	26 276
less Revenue Foregone (in excess of free sanitation service to indigent households)											
less Cost of Free Basis Services (free sanitation service to indigent households)					10 907	10 907	10 907	10 907			
Net Service charges - sanitation revenue		11 865	-	-	25 464	22 764	22 764	22 764	23 925	24 977	26 276
Service charges - refuse revenue											
Total refuse removal revenue	6	6 273			21 059	19 259	19 259	19 259	13 055	13 630	14 338
Total landfill revenue											
less Revenue Foregone (in excess of one removal a week to indigent households)											
less Cost of Free Basis Services (removed once a week to indigent households)					6 802	6 802	6 802	6 802			
Net Service charges - refuse revenue		6 273	-	-	14 257	12 457	12 457	12 457	13 055	13 630	14 338
Other Revenue by source											
Fuel Levy											
Other Revenue		2 452			33 302	35 002	35 002	35 002	50 805	41 894	44 073
Total 'Other' Revenue	1	2 452	-	-	33 302	35 002	35 002	35 002	50 805	41 894	44 073
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	65 517			59 658	59 658	59 658	59 658	63 466	63 794	83 977
Pension and UIF Contributions					11 228	11 228	11 228	11 228	11 944	12 006	15 804
Medical Aid Contributions					2 052	2 052	2 052	2 052	2 182	2 194	2 888
Overtime					1 524	1 524	1 524	1 524	1 621	1 630	2 145
Performance Bonus					5 986	5 986	5 986	5 986	6 368	6 401	8 426
Motor Vehicle Allowance					2 021	2 021	2 021	2 021	2 150	2 161	2 845
Cellphone Allowance					513	513	513	513	546	548	722
Housing Allowances					763	763	763	763	812	816	1 074
Other benefits and allowances					949	949	949	949	1 009	1 014	1 335
Payments in lieu of leave					92	92	92	92	98	98	129
Long service awards					1 772	1 772	1 772	1 772	1 885	1 894	2 494
Post-retirement benefit obligations	4				1 195	1 195	1 195	1 195	1 271	1 278	1 682
sub-total	5	65 517	-	-	87 751	87 751	87 751	87 751	93 351	93 834	123 521
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	65 517	-	-	87 751	87 751	87 751	87 751	93 351	93 834	123 521

Depreciation & asset impairment														
Depreciation of Property, Plant & Equipment				62 770				10 633	10 633	10 633	10 633	9 891	10 303	15 394
Lease amortisation				-				-	-	-	-	-	-	-
Capital asset impairment				-				-	-	-	-	-	-	-
Total Depreciation & asset impairment	1			62 770	-	-	-	10 633	10 633	10 633	10 633	9 891	10 303	15 394
Bulk purchases														
Electricity Bulk Purchases				59 964				71 644	71 644	71 644	71 644	85 055	88 712	92 527
Water Bulk Purchases				-				2 895	2 895	2 895	2 895	-	-	-
Total bulk purchases	1			59 964	-	-	-	74 539	74 539	74 539	74 539	85 055	88 712	92 527
Transfers and grants														
Cash transfers and grants				-				-	-	-	-	-	-	-
Non-cash transfers and grants				-				-	-	-	-	-	-	-
Total transfers and grants	1			-	-	-	-	-	-	-	-	-	-	-
Contracted services														
Outsourced Services				-				-	-	-	-	-	-	-
Consultants and Professional Services				-				8 290	7 673	7 673	7 673	10 762	11 208	11 663
Contractors				-				2 934	2 934	2 934	2 934	-	-	-
Total contracted services				-	-	-	-	11 224	10 607	10 607	10 607	10 762	11 208	11 663
Other Expenditure By Type														
Collection costs				-				-	-	-	-	-	-	-
Contributions to 'other' provisions				-				55	55	55	55	-	-	-
Audit fees				-				4 471	4 471	4 471	4 471	-	-	-
Other Expenditure				47 471				56 887	63 772	63 772	63 772	62 892	63 764	65 728
Total 'Other' Expenditure	1			47 471	-	-	-	61 412	68 297	68 297	68 297	62 892	63 764	65 728
by Expenditure Item														
Employee related costs	8			-				-	-	-	-	-	-	-
Other materials				-				5 864	5 864	5 864	5 864	-	-	-
Contracted Services				-				8 864	8 864	8 864	8 864	-	-	-
Other Expenditure				-				-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	9			-	-	-	-	14 729	14 729	14 729	14 729	-	-	-
check				-	-	-	-	14 729	14 729	14 729	14 729	-	-	-

References

1. Must reconcile with 'Budgeted Financial Performance (Revenue and Expenditure)
2. Must reconcile to supporting documentation on staff salaries
3. Must reconcile to supporting documentation on staff salaries
4. Expenditure to meet any 'unfunded obligations'
- 5 This sub-total must agree with the total on SA22, but excluding councillor and board member items
6. Include a note for each revenue item that is affected by 'revenue foregone'
7. Special consideration may have to be given to including 'goodwill arising' or 'joint venture' budgets where circumstances require this (include separately under relevant notes)
8. Repairs and Maintenance is not a GRAP item. However to facilitate transparency, municipalities must provide a breakdown of the amounts included in the relevant GRAP items that will be spent on Repairs and Maintenance.
9. Must reconcile with Repairs and Maintenance by Asset Class (Total Repairs and Maintenance) on Table SA34c.
10. Only applicable to municipalities that have adopted the 'revaluation method' in GRAP 17. The aim is to prevent overstating 'depreciation and asset impairment'

NC073 Emthanjani - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Ref	Vote 1 - Office of the Mayor	Vote 2 - Municipal Manager	Vote 3 - Finance	Vote 4 - Corporate Services	Vote 5 - Community & Social Services	Vote 6 - Infrastructure	Vote 7 - [NAME OF VOTE 7]	Vote 8 - [NAME OF VOTE 8]	Vote 9 - [NAME OF VOTE 9]	Vote 10 - [NAME OF VOTE 10]	Vote 11 - [NAME OF VOTE 11]	Vote 12 - [NAME OF VOTE 12]	Vote 13 - [NAME OF VOTE 13]	Vote 14 - [NAME OF VOTE 14]	Vote 15 - [NAME OF VOTE 15]	Total
R thousand	1																
Revenue By Source																	
Property rates																	-
Service charges - electricity revenue																	-
Service charges - water revenue																	-
Service charges - sanitation revenue																	-
Service charges - refuse revenue																	-
Rental of facilities and equipment																	-
Interest earned - external investments																	-
Interest earned - outstanding debtors																	-
Dividends received																	-
Fines, penalties and forfeits																	-
Licences and permits																	-
Agency services																	-
Other revenue																	-
Transfers and subsidies																	-
Gains																	-
Total Revenue (excluding capital transfers and contributions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure By Type																	
Employee related costs																	-
Remuneration of councillors																	-
Debt impairment																	-
Depreciation & asset impairment																	-
Finance charges																	-
Bulk purchases																	-
Other materials																	-
Contracted services																	-
Transfers and subsidies																	-
Other expenditure																	-
Losses																	-
Total Expenditure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)																	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)																	-
Transfers and subsidies - capital (in-kind - all)																	-
Surplus/(Deficit) after capital transfers & contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
References																	

1. Departmental columns to be based on municipal organisation structure

NC073 Emthanjeni - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
ASSETS											
Consumer debtors											
Consumer debtors		71 098			72 425	72 425	72 425	72 425			
Less: Provision for debt impairment					(7 755)	(7 755)	(7 755)	(7 755)			
Total Consumer debtors	2	71 098	-	-	64 670	64 670	64 670	64 670	-	-	-
Debt impairment provision											
Balance at the beginning of the year											
Contributions to the provision					7 421	7 421	7 421	7 421			
Bad debts written off											
Balance at end of year		-	-	-	7 421	7 421	7 421	7 421	-	-	-
Property, plant and equipment (PPE)											
PPE at cost/valuation (excl. finance leases)		776 195			838 804	825 904	825 904	825 904			
Leases recognised as PPE	3										
Less: Accumulated depreciation											
Total Property, plant and equipment (PPE)	2	776 195	-	-	838 804	825 904	825 904	825 904	-	-	-
LIABILITIES											
Current liabilities - Borrowing											
Short term loans (other than bank overdraft)											
Current portion of long-term liabilities		3 734			791	791	791	791			
Total Current liabilities - Borrowing		3 734	-	-	791	791	791	791	-	-	-
Trade and other payables											
Trade Payables	5	76 385			52 335	52 335	52 335	52 335			
Other creditors											
Unspent conditional transfers											
VAT											
Total Trade and other payables	2	76 385	-	-	52 335	52 335	52 335	52 335	-	-	-
Non current liabilities - Borrowing											
Borrowing	4	25 250			11 443	1 443	1 443	1 443			
Finance leases (including PPP asset element)											
Total Non current liabilities - Borrowing		25 250	-	-	11 443	1 443	1 443	1 443	-	-	-
Provisions - non-current											
Retirement benefits					38 428	38 428	38 428	38 428			
Refuse landfill site rehabilitation		46 937			56 495	56 495	56 495	56 495			
Other					3 832	3 832	3 832	3 832			
Total Provisions - non-current		46 937	-	-	98 755	98 755	98 755	98 755	-	-	-
CHANGES IN NET ASSETS											
Accumulated Surplus/(Deficit)											
Accumulated Surplus/(Deficit) - opening balance					782 982	782 982	782 982	782 982			
GRAP adjustments											
Restated balance		-	-	-	782 982	782 982	782 982	782 982	-	-	-
Surplus/(Deficit)		(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605
Transfers to/from Reserves											
Depreciation offsets											
Other adjustments					(17 000)	(8 380)	(8 380)	(8 380)			
Accumulated Surplus/(Deficit)	1	(45 209)	(90 377)	(37 577)	797 598	794 698	794 698	794 698	41 455	46 078	6 605
Reserves											
Housing Development Fund											
Capital replacement											
Self-insurance											
Other reserves											
Revaluation											
Total Reserves	2	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2	(45 209)	(90 377)	(37 577)	797 598	794 698	794 698	794 698	41 455	46 078	6 605

NC073 Emthanjeni - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
R thousand													
Allocations to other priorities				2									
Total Revenue (excluding capital transfers and contributions)				1	-	-	-	-	-	-	-	-	
<u>References</u>													
1. Total revenue must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)													
2. Balance of allocations not directly linked to an IDP strategic objective													
check op revenue balance					(241 702)	(243 656)	(274 624)	(308 277)	(299 642)	(299 642)	(333 687)	(345 501)	(360 178)

NC073 Emthanjeni - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
R thousand													
Allocations to other priorities													
Total Expenditure				1	-	-	-	-	-	-	-	-	
<i>References</i>													
1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)													
2. Balance of allocations not directly linked to an IDP strategic objective													
check op expenditure balance					(286 910)	(334 033)	(312 202)	(276 661)	(279 546)	(279 546)	(292 232)	(299 423)	(353 572)

NC073 Emthanjeni - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand		A										
		B										
		C										
		D										
		E										
		F										
		G										
		H										
		I										
		J										
		K										
		L										
		M										
		N										
		O										
		P										
Allocations to other priorities			3									
Total Capital Expenditure			1	-	-	-	-	-	-	-	-	-

References

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

(32 401) (23 240) (30 925) (31 616) (18 716) (18 716) (41 456) (33 154) (30 262)

NC073 Emthanjeni - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue Framework	
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22
Vote 1 - vote name									
Function 1 - (name)									
Sub-function 1 - (name)									
<i>Insert measure/s description</i>									
Sub-function 2 - (name)									
<i>Insert measure/s description</i>									
Sub-function 3 - (name)									
<i>Insert measure/s description</i>									
Function 2 - (name)									
Sub-function 1 - (name)									
<i>Insert measure/s description</i>									
Sub-function 2 - (name)									
<i>Insert measure/s description</i>									
Sub-function 3 - (name)									
<i>Insert measure/s description</i>									
Vote 2 - vote name									
Function 1 - (name)									
Sub-function 1 - (name)									
<i>Insert measure/s description</i>									
Sub-function 2 - (name)									
<i>Insert measure/s description</i>									
Sub-function 3 - (name)									
<i>Insert measure/s description</i>									
Function 2 - (name)									
Sub-function 1 - (name)									
<i>Insert measure/s description</i>									
Sub-function 2 - (name)									
<i>Insert measure/s description</i>									
Sub-function 3 - (name)									
<i>Insert measure/s description</i>									
Vote 3 - vote name									
Function 1 - (name)									
Sub-function 1 - (name)									
<i>Insert measure/s description</i>									
Sub-function 2 - (name)									
<i>Insert measure/s description</i>									
Sub-function 3 - (name)									
<i>Insert measure/s description</i>									
Function 2 - (name)									
Sub-function 1 - (name)									
<i>Insert measure/s description</i>									
Sub-function 2 - (name)									
<i>Insert measure/s description</i>									
Sub-function 3 - (name)									
<i>Insert measure/s description</i>									
And so on for the rest of the Votes									

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))
2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities
3. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

NC073 Emthanjani - Entities measurable performance objectives

Description	Unit of measurement	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue Framework	
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22
Entity 1 - (name of entity)									
<i>Insert measure/s description</i>									
Entity 2 - (name of entity)									
<i>Insert measure/s description</i>									
Entity 3 - (name of entity)									
<i>Insert measure/s description</i>									
And so on for the rest of the Entities									

1. Include a measurable performance objective as agreed with the parent municipality (MFMA s87(5)(d))

2. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

& Expenditure
Budget Year +2 2022/23

NC073 Emthanjeni - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	4.1%	5.4%	1.7%	1.1%	1.1%	1.1%	1.1%	1.4%	1.5%	1.3%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	7.0%	10.3%	2.8%	1.3%	1.3%	1.3%	1.3%	1.7%	1.8%	1.7%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	1.6%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	93.8%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity											
Current Ratio	Current assets/current liabilities	1.5	1.0	0.9	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1.5	1.0	0.9	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Liquidity Ratio	Monetary Assets/Current Liabilities	0.1	0.2	0.1	0.2	0.2	0.2	0.2	0.1	0.2	0.1
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		76.4%	84.2%	72.8%	86.5%	88.7%	88.7%	88.7%	83.7%	82.3%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		76.4%	84.2%	72.8%	86.5%	88.7%	88.7%	88.7%	83.7%	82.3%	85.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	33.6%	23.0%	30.2%	22.4%	22.9%	22.9%	22.9%	0.0%	0.0%	0.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))										
Creditors to Cash and Investments		2594.8%	0.0%	0.0%	1529.8%	10752.1%	10752.1%	10752.1%	0.0%	0.0%	0.0%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Water Distribution Losses (2)	Total Volume Losses (kℓ)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	31.0%	37.2%	36.7%	30.4%	31.0%	31.0%	31.0%	30.5%	30.0%	37.8%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	5.8%	5.6%	3.2%	5.1%	4.0%	4.0%	4.5%	4.3%	4.4%	8.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	33.5%	30.2%	22.9%	4.4%	4.5%	4.5%	4.5%	4.3%	4.4%	5.8%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	28.8	56.4	67.6	92.5	92.5	92.5	82.0	89.4	83.8	88.1
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	47.3%	33.1%	41.8%	33.3%	35.4%	35.4%	35.4%	0.0%	0.0%	0.0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0.2	17.8	(0.0)	0.2	0.0	0.0	0.0	0.0	0.1	0.1

References

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

Detail on the provision of municipal services for A10

Total municipal services		2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
					Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast
	Ref	Household service targets (000)								
		Water:								
		Piped water inside dwelling								
		Piped water inside yard (but not in dwelling)								
8		Using public tap (at least min.service level)								
10		Other water supply (at least min.service level)								
		Minimum Service Level and Above sub-total								
9		Using public tap (< min.service level)								
10		Other water supply (< min.service level)								
		No water supply								
		Below Minimum Service Level sub-total								
		Total number of households								
		Sanitation/sewage:								
		Flush toilet (connected to sewerage)								
		Flush toilet (with septic tank)								
		Chemical toilet								
		Pit toilet (ventilated)								
		Other toilet provisions (> min.service level)								
		Minimum Service Level and Above sub-total								
		Bucket toilet								
		Other toilet provisions (< min.service level)								
		No toilet provisions								
		Below Minimum Service Level sub-total								
		Total number of households								
		Energy:								
		Electricity (at least min.service level)								
		Electricity - prepaid (min.service level)								
		Minimum Service Level and Above sub-total								
		Electricity (< min.service level)								
		Electricity - prepaid (< min.service level)								
		Other energy sources								
		Below Minimum Service Level sub-total								
		Total number of households								
		Refuse:								
		Removed at least once a week								
		Minimum Service Level and Above sub-total								
		Removed less frequently than once a week								
		Using communal refuse dump								
		Using own refuse dump								
		Other rubbish disposal								
		No rubbish disposal								
		Below Minimum Service Level sub-total								
		Total number of households								
		Municipal in-house services								
	Ref	Household service targets (000)								
		Water:								
		Piped water inside dwelling								
		Piped water inside yard (but not in dwelling)								
8		Using public tap (at least min.service level)								
10		Other water supply (at least min.service level)								
		Minimum Service Level and Above sub-total								
9		Using public tap (< min.service level)								
10		Other water supply (< min.service level)								
		No water supply								
		Below Minimum Service Level sub-total								
		Total number of households								
		Sanitation/sewage:								
		Flush toilet (connected to sewerage)								
		Flush toilet (with septic tank)								
		Chemical toilet								
		Pit toilet (ventilated)								
		Other toilet provisions (> min.service level)								
		Minimum Service Level and Above sub-total								
		Bucket toilet								
		Other toilet provisions (< min.service level)								
		No toilet provisions								
		Below Minimum Service Level sub-total								
		Total number of households								
		Energy:								
		Electricity (at least min.service level)								
		Electricity - prepaid (min.service level)								
		Minimum Service Level and Above sub-total								
		Electricity (< min.service level)								
		Electricity - prepaid (< min.service level)								
		Other energy sources								
		Below Minimum Service Level sub-total								
		Total number of households								
		Refuse:								
		Removed at least once a week								
		Minimum Service Level and Above sub-total								
		Removed less frequently than once a week								
		Using communal refuse dump								
		Using own refuse dump								
		Other rubbish disposal								
		No rubbish disposal								
		Below Minimum Service Level sub-total								
		Total number of households								

Municipal entity services		Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Name of municipal entity		Ref	Household service targets (000)								
			Water:								
			Piped water inside dwelling								
			Piped water inside yard (but not in dwelling)								
		8	Using public tap (at least min.service level)								
		10	Other water supply (at least min.service level)								
			Minimum Service Level and Above sub-total								
			Below Minimum Service Level sub-total								
		9	Using public tap (< min.service level)								
		10	Other water supply (< min.service level)								
			No water supply								
			Below Minimum Service Level sub-total								
			Total number of households								
Name of municipal entity		Ref	Sanitation/sewage:								
			Flush toilet (connected to sewerage)								
			Flush toilet (with septic tank)								
			Chemical toilet								
			Pit toilet (ventilated)								
			Other toilet provisions (> min.service level)								
			Minimum Service Level and Above sub-total								
			Bucket toilet								
			Other toilet provisions (< min.service level)								
			No toilet provisions								
			Below Minimum Service Level sub-total								
			Total number of households								
Name of municipal entity		Ref	Energy:								
			Electricity (at least min.service level)								
			Electricity - prepaid (min.service level)								
			Minimum Service Level and Above sub-total								
			Electricity (< min.service level)								
			Electricity - prepaid (< min. service level)								
			Other energy sources								
			Below Minimum Service Level sub-total								
			Total number of households								
Name of municipal entity		Ref	Refuse:								
			Removed at least once a week								
			Minimum Service Level and Above sub-total								
			Removed less frequently than once a week								
			Using communal refuse dump								
			Using own refuse dump								
			Other rubbish disposal								
			No rubbish disposal								
			Below Minimum Service Level sub-total								
			Total number of households								
Services provided by 'external mechanisms'		Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Names of service providers		Ref	Household service targets (000)								
			Water:								
			Piped water inside dwelling								
			Piped water inside yard (but not in dwelling)								
		8	Using public tap (at least min.service level)								
		10	Other water supply (at least min.service level)								
			Minimum Service Level and Above sub-total								
			Below Minimum Service Level sub-total								
		9	Using public tap (< min.service level)								
		10	Other water supply (< min.service level)								
			No water supply								
			Below Minimum Service Level sub-total								
			Total number of households								
Names of service providers		Ref	Sanitation/sewage:								
			Flush toilet (connected to sewerage)								
			Flush toilet (with septic tank)								
			Chemical toilet								
			Pit toilet (ventilated)								
			Other toilet provisions (> min.service level)								
			Minimum Service Level and Above sub-total								
			Bucket toilet								
			Other toilet provisions (< min.service level)								
			No toilet provisions								
			Below Minimum Service Level sub-total								
			Total number of households								
Names of service providers		Ref	Energy:								
			Electricity (at least min.service level)								
			Electricity - prepaid (min.service level)								
			Minimum Service Level and Above sub-total								
			Electricity (< min.service level)								
			Electricity - prepaid (< min. service level)								
			Other energy sources								
			Below Minimum Service Level sub-total								
			Total number of households								
Names of service providers		Ref	Refuse:								
			Removed at least once a week								
			Minimum Service Level and Above sub-total								
			Removed less frequently than once a week								
			Using communal refuse dump								
			Using own refuse dump								
			Other rubbish disposal								
			No rubbish disposal								
			Below Minimum Service Level sub-total								
			Total number of households								
Detail of Free Basic Services (FBS) provided		Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Electricity		Ref	Location of households for each type of FBS								
			Formal settlements - (50 kwh per indigent household per month Rands)								
			Number of HH receiving this type of FBS								
			Informal settlements (Rands)								
			Number of HH receiving this type of FBS								
			Informal settlements targeted for upgrading (Rands)								
			Number of HH receiving this type of FBS								
			Living in informal backyard rental agreement (Rands)								
List type of FBS service						2 897 134	2 897 134	2 897 134			

		Number of HH receiving this type of FBS													
		Other (Rands)													
		Number of HH receiving this type of FBS													
		Total cost of FBS - Electricity for informal settlements													
	Ref.	Location of households for each type of FBS													
Water		Formal settlements - (6 kilolitre per indigent household per month Rands)													
		Number of HH receiving this type of FBS													
		Informal settlements (Rands)													
		Number of HH receiving this type of FBS													
		Informal settlements targeted for upgrading (Rands)													
		Number of HH receiving this type of FBS													
		Living in informal backyard rental agreement (Rands)													
		Number of HH receiving this type of FBS													
		Other (Rands)													
		Number of HH receiving this type of FBS													
		Total cost of FBS - Water for informal settlements													
	Ref.	Location of households for each type of FBS													
Sanitation		Formal settlements - (free sanitation service to indigent households)													
		Number of HH receiving this type of FBS													
		Informal settlements (Rands)													
		Number of HH receiving this type of FBS													
		Informal settlements targeted for upgrading (Rands)													
		Number of HH receiving this type of FBS													
		Living in informal backyard rental agreement (Rands)													
		Number of HH receiving this type of FBS													
		Other (Rands)													
		Number of HH receiving this type of FBS													
		Total cost of FBS - Sanitation for informal settlements													
	Ref.	Location of households for each type of FBS													
Refuse Removal		Formal settlements - (removed once a week to indigent households)													
		Number of HH receiving this type of FBS													
		Informal settlements (Rands)													
		Number of HH receiving this type of FBS													
		Informal settlements targeted for upgrading (Rands)													
		Number of HH receiving this type of FBS													
		Living in informal backyard rental agreement (Rands)													
		Number of HH receiving this type of FBS													
		Other (Rands)													
		Number of HH receiving this type of FBS													
		Total cost of FBS - Refuse Removal for informal settlements													

References

1. Monthly household income threshold. Should include all sources of income.
2. Show the poverty analysis the municipality uses to determine its indigents policy and the provision of services
3. Include total of all housing units within the municipality
4. Number of subsidised dwellings to be constructed by the municipality under agency agreement with province
5. Provide estimate based on building approval information. Include any non-subsidised dwellings constructed by the municipality
6. Insert actual or estimated % increases assumed as a basis for budget calculations
7. Insert actual or estimated % collection rate assumed as a basis for budget calculations for each revenue group
8. Stand distance <= 200m from dwelling
9. Stand distance > 200m from dwelling
10. Borehole, spring, rain-water tank etc.
11. Must agree to total number of households in municipal area
12. Household income categories assume an average 4 person household. Stats SA - Census 2011 Questionnaire
13. Based on National poverty line of R515 per capita per month (2008 prices), assuming an average household size of 4 persons

NC073 Emthanjeni Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework			
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
Funding measures													
Cash/cash equivalents at the year end - R'000	18(1)(b)	1	2 944	363 432	(208)	3 421	487	487	487	724	1 345	2 228	
Cash + investments at the year end less applications - R'000	18(1)(b)	2	(17 526)	55 017	47 513	5 895	6 955	6 955	6 955	1 928	3 553	1 465	
Cash year end/monthly employee/supplier payments	18(1)(b)	3	0.2	17.8	(0.0)	0.2	0.0	0.0	0.0	0.0	0.1	0.1	
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	(45 209)	(90 377)	(37 577)	31 616	20 096	20 096	20 096	41 455	46 078	6 605	
Service charge rev % change - macro CPIPIX target exclusive	18(1)(a)(2)	5	N.A.	(3.7%)	4.9%	8.0%	(12.0%)	(6.0%)	(6.0%)	1.0%	0.5%	(0.8%)	
Cash receipts % of Ratepayer & Other revenue	18(1)(a)(2)	6	78.6%	74.5%	66.9%	85.2%	86.9%	86.9%	86.9%	78.2%	80.4%	82.6%	
Debt impairment expense as a % of total billable revenue	18(1)(a)(2)	7	17.0%	40.9%	29.2%	4.0%	4.3%	4.3%	4.3%	3.7%	3.6%	3.6%	
Capital payments % of capital expenditure	18(1)(c):19	8	100.0%	114.8%	111.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)(c)	9	1.6%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	93.8%	0.0%	0.0%	
Grants % of Gov. legislated/gazetted allocations	18(1)(a)	10								0.0%	0.0%	0.0%	
Current consumer debtors % change - inc/(dec)	18(1)(a)	11	N.A.	(28.3%)	39.9%	(9.3%)	0.0%	0.0%	0.0%	(100.0%)	1.9%	0.8%	
Long term receivables % change - inc/(dec)	18(1)(a)	12	N.A.	(99.4%)	(100.0%)	0.0%	0.0%	0.0%	0.0%	(100.0%)	0.0%	0.0%	
R&M % of Property Plant & Equipment	20(1)(vi)	13	1.6%	1.7%	1.0%	1.8%	1.4%	1.4%	1.6%	1.5%	1.5%	2.8%	
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

References

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

Supporting indicators			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
% inc/ total service charges (incl prop rates)	18(1)(a)		2.3%	10.9%	14.0%	(6.0%)	0.0%	7.0%	6.5%	5.2%	
% inc/ Property Tax	18(1)(a)		3.1%	19.0%	(4.8%)	0.0%	0.0%	6.0%	4.4%	5.2%	
% inc/ Service charges - electricity revenue	18(1)(a)		3.1%	8.7%	(3.6%)	(8.8%)	0.0%	10.0%	9.7%	5.2%	
% inc/ Service charges - water revenue	18(1)(a)		(1.6%)	8.5%	32.8%	0.0%	0.0%	4.3%	4.4%	5.2%	
% inc/ Service charges - sanitation revenue	18(1)(a)		3.7%	7.7%	92.2%	(10.6%)	0.0%	5.1%	4.4%	5.2%	
% inc/ Service charges - refuse revenue	18(1)(a)		2.4%	9.6%	102.7%	(12.5%)	0.0%	4.8%	4.4%	5.2%	
% inc/ in	18(1)(a)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total billable revenue	18(1)(a)		149 518	152 944	169 563	193 250	181 750	181 750	194 529	207 264	218 042
Service charges	149 518	152 944	169 563	193 250	181 750	181 750	181 750	194 529	207 264	218 042	
Property rates	32 179	33 191	39 481	37 566	37 566	37 566	37 566	39 820	41 573	43 734	
Service charges - electricity revenue	73 251	75 489	82 077	79 149	72 149	72 149	72 149	79 333	86 999	91 523	
Service charges - water revenue	25 851	25 543	27 724	36 813	36 813	36 813	36 813	36 396	40 065	42 170	
Service charges - sanitation revenue	11 865	12 300	13 246	25 464	22 764	22 764	22 764	23 925	24 977	26 276	
Service charges - refuse removal	6 273	6 421	7 034	14 257	12 457	12 457	12 457	13 055	13 630	14 338	
Service charges - other	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	852	842	775	910	910	910	910	877	916	964	
Capital expenditure excluding capital grant funding	2 768	882	(3 348)	12 000	2 000	2 000	2 000	13 860	895	931	
Cash receipts from ratepayers	129 497	129 766	123 501	200 983	194 057	194 057	194 057	196 301	205 078	222 543	
Ratepayer & Other revenue	164 747	172 805	184 583	235 778	223 358	223 358	223 358	251 062	255 139	268 406	
Change in consumer debtors (current and non-current)	(8 911)	(20 141)	20 319	(6 600)	(6 600)	(6 600)	(6 600)	(6 600)	(6 600)	0	0
Operating and Capital Grant Revenue	18(1)(a)		75 478	68 651	88 185	71 571	75 556	75 556	81 870	89 574	90 943
Capital expenditure - total	20(1)(vi)		32 401	23 240	30 925	31 616	18 716	18 716	41 456	33 154	30 262
Capital expenditure - renewal	20(1)(vi)		-	-	-	-	-	-	-	-	-

Supporting benchmarks

Growth guideline maximum	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
CPI guideline	4.3%	3.9%	4.6%	5.0%	5.0%	5.0%	5.0%	5.0%	5.4%	5.4%
DORA operating grants total MFY										
DORA capital grants total MFY										
Provincial operating grants										
Provincial capital grants										
District Municipality grants										
Total gazetted/advised national, provincial and district grants										
Average annual collection rate (arrears inclusive)										

DORA operating

List operating grants										

DORA capital

List capital grants										

Trend

Change in consumer debtors (current and non-current)	(8 911)	(20 141)	20 319	(6 600)	(6 600)	0	0	-	-	-
Total Operating Revenue	211 684	221 297	235 844	288 661	282 926	282 926	282 926	306 091	313 242	326 639
Total Operating Expenditure	286 910	334 033	312 202	276 661	279 546	279 546	279 546	292 232	299 423	353 572
Operating Performance Surplus/(Deficit)	(75 226)	(112 736)	(76 358)	12 000	3 380	3 380	3 380	13 859	13 819	(26 934)

Cash and Cash Equivalents (30 June 2012)

Revenue											
% Increase in Total Operating Revenue		4.5%	6.6%	22.4%	(2.0%)	0.0%	0.0%	8.2%	2.3%	4.3%	
% Increase in Property Rates Revenue		3.1%	19.0%	(4.8%)	0.0%	0.0%	0.0%	6.0%	4.4%	5.2%	
% Increase in Electricity Revenue		3.1%	8.7%	(3.6%)	(8.8%)	0.0%	0.0%	10.0%	9.7%	5.2%	
% Increase in Property Rates & Services Charges		2.3%	10.9%	14.0%	(6.0%)	0.0%	0.0%	7.0%	6.5%	5.2%	
Expenditure											
% Increase in Total Operating Expenditure		16.4%	(6.5%)	(11.4%)	1.0%	0.0%	0.0%	4.5%	2.5%	18.1%	
% Increase in Employee Costs		25.7%	5.0%	1.5%	0.0%	0.0%	0.0%	6.4%	0.5%	31.6%	
% Increase in Electricity Bulk Purchases		(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	18.7%	4.3%	4.3%	
Average Cost Per Budgeted Employee Position (Remuneration)		0	0	0	0	0	0	0	0	0	
Average Cost Per Councillor (Remuneration)		0	0	0	0	0	0	0	0	0	
R&M % of PPE		1.6%	1.7%	1.0%	1.8%	1.4%	1.4%	1.5%	1.5%	2.8%	
Asset Renewal and R&M as a % of PPE		1.0%	1.0%	1.0%	2.0%	1.0%	1.0%	5.0%	5.0%	6.0%	
Debt Impairment % of Total Billable Revenue		17.0%	40.9%	29.2%	4.0%	4.3%	4.3%	3.7%	3.6%	3.6%	
Capital Revenue											
Internally Funded & Other (R'000)		2 768	287	73	-	-	-	860	895	931	
Borrowing (R'000)		-	594	-	12 000	2 000	2 000	13 000	-	-	
Grant Funding and Other (R'000)		29 633	22 359	34 272	19 616	16 716	16 716	27 596	32 259	29 331	
Internally Generated funds % of Non Grant Funding		100.0%	32.6%	100.0%	0.0%	0.0%	0.0%	6.2%	100.0%	100.0%	
Borrowing % of Non Grant Funding		0.0%	67.4%	0.0%	100.0%	100.0%	100.0%	93.8%	0.0%	0.0%	
Grant Funding % of Total Funding		91.5%	96.2%	99.8%	62.0%	89.3%	89.3%	66.8%	97.3%	66.9%	
Capital Expenditure											
Total Capital Programme (R'000)		32 401	23 240	34 345	31 616	18 716	18 716	18 716	41 456	33 154	30 262
Asset Renewal		-	-	-	-	-	-	28 456	33 154	30 262	
Asset Renewal % of Total Capital Expenditure		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	68.6%	100.0%	100.0%	
Cash											
Cash Receipts % of Rate Payer & Other		78.6%	74.5%	66.9%	85.2%	86.9%	86.9%	86.9%	78.2%	80.4%	82.9%
Cash Coverage Ratio		0	0	(0)	0	0	0	0	0	0	
Borrowing											
Credit Rating (2009/10)								0			
Capital Charges to Operating		4.1%	5.4%	1.7%	1.1%	1.1%	1.1%	1.4%	1.5%	1.3%	
Borrowing Receipts % of Capital Expenditure		1.6%	0.0%	0.0%	100.0%	100.0%	100.0%	93.8%	0.0%	0.0%	
Reserves											
Surplus/(Deficit)		(17 526)	55 017	47 513	5 895	6 955	6 955	6 955	1 928	3 553	1 465
Free Services											
Free Basic Services as a % of Equitable Share		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Free Services as a % of Operating Revenue (excl operational transfers)		(0.2%)	0.0%	0.0%	12.8%	13.5%	13.5%	0.0%	0.0%	0.0%	
High Level Outcome of Funding Compliance											
Total Operating Revenue		211 684	221 297	235 844	288 661	282 926	282 926	306 091	313 242	326 639	
Total Operating Expenditure		286 910	334 033	312 202	276 661	279 546	279 546	292 232	299 423	353 572	
Surplus/(Deficit) Budgeted Operating Statement		(75 226)	(112 736)	(76 358)	12 000	3 380	3 380	13 859	13 819	(26 934)	
Surplus/(Deficit) Considering Reserves and Cash Backing		(17 526)	55 017	47 513	5 895	6 955	6 955	6 955	1 928	3 553	1 465
MTRF Funded (1) / Unfunded (0)	15	0	1	1	1	1					

NC073 Emthanjeni - Supporting Table SA11 Property rates summary

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Valuation:	1									
Date of valuation:										
Financial year valuation used										
Municipal by-laws s6 in place? (Y/N)	2									
Municipal/assistant valuer appointed? (Y/N)										
Municipal partnership s38 used? (Y/N)										
No. of assistant valuers (FTE)	3									
No. of data collectors (FTE)	3									
No. of internal valuers (FTE)	3									
No. of external valuers (FTE)	3									
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)										
Implementation time of new valuation roll (mths)										
No. of properties	5									
No. of sectional title values	5									
No. of unreasonably difficult properties s7(2)										
No. of supplementary valuations										
No. of valuation roll amendments										
No. of objections by rate payers										
No. of appeals by rate payers										
No. of successful objections	8									
No. of successful objections > 10%	8									
Supplementary valuation										
Public service infrastructure value (Rm)	5									
Municipality owned property value (Rm)										
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)										
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
Total valuation reductions:		-	-	-	-	-	-	-	-	-
Total value used for rating (Rm)	5									
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5									
Rating:										
Residential rate used to determine rate for other categories? (Y/N)										
Differential rates used? (Y/N)	5									
Limit on annual rate increase (s20)? (Y/N)										
Special rating area used? (Y/N)										
Phasing-in properties s21 (number)										
Rates policy accompanying budget? (Y/N)										
Fixed amount minimum value (R'000)										
Non-residential prescribed ratio s19? (%)										
Rate revenue:										
Rate revenue budget (R '000)	6									
Rate revenue expected to collect (R'000)	6									
Expected cash collection rate (%)										
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)										
Rebates, exemptions - bona fide farm. (R'000)										
Rebates, exemptions - other (R'000)										
Phase-in reductions/discouts (R'000)										
Total rebates, exemptns, reductns, discs (R'000)		-	-	-	-	-	-	-	-	-

References

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

NC073 Emthanjeni - Supporting Table SA12a Property rates by category (current year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.	
Current Year 2019/20																		
Valuation:																		
No. of properties																		
No. of sectional title property values																		
No. of unreasonably difficult properties s7(2)																		
No. of supplementary valuations																		
Supplementary valuation (Rm)																		
No. of valuation roll amendments																		
No. of objections by rate-payers																		
No. of appeals by rate-payers																		
No. of appeals by rate-payers finalised																		
No. of successful objections	5																	
No. of successful objections > 10%	5																	
Estimated no. of properties not valued																		
Years since last valuation (select)																		
Frequency of valuation (select)																		
Method of valuation used (select)																		
Base of valuation (select)																		
Phasing-in properties s21 (number)																		
Combination of rating types used? (Y/N)																		
Flat rate used? (Y/N)																		
Is balance rated by uniform rate/variable rate?																		
Valuation reductions:																		
Valuation reductions-public infrastructure (Rm)																		
Valuation reductions-nature reserves/park (Rm)																		
Valuation reductions-mineral rights (Rm)																		
Valuation reductions-R15,000 threshold (Rm)																		
Valuation reductions-public worship (Rm)																		
Valuation reductions-other (Rm)	2																	
Total valuation reductions:																		
Total value used for rating (Rm)	6																	
Total land value (Rm)	6																	
Total value of improvements (Rm)	6																	
Total market value (Rm)	6																	
Rating:																		
Average rate	3																	
Rate revenue budget (R '000)																		
Rate revenue expected to collect (R'000)																		
Expected cash collection rate (%)	4																	
Special rating areas (R'000)																		
Rebates, exemptions - indigent (R'000)																		
Rebates, exemptions - pensioners (R'000)																		
Rebates, exemptions - bona fide farm. (R'000)																		
Rebates, exemptions - other (R'000)																		
Phase-in reductions/discounts (R'000)																		
Total rebates, exemptns, reductns, discs (R'000)																		

References

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

NC073 Emthanjeni - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.	
Budget Year 2020/21																		
Valuation:																		
No. of properties																		
No. of sectional title property values																		
No. of unreasonably difficult properties s7(2)																		
No. of supplementary valuations																		
Supplementary valuation (Rm)																		
No. of valuation roll amendments																		
No. of objections by rate-payers																		
No. of appeals by rate-payers																		
No. of appeals by rate-payers finalised																		
No. of successful objections	5																	
No. of successful objections > 10%	5																	
Estimated no. of properties not valued																		
Years since last valuation (select)																		
Frequency of valuation (select)																		
Method of valuation used (select)																		
Base of valuation (select)																		
Phasing-in properties s21 (number)																		
Combination of rating types used? (Y/N)																		
Flat rate used? (Y/N)																		
Is balance rated by uniform rate/variable rate?																		
Valuation reductions:																		
Valuation reductions-public infrastructure (Rm)																		
Valuation reductions-nature reserves/park (Rm)																		
Valuation reductions-mineral rights (Rm)																		
Valuation reductions-R15,000 threshold (Rm)																		
Valuation reductions-public worship (Rm)																		
Valuation reductions-other (Rm)	2																	
Total valuation reductions:																		
Total value used for rating (Rm)	6																	
Total land value (Rm)	6																	
Total value of improvements (Rm)	6																	
Total market value (Rm)	6																	
Rating:																		
Average rate	3																	
Rate revenue budget (R '000)																		
Rate revenue expected to collect (R'000)																		
Expected cash collection rate (%)	4																	
Special rating areas (R'000)																		
Rebates, exemptions - indigent (R'000)																		
Rebates, exemptions - pensioners (R'000)																		
Rebates, exemptions - bona fide farm. (R'000)																		
Rebates, exemptions - other (R'000)																		
Phase-in reductions/discounts (R'000)																		
Total rebates, exemptns, reductns, discs (R'000)																		

References

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

Volumetric charge - Block 4 (c/kl)								
Other	2	(fill in structure)						
Electricity tariffs								
Domestic								
Basic charge/fixed fee (Rands/month)								
Service point - vacant land (Rands/month)								
FBE		(how is this targeted?)						
Life-line tariff - meter		(describe structure)						
Life-line tariff - prepaid		(describe structure)						
Flat rate tariff - meter (c/kwh)								
Flat rate tariff - prepaid(c/kwh)								
Meter - IBT Block 1 (c/kwh)		(fill in thresholds)						
Meter - IBT Block 2 (c/kwh)		(fill in thresholds)						
Meter - IBT Block 3 (c/kwh)		(fill in thresholds)						
Meter - IBT Block 4 (c/kwh)		(fill in thresholds)						
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)						
Prepaid - IBT Block 1 (c/kwh)		(fill in thresholds)						
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)						
Prepaid - IBT Block 3 (c/kwh)		(fill in thresholds)						
Prepaid - IBT Block 4 (c/kwh)		(fill in thresholds)						
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)						
Other	2							
Waste management tariffs								
Domestic								
Street cleaning charge								
Basic charge/fixed fee								
80l bin - once a week								
250l bin - once a week								

References

1. If properties are not rated or zero rated this must be indicated as such
2. Please provide detailed descriptions on Sheet SA13b

NC073 Emthanjeni - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Ref	Provide description of tariff structure where appropriate	2016/17	2017/18	2018/19	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
							Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Exemptions, reductions and rebates (Rands) <i>[Insert lines as applicable]</i>									
Water tariffs <i>[Insert blocks as applicable]</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							
Waste water tariffs <i>[Insert blocks as applicable]</i>		(fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure)							
Electricity tariffs <i>[Insert blocks as applicable]</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							

NC073 Emthanjeni - Supporting Table SA14 Household bills

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21 % incr.	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total large household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease											
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease											
Monthly Account for Household - 'Indigent'	3										
Household receiving free basic services											
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease											

References

1. Use as basis property value of R700 000, 1 000 kWh electricity and 30kl water
2. Use as basis property value of R500 000 and R700 000, 500 kWh electricity and 25kl water
3. Use as basis property value of R 300 000, 350kWh electricity and 20kl water (50 kWh electricity and 6 kl water free)

NC073 Emthanjeni - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
Parent municipality										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Municipal Bonds										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Entities sub-total		-	-	-	-	-	-	-	-	-
Consolidated total:		-	-	-	-	-	-	-	-	-

References

1. Total investments must reconcile to Budgeted Financial Position ('current' call investment deposits plus 'non-current' investments)

NC073 Emthanjeni - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity Name of institution & investment ID	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate ^a	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
		Yrs/Months												
Parent municipality														-
														-
														-
														-
Municipality sub-total										-		-	-	-
Entities														-
														-
														-
														-
Entities sub-total										-		-	-	-
TOTAL INVESTMENTS AND INTEREST	1									-		-	-	-

References
 1. Total investments must reconcile to all items in Table SA15 for the Current Year (30 June)
 2. List investments in expiry date order
 3. If 'variable' is selected in column F, input interest rate range
 4. Withdrawals to be entered as negative

check

NC073 Emthanjeni - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
Parent municipality										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	-	-	-	-	-	-	-	-	-

Unspent Borrowing - Categorised by type										
Parent municipality										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Unspent Borrowing	1	-	-	-	-	-	-	-	-	-

References

1. Total borrowing must reconcile to Budgeted Financial Position (Borrowing - non-current)

check borrowing balance	(25 250)	(1 290)	-	(11 443)	(1 443)	(1 443)	(12 590)	-	-
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NC073 Emthanjeni - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Local Government Equitable Share										
Other transfers/grants [insert description]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total Operating Transfers and Grants	5	-	-	-	-	-	-	-	-	-
Capital Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total Capital Transfers and Grants	5	-	-	-	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		-	-	-	-	-	-	-	-	-

References

1. Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation
2. Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)
3. Replacement of RSC levies
4. Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality
5. Total transfers and grants must reconcile to Budgeted Cash Flows
6. Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

NC073 Emthanjeni - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Local Government Equitable Share										
Other transfers/grants [insert description]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total operating expenditure of Transfers and Grants:		-	-	-	-	-	-	-	-	-
Capital expenditure of Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total capital expenditure of Transfers and Grants		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		-	-	-	-	-	-	-	-	-

References

1. Expenditure must be separately listed for each transfer or grant received or recognised

NC073 Emthanjeni - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Total operating transfers and grants revenue		-	-	-	-	-	-	-	-	-
Total operating transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Total capital transfers and grants revenue		-	-	-	-	-	-	-	-	-
Total capital transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS - CTBM		-	-	-	-	-	-	-	-	-

- References**
1. Total capital transfers and grants revenue must reconcile to Budgeted Financial Performance and Financial Position; total recurrent grants revenue must reconcile to Budgeted Financial Performance
 2. CTBM = conditions to be met
 3. National Treasury database will require this reconciliation for each transfer/grant

Check opex	(45 461)	(46 292)	(49 405)	(51 955)	(58 840)	(58 840)	(54 274)	(57 315)	(57 404)
Check capex	(29 633)	(22 359)	(34 272)	(19 616)	(16 716)	(16 716)	(27 596)	(32 259)	(29 331)

NC073 Emthanjani - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Cash Transfers to other municipalities											
<i>Insert description</i>	1										
Total Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Entities/Other External Mechanisms											
<i>Insert description</i>	2										
Total Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Cash Transfers to other Organs of State											
<i>Insert description</i>	3										
Total Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Organisations											
<i>Insert description</i>											
Total Cash Transfers To Organisations		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Groups of Individuals											
<i>Insert description</i>											
Total Cash Transfers To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL CASH TRANSFERS AND GRANTS	6	-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other municipalities											
<i>Insert description</i>	1										
Total Non-Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to Entities/Other External Mechanisms											
<i>Insert description</i>	2										
Total Non-Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State											
<i>Insert description</i>	3										
Total Non-Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Non-Cash Grants to Organisations											
<i>Insert description</i>	4										
Total Non-Cash Grants To Organisations		-	-	-	-	-	-	-	-	-	-
Groups of Individuals											
<i>Insert description</i>	5										
Total Non-Cash Grants To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS		-	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS	6	-	-	-	-	-	-	-	-	-	-

References

1. Insert description listed by municipal name and demarcation code of recipient
2. Insert description of each entity or external mechanism (an external mechanism may be provided with resources to ensure a minimum level of service)
3. Insert description of each Organ of State (e.g. transfer to electricity provider to compensate for FBS provided)
4. Insert description of each other organisation (e.g. charity)
5. Insert description of each other organisation (e.g. the aged, child-headed households)
6. All descriptions should separate transfers for 'capital purposes' and 'operating purposes'

NC073 Emthanjeni - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration R thousand	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue Framework	
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22
		A	B	C	D	E	F	G	H
Councillors (Political Office Bearers plus Other)	1								
Basic Salaries and Wages									
Pension and UIF Contributions									
Medical Aid Contributions									
Motor Vehicle Allowance									
Cellphone Allowance									
Housing Allowances									
Other benefits and allowances									
Sub Total - Councillors		-	-	-	-	-	-	-	-
% increase	4		-	-	-	-	-	-	-
Senior Managers of the Municipality	2								
Basic Salaries and Wages									
Pension and UIF Contributions									
Medical Aid Contributions									
Overtime									
Performance Bonus									
Motor Vehicle Allowance	3								
Cellphone Allowance	3								
Housing Allowances	3								
Other benefits and allowances	3								
Payments in lieu of leave									
Long service awards									
Post-retirement benefit obligations	6								
Sub Total - Senior Managers of Municipality		-	-	-	-	-	-	-	-
% increase	4		-	-	-	-	-	-	-
Other Municipal Staff									
Basic Salaries and Wages									
Pension and UIF Contributions									
Medical Aid Contributions									
Overtime									
Performance Bonus									
Motor Vehicle Allowance	3								
Cellphone Allowance	3								
Housing Allowances	3								
Other benefits and allowances	3								
Payments in lieu of leave									
Long service awards									
Post-retirement benefit obligations	6								
Sub Total - Other Municipal Staff		-	-	-	-	-	-	-	-
% increase	4		-	-	-	-	-	-	-
Total Parent Municipality		-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-
Board Members of Entities									
Basic Salaries and Wages									
Pension and UIF Contributions									
Medical Aid Contributions									
Overtime									
Performance Bonus									
Motor Vehicle Allowance	3								
Cellphone Allowance	3								
Housing Allowances	3								
Other benefits and allowances	3								
Board Fees									
Payments in lieu of leave									
Long service awards									
Post-retirement benefit obligations	6								
Sub Total - Board Members of Entities		-	-	-	-	-	-	-	-
% increase	4		-	-	-	-	-	-	-

Senior Managers of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Senior Managers of Entities		-	-	-	-	-	-	-	-	-
% increase	4	-	-	-	-	-	-	-	-	-
Other Staff of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Other Staff of Entities		-	-	-	-	-	-	-	-	-
% increase	4	-	-	-	-	-	-	-	-	-
Total Municipal Entities		-	-	-	-	-	-	-	-	-
TOTAL SALARY, ALLOWANCES & BENEFITS		-	-	-	-	-	-	-	-	-
% increase	4	-	-	-	-	-	-	-	-	-
TOTAL MANAGERS AND STAFF	5,7	-	-	-	-	-	-	-	-	-

References

1. Include 'Loans and advances' where applicable if any reportable amounts until phased compliance with s164 of MFMA achieved
2. s57 of the Systems Act
3. In kind benefits (e.g. provision of living quarters) must be shown as the cost (full market value) to the municipality, as part of the relevant allowance
4. B/A, C/B, D/C, E/C, F/C, G/D, H/D, I/D
5. Must agree to the sub-total appearing on Table A1 (Employee costs)
6. Includes pension payments and employer contributions to medical aid
7. Correct as at 30 June

Column Definitions:

- A, B and C. Audited actual as per the audited financial statements. If audited amounts are unavailable, unaudited amounts must be provided with a note stating these are unaudited
- D. The original budget approved by council for the budget year.
- E. The budget for the budget year as adjusted by council resolution in terms of section 28 of the MFMA.
- F. An estimate of final actual amounts (pre audit) for the current year at the point in time of preparing the budget for the budget year. This may differ from E.
- G. The amount to be appropriated for the budget year.
- H and I. The indicative projection

& Expenditure

Budget Year +2
2022/23

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NC073 Emthanjeni - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers Number	Ref	2018/19			Current Year 2019/20			Budget Year 2020/21		
		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)										
Board Members of municipal entities	4									
Municipal employees	5									
Municipal Manager and Senior Managers	3									
Other Managers	7									
Professionals		-	-	-	-	-	-	-	-	-
Finance										
Spatial/town planning										
Information Technology										
Roads										
Electricity										
Water										
Sanitation										
Refuse										
Other										
Technicians		-	-	-	-	-	-	-	-	-
Finance										
Spatial/town planning										
Information Technology										
Roads										
Electricity										
Water										
Sanitation										
Refuse										
Other										
Clerks (Clerical and administrative)										
Service and sales workers										
Skilled agricultural and fishery workers										
Craft and related trades										
Plant and Machine Operators										
Elementary Occupations										
TOTAL PERSONNEL NUMBERS	9	-	-	-	-	-	-	-	-	-
% increase										
Total municipal employees headcount	6, 10									
Finance personnel headcount	8, 10									
Human Resources personnel headcount	8, 10									

References

1. Positions must be funded and aligned to the municipality's current organisational structure
2. Full Time Equivalent (FTE). E.g. One full time person = 1FTE. A person working half time (say 4 hours out of 8) = 0.5FTE.
3. s57 of the Systems Act
4. Include only in Consolidated Statements
5. Include municipal entity employees in Consolidated Statements
6. Include headcount (number fo persons, Not FTE) of managers and staff only (exclude councillors)
7. Managers who provide the direction of a critical technical function
8. Total number of employees working on these functions

NC073 Emthanjeni - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
Revenue By Source																	
Property rates		15 928	2 172	2 172	2 172	2 172	2 172	2 172	2 172	2 172	2 172	2 172	2 172	39 820	41 573	43 734	
Service charges - electricity revenue		6 611	6 611	6 611	6 611	6 611	6 611	6 611	6 611	6 611	6 611	6 611	6 611	79 333	86 999	91 523	
Service charges - water revenue		3 200	3 200	3 200	3 200	3 200	3 200	3 200	3 200	3 200	3 200	3 200	3 200	38 396	40 085	42 170	
Service charges - sanitation revenue		1 994	1 994	1 994	1 994	1 994	1 994	1 994	1 994	1 994	1 994	1 994	1 994	23 925	24 977	26 276	
Service charges - refuse revenue		1 088	1 088	1 088	1 088	1 088	1 088	1 088	1 088	1 088	1 088	1 088	1 088	13 055	13 630	14 338	
Rental of facilities and equipment		73	73	73	73	73	73	73	73	73	73	73	73	877	916	964	
Interest earned - external investments		35	35	35	35	35	35	35	35	35	35	35	35	425	443	466	
Interest earned - outstanding debtors		145	145	145	145	145	145	145	145	145	145	145	145	1 746	1 822	1 917	
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fines, penalties and forfeits		97	97	97	97	97	97	97	97	97	97	97	97	1 160	1 211	1 274	
Licences and permits		162	162	162	162	162	162	162	162	162	162	162	162	1 945	2 031	2 137	
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and subsidies		4 523	4 523	4 523	4 523	4 523	4 523	4 523	4 523	4 523	4 523	4 523	4 523	54 274	57 315	57 404	
Other revenue		4 234	4 234	4 234	4 234	4 234	4 234	4 234	4 234	4 234	4 234	4 234	4 234	50 805	41 894	44 073	
Gains		28	28	28	28	28	28	28	28	28	28	28	28	330	345	362	
Total Revenue (excluding capital transfers and contributions)		38 117	24 361	24 361	24 361	24 361	24 361	24 361	24 361	24 361	24 361	24 361	24 361	306 091	313 242	326 639	
Expenditure By Type																	
Employee related costs		7 779	7 779	7 779	7 779	7 779	7 779	7 779	7 779	7 779	7 779	7 779	7 779	93 351	93 834	123 521	
Remuneration of councillors		560	560	560	560	560	560	560	560	560	560	560	560	6 715	6 917	7 193	
Debt impairment		-	-	-	-	-	-	-	-	-	-	-	7 214	7 214	7 531	7 923	
Depreciation & asset impairment		-	-	-	-	-	-	-	-	-	-	-	9 891	9 891	10 303	15 394	
Finance charges		278	278	278	278	278	278	278	278	278	278	278	278	3 342	3 485	3 635	
Bulk purchases		7 088	7 088	7 088	7 088	7 088	7 088	7 088	7 088	7 088	7 088	7 088	7 088	85 055	88 712	92 527	
Other materials		1 084	1 084	1 084	1 084	1 084	1 084	1 084	1 084	1 084	1 084	1 084	1 084	13 011	13 666	25 987	
Contracted services		897	897	897	897	897	897	897	897	897	897	897	897	10 762	11 208	11 663	
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other expenditure		5 241	5 241	5 241	5 241	5 241	5 241	5 241	5 241	5 241	5 241	5 241	5 241	62 892	63 764	65 728	
Losses		-	-	-	-	-	-	-	-	-	-	-	-	-	2	2	
Total Expenditure		22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	40 032	292 232	299 423	353 572	
Surplus/(Deficit)		15 190	1 434	1 434	1 434	1 434	1 434	1 434	1 434	1 434	1 434	1 434	(15 671)	13 859	13 819	(26 934)	
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		9 199	-	-	-	-	9 199	-	-	9 199	-	-	-	27 596	32 259	33 539	
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) after capital transfers & contributions		24 389	1 434	1 434	1 434	1 434	10 633	1 434	1 434	10 633	1 434	1 434	(15 671)	41 455	46 078	6 605	
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit)	1	24 389	1 434	1 434	1 434	1 434	10 633	1 434	1 434	10 633	1 434	1 434	(15 671)	41 455	46 078	6 605	

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

NC073 Emthanjeni - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2021/22											Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand																
Revenue by Vote																
Vote 1 - Office of the Mayor		367	367	367	367	367	367	367	367	367	367	367	367	4 399	4 976	4 783
Vote 2 - Municipal Manager		40	40	40	40	40	40	40	40	40	40	40	40	480	480	480
Vote 3 - Finance		16 387	3 989	3 989	3 989	3 989	3 989	3 989	3 989	3 989	3 989	3 989	3 989	60 262	63 097	64 022
Vote 4 - Corporate Services		11	11	11	11	11	11	11	11	11	11	11	11	128	134	141
Vote 5 - Community & Social Services		5 092	5 092	5 092	5 092	5 092	5 092	5 092	5 092	5 092	5 092	5 092	5 092	61 102	63 735	67 010
Vote 6 - Infrastructure		25 420	14 863	14 863	14 863	14 863	24 062	14 863	14 863	24 062	14 863	14 863	14 863	207 316	213 079	223 741
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		47 316	24 361	24 361	24 361	24 361	33 560	24 361	24 361	33 560	24 361	24 361	24 361	333 687	345 500	360 176
Expenditure by Vote to be appropriated																
Vote 1 - Office of the Mayor		1 086	1 086	1 086	1 086	1 086	1 086	1 086	1 086	1 086	1 086	1 086	1 086	13 037	17 563	18 253
Vote 2 - Municipal Manager		334	334	334	334	334	334	334	334	334	334	334	334	4 005	1 932	2 190
Vote 3 - Finance		2 106	2 106	2 106	2 106	2 106	2 106	2 106	2 106	2 106	2 106	2 106	2 106	25 269	41 528	85 091
Vote 4 - Corporate Services		1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	15 399	8 721	17 018
Vote 5 - Community & Social Services		5 746	5 746	5 746	5 746	5 746	5 746	5 746	5 746	5 746	5 746	5 746	5 746	68 952	77 468	80 224
Vote 6 - Infrastructure		12 372	12 372	12 372	12 372	12 372	12 372	12 372	12 372	12 372	12 372	12 372	29 477	165 570	152 210	150 795
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	40 032	292 232	299 422	353 571
Surplus/(Deficit) before assoc.		24 389	1 434	1 434	1 434	1 434	10 633	1 434	1 434	10 633	1 434	1 434	(15 671)	41 455	46 078	6 605
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	24 389	1 434	1 434	1 434	1 434	10 633	1 434	1 434	10 633	1 434	1 434	(15 671)	41 455	46 078	6 605

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

NC073 Emthanjeni - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
R thousand																	
Revenue - Functional																	
Governance and administration		16 804	4 406	4 406	4 406	4 406	4 406	4 406	4 406	4 406	4 406	4 406	4 406	65 270	68 687	69 427	
Executive and council		407	407	407	407	407	407	407	407	407	407	407	407	4 879	5 457	5 264	
Finance and administration		16 398	3 999	3 999	3 999	3 999	3 999	3 999	3 999	3 999	3 999	3 999	3 999	60 390	63 231	64 163	
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Community and public safety		383	383	383	383	383	383	383	383	383	383	383	383	4 592	4 731	4 977	
Community and social services		143	143	143	143	143	143	143	143	143	143	143	143	1 716	1 729	1 819	
Sport and recreation		3	3	3	3	3	3	3	3	3	3	3	3	31	32	34	
Public safety		195	195	195	195	195	195	195	195	195	195	195	195	2 340	2 443	2 570	
Housing		42	42	42	42	42	42	42	42	42	42	42	42	505	527	554	
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Economic and environmental services		1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	14 434	15 178	15 675	
Planning and development		1 165	1 165	1 165	1 165	1 165	1 165	1 165	1 165	1 165	1 165	1 165	1 165	13 985	14 709	15 182	
Road transport		37	37	37	37	37	37	37	37	37	37	37	37	449	469	493	
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Trading services		28 926	18 370	18 370	18 370	18 370	27 568	18 370	18 370	27 568	18 370	18 370	18 370	249 391	256 905	270 099	
Energy sources		15 597	10 462	10 462	10 462	10 462	15 597	10 462	10 462	13 806	10 462	10 462	10 462	139 162	139 025	146 040	
Water management		8 629	3 207	3 207	3 207	3 207	7 271	3 207	3 207	9 061	3 207	3 207	3 207	53 820	58 876	62 026	
Waste water management		2 986	2 986	2 986	2 986	2 986	2 986	2 986	2 986	2 986	2 986	2 986	2 986	35 831	37 476	39 401	
Waste management		1 715	1 715	1 715	1 715	1 715	1 715	1 715	1 715	1 715	1 715	1 715	1 715	20 579	21 527	22 631	
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue - Functional		47 316	24 361	24 361	24 361	24 361	33 560	24 361	24 361	33 560	24 361	24 361	24 361	333 687	345 501	360 178	
Expenditure - Functional																	
Governance and administration		4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	57 710	59 091	103 344	
Executive and council		1 420	1 420	1 420	1 420	1 420	1 420	1 420	1 420	1 420	1 420	1 420	1 420	17 042	17 563	18 253	
Finance and administration		3 389	3 389	3 389	3 389	3 389	3 389	3 389	3 389	3 389	3 389	3 389	3 389	40 668	41 528	85 091	
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Community and public safety		2 655	2 655	2 655	2 655	2 655	2 655	2 655	2 655	2 655	2 655	2 655	2 655	31 865	32 175	32 791	
Community and social services		1 206	1 206	1 206	1 206	1 206	1 206	1 206	1 206	1 206	1 206	1 206	1 206	14 467	14 780	14 678	
Sport and recreation		444	444	444	444	444	444	444	444	444	444	444	444	5 325	5 371	5 586	
Public safety		759	759	759	759	759	759	759	759	759	759	759	759	9 109	9 035	9 385	
Housing		233	233	233	233	233	233	233	233	233	233	233	233	2 797	2 816	2 962	
Health		14	14	14	14	14	14	14	14	14	14	14	14	166	173	180	
Economic and environmental services		2 270	2 270	2 270	2 270	2 270	2 270	2 270	2 270	2 270	2 270	2 270	2 270	5 691	30 661	29 770	
Planning and development		1 048	1 048	1 048	1 048	1 048	1 048	1 048	1 048	1 048	1 048	1 048	1 048	12 579	11 342	11 796	
Road transport		1 222	1 222	1 222	1 222	1 222	1 222	1 222	1 222	1 222	1 222	1 222	1 222	4 643	18 082	19 186	
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Trading services		13 081	13 081	13 081	13 081	13 081	13 081	13 081	13 081	13 081	13 081	13 081	13 081	26 765	170 655	185 057	
Energy sources		8 713	8 713	8 713	8 713	8 713	8 713	8 713	8 713	8 713	8 713	8 713	8 713	12 134	107 983	117 302	
Water management		1 381	1 381	1 381	1 381	1 381	1 381	1 381	1 381	1 381	1 381	1 381	1 381	4 802	19 998	20 754	
Waste water management		1 613	1 613	1 613	1 613	1 613	1 613	1 613	1 613	1 613	1 613	1 613	1 613	22 778	23 536	24 636	
Waste management		1 373	1 373	1 373	1 373	1 373	1 373	1 373	1 373	1 373	1 373	1 373	1 373	4 794	19 896	20 414	
Other		112	112	112	112	112	112	112	112	112	112	112	112	1 342	1 344	1 398	
Total Expenditure - Functional		22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	22 927	40 032	292 232	299 423	
Surplus/(Deficit) before assoc.		24 389	1 434	1 434	1 434	1 434	10 633	1 434	1 434	10 633	1 434	1 434	(15 671)	41 455	46 078	6 605	
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit)	1	24 389	1 434	1 434	1 434	1 434	10 633	1 434	1 434	10 633	1 434	1 434	(15 671)	41 455	46 078	6 605	

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

NC073 Emthanjeni - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2021/22											Medium Term Revenue and Expenditure Framework				
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
R thousand																	
Multi-year expenditure to be appropriated	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 1 - Office of the Mayor		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Finance		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Community & Social Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 1 - Office of the Mayor		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Finance		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services		-	-	66	66	66	66	66	66	66	66	66	66	660	686	714	
Vote 5 - Community & Social Services		-	-	20	20	20	20	20	20	20	20	20	20	200	208	217	
Vote 6 - Infrastructure		1 794	3 610	3 701	4 588	2 766	4 678	2 097	1 406	2 350	3 348	3 439	6 819	40 596	32 259	29 331	
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2	1 794	3 610	3 787	4 674	2 852	4 764	2 183	1 492	2 436	3 434	3 525	6 905	41 456	33 154	30 262	
Total Capital Expenditure	2	1 794	3 610	3 787	4 674	2 852	4 764	2 183	1 492	2 436	3 434	3 525	6 905	41 456	33 154	30 262	

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates
2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

NC073 Emthanjeni - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital Expenditure - Functional	1															
Governance and administration		-	-	66	66	66	66	66	66	66	66	66	66	660	686	714
Executive and council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration		-	-	66	66	66	66	66	66	66	66	66	66	660	686	714
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		1 494	1 002	1 104	1 388	930	1 065	808	456	1 512	1 053	1 051	734	12 596	13 259	13 656
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport		1 494	1 002	1 104	1 388	930	1 065	808	456	1 512	1 053	1 051	734	12 596	13 259	13 656
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		300	2 609	2 618	3 220	1 856	3 633	1 309	969	858	2 315	2 408	6 105	28 200	19 208	15 892
Energy sources		300	2 150	2 200	2 000	850	2 250	400	650	350	1 750	1 650	5 450	20 000	8 000	4 000
Water management		-	459	398	1 200	986	1 363	889	299	489	545	738	635	8 000	11 000	11 675
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		-	-	20	20	20	20	20	20	20	20	20	20	200	208	217
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	2	1 794	3 610	3 787	4 674	2 852	4 764	2 183	1 492	2 436	3 434	3 525	6 905	41 456	33 154	30 262
Funded by:																
National Government		1 794	610	3 701	1 588	2 766	678	2 097	1 406	2 350	3 348	3 439	3 819	27 596	32 259	29 331
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality transfers and subsidies - capital (municipal allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital		1 794	610	3 701	1 588	2 766	678	2 097	1 406	2 350	3 348	3 439	3 819	27 596	32 259	29 331
Borrowing		-	3 000	-	3 000	-	4 000	-	-	-	-	-	3 000	13 000	-	-
Internally generated funds		-	-	86	86	86	86	86	86	86	86	86	86	860	895	931
Total Capital Funding		1 794	3 610	3 787	4 674	2 852	4 764	2 183	1 492	2 436	3 434	3 525	6 905	41 456	33 154	30 262

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates
2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure check

ANNEXURE 5:

IDP

EMTHANJENI MUNICIPALITY



FINAL INTEGRATED DEVELOPMENT PLAN 2021/2022

FINAL REVIEW OF THE 4TH GENERATION

APPROVED: 09 JUNE 2021

"A centre for development and service excellence focused on economic development in pursuit of a better life for all".

CONTENT

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FOREWORD BY THE EXECUTIVE MAYOR

MAYOR'S FOREWORD



The Municipal Systems Act, 32 of 2000, requires all municipalities to develop 5-year Integrated Development Plans (IDP) and review them annually. Emthanjeni Council has developed the IDP with consultation with Ward Committees as a broader meeting cannot be arranged due to Coronavirus including the stakeholder meeting. The Ward Committee meetings were to solicit on ideas behalf of the community inputs that can be used for such purpose. No Strategic Planning Sessions will be held only Councillors and management to review community needs in response to community challenges, also consider progress made on performance and lastly development municipal strategies and indicators for the coming financial year.

The same meeting also had analysed the Council contribution towards its achievement on the number of significant social, environmental and economic developments since the adoption of the previous IDP. Almost all residents of the Municipality have equal access to a wide range of basic services from the Municipality. Furthermore, council will identify and develop projects emanating from the needs and challenges identified by Ward Committees and Councillors.

This IDP is prepared at the time when the whole world is phasing the killer diseases called Coronavirus or COVID-19 without cure. Our communities are at risk as this virus is spreading so fast with more than 14 000 people already infected and the community is not taking precaution especially after the President had announce different stages of LOCKDOWN which affected our economy and particular schools still not ready to be opened. Presently municipality is face with challenge of mobilising resources funding this killer disease. As we approach winter months more infections will be experienced, people moving around town will also spread the virus. We also call business public and private to assist in contributing towards prevention of communities and support the needy people with food and water.

The municipality will also struggle in the implementation of projects and it's monitoring in accordance to Chapter 6 of the Municipal Systems Act, 32 of 2000, which requires that all municipalities must develop a Performance Management System to monitor the implementation of the IDP. All these projects for 2021/2022 will be outlined on the Service Delivery Implementation Plan (SDBIP). The SDBIP sets out projects and programmes that are to be implemented per Key Performance Indicators within the IDP in the current financial year.

As we do the final annual review of the current IDP, it is important to acknowledge and thank the individuals and groups from communities that provided input for the IDP through our community engagement programs, the Council for their political leadership and the Municipal Manager, management and all officials who contributed in developing and assisting with the review of this document.

As part of National Development Plan, our municipality were able to be a centre of renewable energy and lately possibility of manufacturing and the Hub for different activities. The renewable energy had not yet made different on sustainable projects and empowering SMME's to create jobs rather concentrate on social aspects like Farr, ECD's and small NGO. Those projects will also need maintenance and be a burden to the municipality. Our expectation is that SMME's to be supported to support the community, create sustainable jobs, create entrepreneurs and assist to better our economy.

Number of development projects to be created in our municipality; so that temporary job creation for the local communities. Secondly, so that the municipality can benefit on services, rates and taxes and attraction of business to our area and lastly, money for the poor and emerging businesses.

The five-year (2017- 2022) IDP will assist the new council to ensure they deliver better and faster services to our communities in fulfilling the mandate given to them by the community of Emthanjeni Municipality starting from 2017/18 financial year. I also want to take the opportunity to thank the outgoing council for preparing this five-year IDP to ensure the new council come and implement but also during review they can still makes some changes when the needs arise.

Councillor S.T. Sthonga

MAYOR



ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER

On behalf of Emthanjeni Local Municipality I would like to express my gratitude to the Development Unit particular the Manager Development & Strategic Services and IDP Officer for job well done in preparing our five-year IDP of 2017 till 2022 financial years.

Among the key contributors to the work, we note the following: -

- The Ward Committee, Councillors and its Management who participated in the working session for inputs.
- All the staff in the Directorates of Emthanjeni Local Municipality.
- The Emthanjeni IDP/Budget working session who took place on the 09-15 March 2021 and 24 – 26 May 2021.
- IDP/Budget Engagements during March 2021 and May 2021.
- The Executive Committee for providing overall direction.
- The drafters of the document the Development Unit led by the Manager Development & Strategic Services.

Executive Committee:

- | | |
|-----------------|------------|
| 1. ST Sthonga | Mayor |
| 2. CJ Louw | Councillor |
| 3. NP Mkontwana | Councillor |

Emthanjeni IDP/ Budget / PMS / SDBIP Steering Committee:

- | | |
|----------------|--|
| 1. I Visser | Municipal Manager |
| 2. F Manual | Chief Financial Officer |
| 3. T Msengana | Senior Manager Corporate Services |
| 4. L Thiso | Senior Manager Infrastructure Services |
| 5. HM Joka | Senior Manager Community Services |
| 6. JP Jack | Manager Financial Services |
| 7. T Msengana | Acting Manager Support Services |
| 8. CP Appies | Manager Housing |
| 9. W Lubbe | Manager Technical Services |
| 10. E Bressies | Manager Electro-Technical Services |
| 11. ST Felix | Manager Development & Strategic Services |
| 12. L. Billy | Project Management Unit: Manager |
| 13. GL Nyl | Manager Office of the Mayor |
| 14. L Williams | Acting Manager Office of the Mayor |
| 15. AN Boucher | Chief Traffic Officer |
| 16. M. Mbombo | Office Head-Britstown |
| 17. L. Ranelo | Office Head-Hanover |
| 18. CW Jafta | IDP Officer |

Isak Visser

MUNICIPAL MANAGER



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

This document represents a summary of the last review of Emthanjeni Municipality's IDP for the current five-year local government planning and implementation time-frame, i.e. 2017 - 2022 and considers the 2021/2022 budget cycle. The document must be read together with the original IDP, the first three reviews and the municipal-wide sector plans. This IDP review serves as an addendum to the 5-year IDP (2017-2022) that was approved by Council and includes the following:

The review is in essence structured as follows:

Chapter	Description	Changes to previous IDP review document
1	Introduction and purpose of the IDP Review	A shortened version provided including legal framework.
2	Profile and Situational Analysis of the municipal area	Significant changes, i.e., using the most recent data findings to analyse trends. A review of municipal profile and status for mechanism to achieve the identified strategic objectives.
3	Overview of 2020/21 Financial Year	An overview of the 2020/21 progress in completion of the identified projects in reaching the strategic objectives.
4	Strategic Agenda	The Strategic Agenda as identified in the original 2017-2022 IDP has been reviewed during the IDP Session on the 03 March 2021 and remains in principle the same as with the previous years as council did not alter its strategic objectives. Also included is an updated projects list with the inclusion of feedback on public participation process that was followed.
5	Municipal five-year Action Plan for 2017-2022	Significant changes with inclusion of an Action Plan for the 2021/22 financial year.
6	Performance Management	No changes. Draft TL SDBIP 2021/2022 to be included in Final IDP 2021/2022.
7	Intergovernmental Sector Plans	No changes. Update on projects and sector plans by all tiers of governments and inclusion of input on Draft IDP 2021/22 in Final IDP 2021/22

The IDP is regarded as the single most important strategic document of the municipality and consolidates all municipal strategies and documents. Hence, this IDP includes the directives to achieve the municipal vision, to promote the national and provincial developmental agenda, to expand and enhance municipal infrastructure, and to ensure that all residents have access to essential (basic) services.

The original IDP has been developed through an exhaustive process of engagement with various stakeholders and this review process only consulted the Ward Committee, Councillors and Management to identify community needs. The resultant outcomes informed the design and implementation of municipal-wide projects and programmes, as well as the delivery of services, maintenance of infrastructure and responsibilities to stimulate growth and development. In this



EXECUTIVE SUMMARY

regard, the 2021/22 municipal budget includes mainly projects regarding maintenance and provision of infrastructure. A list of Grant Funded Capital projects is also included in this summary.

The programmes and projects are intended for all the wards and this document will acknowledge the sources of information used in the process, amongst others are the following contributing sources:

- (a) Comments received from the Ward Committees;
- (b) Meetings with members of the IDP Steering Committee;
- (c) The implementation of Performance Management System (PMS);
- (d) The implementation of Service Delivery Budget Implementation Plan (SDBIP);
- (e) The update of the list of projects;
- (f) The preparation and update of the sector plans;
- (g) Integration of all programmes and plans in the municipal areas;
- (h) IMAP (Implementation Map) for better monitoring of IDP, Budget and SDBIP. and
- (i) The Annual Report 2019/20.

The Municipality adopted in the 2017-2022 IDP, the national Key Performance Areas and aligned itself with these KPA's through a set of strategic objectives. The IDP therefore focuses on the following:

The IDP plan consists out of the following sections:

Chapter 1: IDP Process: Introduction

This section focuses on the purpose of the document and the legal context and framework of the IDP. The section further identifies the basis for the IDP and clarifies the process followed with review.

Chapter 2: Situation Analysis and Status of the Municipality as the mechanism to implement the strategic objectives

This section focuses on the existing situation of the communities the municipality serves, focusing on population statistics, geographical descriptions, economic growth potential and other socioeconomic aspects in the society of Emthanjeni Municipality. This section must enable the municipality to determine its developmental objectives, whether it be service delivery, health, education, job creation, land reform, environmental health and management, spatial planning inequalities, etc.

This second part of this section focuses on the current status of the municipality as an implementing agent and determine the capacity (or lack thereof) and resources (or lack thereof) to implement the IDP.

Chapter 3: Overview of 2019/20 projects

This chapter gives an overview of the progress with regard to the identified projects as per Strategic Objective as to form a baseline for planning further projects for the 2020/21 financial year.

Chapter 4: The Strategic Agenda



EXECUTIVE SUMMARY

The section outlines the priorities of the communities and the objectives and strategies agreed upon. The key performance areas and strategic objectives have been identified in this section e.g., storm water drainage, job creation, provision of housing, sustainable services, etc.

Chapter 5: Action Plan 2020/21 and Integrated Sector Plans

The section focuses on the projects identified to be implemented during the new financial year per Key Performance Area/Strategic Objective. It sets out each project's name, indicator(s), location, target(s) to measure performance, as well as the potential sources of funding. A distinction is made between projects for which funding is available for the 2019/20 financial year and projects for which funding is not (yet) available for.

The above strategic objectives are aligned with the needs of the communities as these needs reflected mainly on:

- Economic Development
- Infrastructure Development
- Health Services
- Youth Development
- Housing Delivery
- SMME Development
- Availability of Agricultural land
- Sport and Recreation
- Skills development

Council's strategic objectives and areas of focus:

- Basic Service Delivery: Provision of access to all basic services rendered to residents within the available resources
- Municipal Transformation and Institutional Development: Develop and Transformation of the institution with the aim of capacitating the municipality in meeting their objectives.
- Local economic Development: Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.
- Municipal Financial Viability and Management: Maintaining a Financially Sustainable & Viable Municipality.
- Good Governance and Public Participation: Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.
- Safety and Security: Contribute to the creation of communities where residents and visitors can work live and play without threat to themselves or their properties.
- Social Development: Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor.

As to ensure a proper planned review process, a Process Plan was approved and focuses on the organizational arrangements for the planning process and indicates the time-frames and community participation processes. This was done in line with the guidelines set out in the Municipal Finance Management Act and concrete efforts were made to align



EXECUTIVE SUMMARY

the planning and budgeting processes. The process illustrates the important relationship between the IDP, budget and the Performance Management System.

The Municipal status quo with future plans, challenges, achievements and form of support required:

Improvements of Basic Service Delivery:

- All Buckets have been eradicated
- UDS toilets upgraded yearly out of own funding in Hanover – 45 left
- The Britstown Oxidation Ponds have been approved by Department of Water and Sanitation's (DWS) for Regional Bulk Infrastructure Grant (RBIG) funding for bulk services.
- An additional R26m was received for the upgrade of Britstown Oxidation Ponds and was completed during the 2019/2020 financial year.
- Busy with Upgrading of Electricity network in Nonzwakazi and De Aar East (Phase 1 & 2 completed)
- Disinfection project completed for whole Emthanjeni LM
- Obtain Water Use Licence (WUL) from Department of Water and Sanitation (DWS) and secure co-funding for the project.
- Business Plan for boreholes was submitted to MIG for funding. An allocation of R14m received for the 2021/2022 financial year.
- Hanover 470; servicing of sites to be done opposite the N1
- Street lights will be placed in all wards as part of the EEDSM Program; a street lights maintenance plan would be forwarded to all Ward Councillors
- The street 2 project would be completed by the Department of Roads and Public Works.
- Addressing illegal dumping; collected illegal dumping in all identified areas.
- Community awareness programs; conducted six community awareness programs on waste management

Key achievements in Service Delivery:

- Upgrading of Kwezi Sports Ground; project has been completed
- Repair and Refurbishment of Water Infrastructure; the project is in final phases of tender process
- Tarring of Rev Swart & Henry Botha Street
- Sanitation Project-Covid -19; the project has been advertised
- Connection of 481 households to the sewer reticulation network in Britstown-phase 3; the project is completed
- De Aar 600(phase 3): servicing of sites is completed
- Britstown 848: the construction of internal civil services; the project is progressing well.
- De Aar 353: a number of 90 brickwork to wall plate has been constructed; 44 out of 90 houses has already been plastered; 37 roofed, 26 plumbing work done, 42 electrical works completed. No finishes are done.
- De Aar 2388: Site handover date was 22 January 2019; Project completion date is 06 April 2023; Project value of R534, 456 193.88; Construction period will be over period of 48 months.



EXECUTIVE SUMMARY

The future economic attractions / planning for Emthanjeni area are:

- N12 new garage (Britstown)
- Possible upgrading of railway station
- Development of Industrial sites in all three towns
- Survey more residential sites in all towns
- Town houses and chalets for new hospital
- Development N10 corridor (development of strategy)
- Water pipeline from Orange River over 15 years
- Ostrich Farming
- Facilitation of three Mega projects: Transnet Logistic Hub, Transnet Manganese and Emthanjeni Quarry.
- Upgrading of Nature School (Poortjie – Municipal owned)
- Upgrading of three Stadiums (Nonzwakazi, De Aar West and Britstown)
- Disposal of land for development like Warehouse Hub, Shopping Centre, Manufacturing, Hanover Shop and others
- Infrastructure development like roads and streets
- Housing Development
- Mix Development

The section also focuses on the Integrated Sector Plans that needs to be aligned with the municipality's strategic objectives and with the resources framework. These sector plans include inter alia:

- 5 Year Capital Investment Programme;
- 5 Year Financial Plan;
- 5 Year Infrastructure Plan;
- Integrated Waste Management Plan;
- Integrated Institutional Plan;
- Tourism Strategy Implementation Plan;
- Municipal Human Settlement Sector Plan;
- LED Strategy;
- Disaster Management Plan;
- Water Services Development Plan;

Other principle matters the IDP also addresses include:

Public Participation

The Local Government Municipal Systems Act, 32 of 2000 – Chapter 4 requires that all Municipalities develop a culture of participatory governance by putting in place mechanisms and procedures that allow for public participation in the affairs of the Municipality, including the IDP and Budget Process. Central to this is the need for community members to be well informed about the affairs of the Municipality at all times and to take part in the decision-making processes of Council. To



EXECUTIVE SUMMARY

address this, the Council set up Ward Committees and an IDP Representative Forum. The Process Plan outlines the continuous consultation with the community stakeholders.

A range of meetings were held with various stakeholders, especially ward committees and a complete list of these meetings can be viewed in Chapter 4.

Institutional Arrangements

The municipality is responsible for the successful implementation of the IDP. For this reason, it is important to ensure the successful allocation of roles and responsibilities within the organisation and the following is a brief overview:

Executive Committee:

Political oversight over the IDP

Ward Councillors:

- Link the planning process to the constituencies and / or wards;
- Be responsible for organizing public consultation and participation;
- Monitor the implementation of the IDP with respect to the particular wards.

Municipal Manager:

Overall responsibility for the IDP

Development Manager / IDP Officer:

Responsible for managing the IDP Process through:

- Facilitation of the IDP Process,
- Co-ordinating IDP related activities, including capacity building programmes,
- Facilitating reporting and the documentation thereof,
- Liaising with PKS Shared Services and Provincial Sector Departments,
- Providing secretariat functions for the IDP Steering Committee and Forum.

The Chief Financial Officer:

The CFO must ensure that the municipal budget is linked to the IDP and is responsible for:

- Co-ordinating the budget implementation,
- Development of the 5-year municipal integrated financial plan linked to the IDP

IDP Steering Committee:

- The Committee meets quarterly.
- It is responsible for IDP processes, resources and output
- It makes recommendations to Council,
- It oversees the meetings of the IDP Representative Forum,
- Oversees effective management of the IDP Process
- Contribute to the assessing of needs & prioritising
- Evaluation of IDP/ Budget / PMS alignment



EXECUTIVE SUMMARY

IDP Representative Forum:

- It forms the interface for community participation in the affairs of Council;
- Operates on consensus basis in determination of priority issues for the municipal area;
- Participates in the annual IDP Review Process;
- It has four meetings for status quo reports and input taking and to discuss progress and shortcomings;
- All wards within municipal area must be represented on Forum through the Ward Committee.

Alignment

In terms of the Municipal Systems Act development strategies must be aligned with National and Provincial Sector Plans as well as planning requirements. It also envisages that a single inclusive and strategic plan must be adopted which links, integrates and coordinates plans. The municipality aligned its resources and processes as far as possible with the IDP.

Spatial Development Framework

Emthanjeni Municipality Spatial Development Framework had been outdated but the municipality started the process to lobby sector departments to assist with funding which never bear positive results. The IPP's were also engaged to financially assist for the compilation of the SDF which they were not prepared as they indicated that it's not part of their mandate. The municipality is trying to budget for the next three years for the SDF review and during this financial year will advertise for this review.

Chapter 6: Performance Management System (PMS)

The White Paper on Local Government (1998) nationally introduced Performance Management System (PMS) as a tool to ensure developmental local government. It concluded that Integrated Development Planning, Budgeting and Performance Management were powerful tools, which could assist municipalities to develop an integrated perspective on development in their areas. Performance management will cover both the institutional performance and municipal wide performance.

The Municipal Systems Act (Act 32 of 2000), requires all municipalities to:

- Develop a Performance Management System;
- Set targets, monitor and review performance based on indicators linked to the IDP;
- Publish an annual report on performance to the Councillors, staff, the public and other spheres of government.'
- Incorporate and report on a set of general indicators pre-established nationally by the Minister responsible for Local Government;
- Conduct an internal audit on performance before tabling the report;
- Have the annual performance report audited by the Auditor-General;
- Involve the community in setting indicators and targets and reviewing municipal performance.

Emthanjeni Municipality then compile the SDBIP with clear indicators based on the national key performance areas (and therefore the municipality's strategic objectives).

The KPA's and performance indicators are based on the local priorities and IDP objectives. Performance agreements were also concluded between the Council and the Municipal Manager as well as all Senior Managers. These agreements directly



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supported the implementation of the IDP process. Individual performance agreements need to be signed by the Municipal Manager and Senior Managers who report to the Municipal Manager.

Chapter 7: Intergovernmental Sector Plans

The IDP contains previous information from various sector departments (National and provincial) residing in the Municipal Area. It is thus essential for departments to forward their projects as part of integrated planning and implementation of programmes and projects to be implemented within the Emthanjeni municipal area.

2021/2022 Budget and Funded Capital projects:

The 2021/2022 budget of the Municipality amounts to R333 687 825 million as total revenue, including capital transfers and contributions, and R333 486 687 million as total expenditure. Financial viability is constrained by consumer priorities in terms of account payments and limited revenue-raising capacity. Capital transfers and contributions amount to R27 596 000 million and are an indication of the Municipality's dependency on grant funding.

The IDP includes a number of funded projects in the 2021/22 budget (including EPWP funded projects) as well as a list of 'unfunded needs', most of which are not associated with the mandate of a local municipality.

PROJECT DESCRIPTION	DIVISION	WARD	TOTAL PROJECT COST	FUNDING SOURCE	PROJECT STATUS	BUDGET 2021/2022	BUDGET 2022/2023
EEDSM Program (replacement of streetlights with LED lights)	Electricity	ALL	R11 000 000,00	EEDSM	Construction	R3 000 000,00	R4 000 000,00
Northern scheme (development of 12 boreholes)	Water	1,2,3,4,5 &8	R33 658 639,30	WSIG	Registered	R8 000 000,00	R11 000 000,00
Britstown- Construction of internal Sewer reticulation for Mziwabantu	Sanitation	7	R12 596 000,00	MIG	Not Registered	R12 596 000,00	
Electrification of stands in De Aar	Electricity	1&2	R26 352 000,00	INEP	Registered	R4 000 000,00	R4 000 000,00
Paving of street	Roads	TBC	R1 389 000,00	IG	Registered	R1 389 000,00	



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PROJECT DESCRIPTION	DIVISION	WARD	TOTAL PROJECT COST	FUNDING SOURCE	PROJECT STATUS	BUDGET 2021/2022	BUDGET 2022/2023
Procurement of new De Aar West electricity transformer and refurbishment of existing De Aar West transformer2	Electricity	5	R13 000 000,00	Borrowing		R13 000 000,00	
Total			R97 995 639,30			R41 985 000,00	R12 596 050,00



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CHAPTER 1: INTRODUCTION AND PURPOSE OF REVIEW

1.1 NATIONAL LEGISLATIVE FRAMEWORK

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal actions according to constitutional obligations. In this regard, all municipalities must align their budget and programmes with national developmental and institutional policy directives that are mainly being guided by the Constitution.

The **Constitution of the Republic of South Africa** outlines the type of local government needed. Sections 152 and 153 of the Constitution describe the following objectives of local government:

- To ensure the sustainable provision of services
- To provide democratic and accountable government for all communities
- To promote social and economic development
- To promote a safe and healthy environment
- To give priority to the basic needs of communities, and
- To encourage involvement of communities and community organisations in matters of local government.

The Constitution supersedes all legislative frameworks and the following legislation has been developed to guide municipalities as to its mandate, function and mechanisms to implement its constitutional mandate:

- a) The **Municipal Systems Act (MSA) Act 32 of 2000** requires municipalities to develop Integrated Development Plans that will guide the direction and content of potential development within the relevant council 's area of jurisdiction, and must be reviewed annually. In addition, the Act also stipulates the IDP process and the components of the IDP.
- b) The **Local Government: Municipal Planning and Performance Management Regulations (2001)** sets out the minimum requirements for an Integrated Development Plan. *Regulation 2 (1)* states that the municipality 's IDP must at least identify:
 - The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan;
 - Any investment initiatives in the municipality;
 - Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
 - All known projects, plans and programmes to be implemented within the municipality by any organ of the state, and
 - The key performance indicators set by the municipality.

Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.

- c) Section 21(2) of the **Municipal Finance Management Act (Act 56 of 2003) (MFMA)** states that, when preparing the annual budget, the Mayor of a municipality must:



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- Take into account the municipality's Integrated Development Plan.
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.
- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum.
- Consult with the relevant authorities.

The drafting, implementation and review of the IDP on an annual basis is mandatory for all municipalities in terms of the relevant legislation, and it is therefore important to briefly outline this legal framework.

The Integrated Development Plan, adopted by the Council of the municipality, is the key strategic planning tool for the municipality. It is described in the Municipal Systems Act (MSA) as:

In terms of the MSA, section 34, a municipality is required to review its IDP annually. Annual reviews allow the municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning.

It needs to be emphasized that the IDP is the major principal planning mechanism for the municipality to PLAN, IMPLEMENT AND MONITOR ALL ITS ACTIVITIES and informs the annual budget, the spatial development frameworks, the Local Economic Development Strategy and the performance management system of senior management.

1.2 PURPOSE OF THE IDP DOCUMENT

The purpose of this document is to describe the results of the municipality's 2021/2022 IDP Review Process, and describes the following: -

- The process followed to review the Emthanjeni Municipality's IDP;
- The key informants that have provided the basis for amending certain elements of the IDP;
- The amended objectives, strategies, programmes and projects which have been revised.

In order to evaluate the progress of the municipality in terms of the identified strategic objectives, it is important to read it together with the original Integrated Development Plan 2012 – 2017 and the IDP Review of 2021/22.

The purpose is therefore to:

- Ensure that the planning processes of the municipality's internal departments are informed by the IDP and that there is sufficient capacity to implement the projects;
- assess and report on progress and if required, apply corrective measures;
- ensure that the IDP is the platform for structured inter-governmental engagement;
- ensure that budget allocations and expenditure are in line with the IDP objectives;



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- ensure that the municipality's planning processes and outcomes are compliant;
- ensure better alignment between the municipality's SDBIP and performance management system; and
- ensure that the strategic objectives relate to the key performance areas.

1.3 BASIS FOR THE INTEGRATED DEVELOPMENT PLAN 2017-2022

The IDP 2011-2016 was undertaken as part of the continuous cycle of planning, implementation and monitoring.

In essence, the process consists out of a situational analysis whereby existing data and annual reports were used as a base to understand the CURRENT STATUS of both the municipality and the environment in which it functions. Based on the analysis of the current situation, the objectives are to reach the already identified vision need to be translated into appropriate strategies, once these strategies have been finalised, projects to achieve the objectives were identified and discussed. The strategies identified have also been aligned with intergovernmental strategies and programmes as to ensure an integrated approach.

The IDP Review for 2016-2021 was undertaken within the framework of National, Provincial and District plans and policies, with particular consideration being given to the following:

The main indicators for success will be:

- Jobs (number and quality)
- Growth (the rate, labour intensity & composition of economic growth)
- Equity (lower income and inequality)
- Environmental outcomes

1.3.1 NATIONAL DEVELOPMENT PLAN 2030

If the National Growth Plan is the strategy, then the National Development Plan is the tactic to be used in achieving the aims moving towards 2030. The NDP focus on eleven distinct areas for development in South Africa and it is the following:

- Create 11mil jobs by 2030
- Expand infrastructure
- Transition to low carbon economy
- An inclusive integrated rural economy
- Reversing the spatial effects of apartheid
- Education and Training
- Social protection
- Build a capable state
- Reforming the public service
- Provide quality Health Care
- Fight Corruption
- Transformation and Unity (National Development Plan 2030, 2011)



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1.3.2 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The main purpose of the NSDP is to reconfigure apartheid spatial relations and to implement spatial priorities that meet the constitutional imperative of providing basic services to all and alleviating poverty and inequality. The NSDP is based on government's objectives of growing the economy, creating jobs, addressing poverty and promoting social cohesion.

NSDP principles are aimed at focusing government action and investment to enable the developmental state to achieve maximum social and economic impact within the context of limited resources. While the focus on government spending in areas of some economic potential is on economic infrastructure, in areas of low or no economic potential government spending should focus on human capital development.

Spatial marginalization from economic opportunities and social amenities continues to be a significant feature of the space economy and must be addressed to reduce poverty and inequality and to ensure shared growth (National Spatial Development Perspective, 2003).

1.3.3 PROVINCIAL GROWTH & DEVELOPMENT STRATEGY

The reviewed PGDS makes provision for new government priorities which includes, amongst others the following:

- The impact of the global economic crisis that started in 2008 on the back of the sub-prime mortgage crisis in the USA. The impact of this was felt in South Africa in 2009/10 with job losses exceeding 1.25 million over the period;
- The outcome-based approach that is aimed at ensuring that people are accountable for what they undertook to do;
- The new growth path, which identifies job drivers and sectors for job creation. The province target to create 80 000 jobs by 2020;
- The environment
- Alternative energy
- Comprehensive Rural Development Programme (CRDP), focused on enabling rural people to take control of their destiny, thereby dealing effectively with rural poverty through optimal use and management of natural resources.
- The 10-point plan aimed at improving health profile of the province; and
- The war on poverty: its overall aim is to raise the profile of anti-poverty activities across the province in order to target more poor people in the shortest possible time and create the greatest impact.

As with previous annual reviews, the amendments were formulated on the basis of:

- An assessment of implementation performance and the achievement of IDP targets and strategic objectives – considering the impact of successes and corrective measures necessary to address problems and challenges
- Review of sector strategies and plans, and cluster analysis reports inform the input of communities
- Council strategic session
- Powers and functions of the municipality
- MTAS outcomes
- Improved SDBIP system
- IDP, Budget Forum



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- Public input sessions and sector input sessions
- Management meetings and IDP steering committee meetings
- Emthanjeni Municipality Directorate inputs
- Implementation Map (IMAP).

1.3.4 PIXLEY KA SEME DISTRICT GROWTH AND DEVELOPMENT STRATEGY

The PKSDGDS seeks to achieve a shared vision, amongst all sectors of its society, for the achievement of its goal of reducing poverty and improving the quality of life all its citizens. The DGDS reinforces the following principles:

- Integrated, sustainable, holistic and participatory growth and development.
- Providing for the needs of all the people.
- Ensuring community and/or beneficiary involvement and ownership.
- Long term sustainability on all levels.
- Equitable socio-economic development with equitable benefits for all

1.3.5 MEDIUM TERM STRATEGIC FRAMEWORK

The strategic priorities, deriving from the popular mandate, can be summarized as follows:

- Speed up economic growth and transform the economy to create decent work and sustainable livelihoods.
- Massive programme to build economic and social infrastructure
- Comprehensive rural development strategy linked to land and agrarian reform and food security
- Strengthen the skills and human resource base
- Improve the health profile of society
- Intensify the fight against crime and corruption
- Build cohesive, caring and sustainable communities
- Pursue regional development, African advancement and enhanced international co-operation.
- Sustainable resource management and use
- Build a developmental state including improvement of public services and strengthening democratic institutions

1.3.6 BACK TO BASICS (B2B APPROACH)

The 'Back to Basics' approach for Local Government was introduced at a Presidential Local Government Summit held on 18 September 2014 at the Gallagher Estate in Midrand, Johannesburg. The impetus for the Summit was the need identified to improve the functioning of municipalities to better serve communities by getting the basics right.

To monitor the implementation on the B2B approach each municipality in the Country is required to submit on a monthly as well as quarterly basis the performance monitoring and reporting templates to COGTA on the work of municipalities as directed by the Back-to-Basics approach.



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1.3.7 DISTRICT DEVELOPMENT MODEL AND ONE PLANS

President, Cyril Ramaphosa in the State of the Nation Address (SoNA) 2019 indicated that it is time for government to break away from the silo mentality of working and went on to introduce a new approach called the District Development Model (hereafter DDM). The DDM was subsequently adopted by cabinet on the 21st of August 2019. The DDM is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal, district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation.

The President also highlighted that the DDM will help government address the triple challenges of **poverty, unemployment and inequality**.

Informed by the National Development Plan (NDP) and the Integrated Urban Development Framework (IUDF) and other government policies, legislations and previous similar programmes, the DDM seeks to ensure maximum coordination and cooperation among all three spheres of government (National, provincial and local). Amongst others, the Model will be implemented through a collaborative process to develop One Plans for all 44 districts and 8 Metropolitan Municipalities which will be further synchronized with Integrated Development Plans (IDPs) of municipalities.

Each district and metro plan will develop a long-term government agenda in these spaces and unpack at least the following developmental issues:

- Managing urbanisation, growth and development;
- Supporting local economic drivers;
- Accelerating land release and land development;
- Investing in infrastructure for integrated human settlement, economic activity and the provision of basic services; and
- Addressing service delivery in municipalities.

(<https://iudf.co.za/news/what-is-the-district-development-model-and-has-it-replaced-the-iudf/>)

The following political statements were also considered as key directives:

1.3.8 STATE OF THE NATION ADDRESS (SONA)

President Ramaphosa, in his 2021 State of the Nation Address (SONA) said the overriding priorities of 2021 were to:

- Defeat the COVID-19 pandemic;
- Accelerate economic recovery;
- Implement economic reforms to create sustainable jobs and drive inclusive growth; and
- Fight corruption and strengthen the State.



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Since the launch of the Economic Reconstruction and Recovery Plan (ERRP), government has focused on four priority interventions:

- A massive roll-out of infrastructure throughout the country;
- A massive increase in local production;
- An employment stimulus to create jobs and support livelihoods; and
- The rapid expansion of energy generation capacity.

“We announced that we would be embarking on a massive roll-out of infrastructure throughout the country. We knew that to achieve this objective we would need to steadily rebuild technical skills within government to prepare and manage large infrastructure projects.” – *President Cyril Ramaphosa, SoNA, 11 February 2021, Parliament, Cape Town.*

The President in his speech also gave an update on The Economic Reconstruction and Recovery Plan (ERRP) projects which was rolled out.

1.3.9 NATIONAL BUDGET SPEECH 2021

1.3.9.1 Budget Framework

The budget deficit has been revised to 14 percent of GDP in 2020/21 in response to the:

- Spending and economic pressures of the COVID-19 pandemic.
- Gross debt has increased from 65.6 percent to 80.3 percent of GDP for the year 2020/21.
- The 2021 Budget proposes measures to narrow the main budget primary deficit from 7.5 percent of GDP in the current year to 0.8 per cent in 2023/24.
- The proposed fiscal framework will stabilize debt at 88.9 per cent of GDP in 2025/26.
- Government will roll out a free mass COVID-19 vaccination campaign for which R9 billion has been allocated in the medium term.
- Over the medium term, debt-service costs are expected to average 20.9 per cent of gross tax revenue.

1.3.9.2 Spending Programmes

- Total consolidated spending amounts to R2 trillion each year over the medium term.
- The bulk of the spending is allocated to learning and culture (R402.9 billion), social development (R335.2 billion) and health (R248.8 billion) in 2021/22.
- The fastest-growing functions over the medium term are economic development, community development and general public services.
- The majority of funding for new and urgent priorities is provided through reprioritization and reallocation of existing baselines.

1.3.9.3 Tax Proposals

- To support economic recovery, government will not raise any additional tax revenue in this budget.
- The personal income tax brackets and rebates will increase above the inflation rate of 4 percent.



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- Government will increase excise duties on alcohol and tobacco by 8 percent for 2021/22.
- Inflation-related increases of 15c/litre and 11c/litre will be implemented for the general fuel levy and the RAF levy, respectively, with effect from 7 April 2021.
- The UIF contribution ceiling will be set at R17 711.58 per month from 1 March 2021.

NORTHERN CAPE PROVINCE

1.3.10 STATE OF THE PROVINCE ADDRESS (SOPA)

The Premier of the Northern Cape Province said the foundations of bringing development to the province is the set vision of 'Building a Modern, Growing and Successful Province' and the three pillars of the National Development Plan:

- Driving a strong and inclusive economy.
- Building and strengthening the capabilities of South Africans.
- Achieving a more capable State.

Strategic interventions such as social compacts with mines, were introduced to address the triple challenges of poverty, inequality and unemployment. The Premier highlighted the commitment made in the 2020 SOPA that youth development will be prioritised by putting youth at the centre of our economic agenda, e.g., building and operating youth service centres and a fully functional Youth Directorate in the Office of the Premier. Other telling interventions were (1) to establish a database for out of school and unemployed youth, (2) the implementation of the CASP and Ilema Letsema Funding Programme, and (3) contributions from the sale of non-core assets to the Premier's Bursary Trust fund. Health-wise, the Premier announced the opening of the Northern Cape Mental Health Hospital in September 2020. Issues identified as critical in ensuring provincially-wide economic growth are land ownership, private sector commitments, strengthening the main economic sectors and subsectors and the beneficiation of locally-mined raw materials.

Another key issue identified in bringing development to the province, is a clear understanding between government, labour, business and civil society, of how to embrace the new job and skills development opportunities the 4IR has to offer. In this regard, interventions were announced in harnessing and maximizing the potential of innovation and technology, for example, (1) online learner admission system, (2) providing data analytical skills to undergraduates offering unique data analysis qualifications, and (3) the training of electrical engineers and fibre optic technicians. The Premier also highlighted the importance of infrastructure development and mentioned several large-scale infrastructure projects to be rolled out in the province, e.g., the infrastructure spend by SANRAL over the next three years in road maintenance and improvements.

Spatially, the rollout of infrastructure will prioritise a multi-nodal corridor, which stretches from the Gamagara mining corridor to the proposed Boegoebaai deep-sea port. Anchor projects in this corridor will be the Kathu Industrial Park, Namakwa Special Economic Zone (SEZ), and Northern Cape Metals Industrial Cluster. The entire province is also to be declared a Priority Human Settlements Development Area as a mechanism to realise spatial transformation. Furthermore, the provincial government is at an advanced stage in preparing a province-wide integrated human settlements development plan. Several other interventions ranging from food security initiatives to crime prevention, were also announced by the Premier to be introduced in the next few years. '

The Premier, in his speech, emphasized the impact of the COVID 19 pandemic across the World and made specific



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reference to the challenges experienced in the Northern Cape and interventions that the Provincial Government implemented to strengthen the response capacity of the healthcare system.

(State of the Province Address (SOPA) by the Premier of the Northern Cape, Dr. Zamani Saul, on 27 February 2021.)

1.4 PROCESS – IDP PROCESS FOR 2017-2022 AND PUBLIC PARTICIPATION

The Local Government Municipal Systems Act, 32 of 2000 – Chapter 4 requires that all Municipalities develop a culture of participatory governance and to ensure the institutionalisation of this participatory process. To address this, Council has set up

- Ward Committees
- IDP Representative Forum
- IDP/ Budget / PMS Steering Committee.

In an effort to maximise community participation with regard to the compilation of the Draft IDP and also adhere to the COVID 19 restrictions on public gatherings, the following is undertaken:

- Council Meets the People 4 times a year
- IDP/Budget /PMS /SDBIP input meetings in the wards
- Sectoral meetings with Emerging Farmers i.e. Hanover, Britstown & De Aar
- Input received from the public via Radio interview broadcasting session, Live Facebook radio interviews as well as written input
- Ward Committee input

The municipality conducted Councillors, Ward Committee and Management session for consultation processes as part of the review process:

In accordance with the provisions of the Process Plan the IDP was reviewed and further developed through the following:

- The Final IDP and Budget for 2021/2022 must be presented for adoption by Council before end of 30 May 2021.
- The adopted IDP will be advertised for public comments.
- Council had Council and Management session on 03 March 2021 for developing its strategic agenda.
- In addition to the IDP Rep Forum that was established, Council have established the IDP Steering Committee. The purpose of these is to ensure that the review and implementation of the IDP is driven by these structures
- Council Meets the People regularly in preparation for review IDP for 2021/22 however, this meeting didn't materialise due to COVID 19 restrictions on hosting of public gatherings.

The review process in itself is important as to ensure ownership of the development plan by all concerned, with specific reference to the communities of Emthanjeni, the provincial government and the administration.



CHAPTER 2

CHAPTER 2: PROFILE AND SITUATIONAL ANALYSIS OF THE MUNICIPAL AREA

This chapter serves mainly to provide a brief description of the historic significance, social, economic and institutional environment, and high-level development 'indicators' as imperatives for municipal planning in order to ensure economic growth, job creation and socio-economic improvement.

2.1 EMTHANJENI LOCAL MUNICIPALITY IN CONTEXT

2.1.1 MUNICIPAL GEOGRAPHICAL INFORMATION

Emthanjeni Local Municipality is a category B municipality consisting of three towns: De Aar, Britstown and Hanover. Emthanjeni, and especially De Aar, is renowned for its central location on the main railway line between Johannesburg, Cape Town, Port Elizabeth and Namibia. De Aar is situated in the Northern Cape Province and represents 3.7% of the total population in the Province.

It is situated in the Pixley ka Seme District Municipality and is the seat of this district. Emthanjeni represents approximately 22, 7% of the district's population. The Pixley ka Seme District has an approximate population of 186 351 people (Census 2011) representing 16, 26% of the Northern Cape population with its 1 145 861 residents. The Northern Cape represent 2, 21% of the National population (51,770,560). The Municipality is situated approximately 300km south west of Kimberley, 440 km south east of Upington, 300 km north east of Beaufort-West and 300 km south west of Bloemfontein. The land area comprises 11% of the district land area and 3% of the province.

Hanover lies approximately 65 km east of De Aar on N1 main north to south route and Britstown is situated about 55 km west of De Aar on the N12 route. Both these main routes link Johannesburg and Cape Town. The towns of Emthanjeni lie in an extensive stock farming area with the emphasis on sheep, mutton and wool farming, especially Merino's.

Emthanjeni Municipality, specifically De Aar, is the seat of Pixley ka Seme District Municipality which hosts all Government Departments. Emthanjeni Municipality covers an area of approximately.



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Below is a map of the Pixley Ka Seme District area that indicates the location of the Emthanjeni Municipality



Figure 1 Map of Pixley Ka Seme district

Distances from major centres in South Africa:

- Johannesburg : 750km
- Pretoria : 810km
- Cape Town : 748km
- Bloemfontein : 315km
- Port Elizabeth : 502km
- Kimberley : 315km

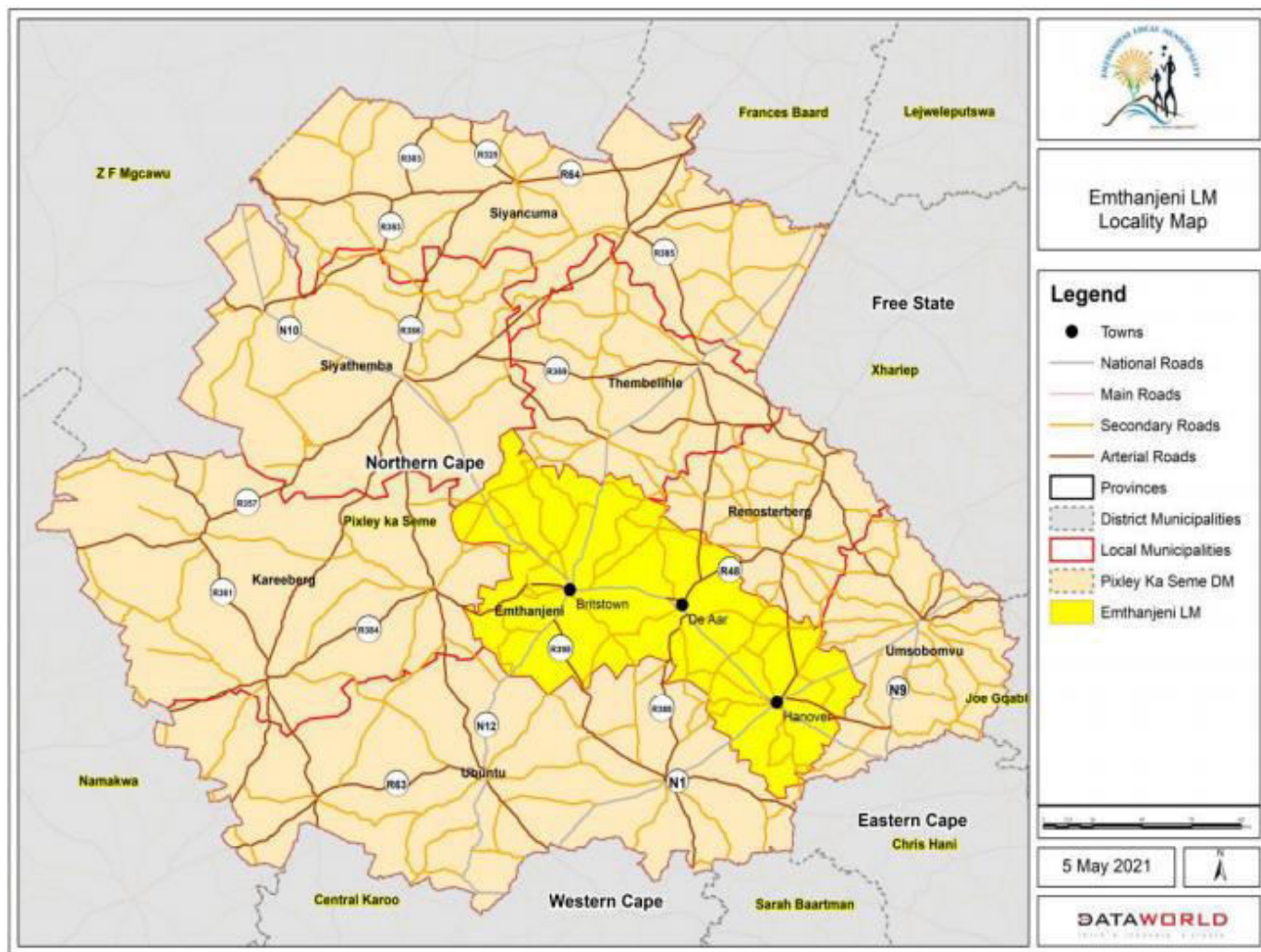
The towns have the following residential areas:

Town	Residential Areas					
De Aar	De Aar-West	De Aar East	Nonzwakazi	Malay camp	Barcelona	Waterdal
Britstown	Jansenville	Mziwabantu	Britstown (town)	Proteaville		
Hanover	Kwezi	Nompumelelo	Joe Slovo park	Tornadoville	Hanover (town)	

Table 1: Towns in Residential Areas



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Emthanjeni LM Locality Map

The Municipality previously were structured into eight (8) Wards after the Election of 03 August 2016: Table 4 is the reflection of old demarcation of wards and Table 5 is the new municipal demarcation after this local government election of 03 August 2016.

Ward	Areas
1	Montana, Kareeville, Sunrise
2	Macarena, Residencia, New bright, Happy Valley, Extension 20, Klein Kareeville, Extension 7
3	Nonzwakazi, (From street 11, 10,20 until street 3,15, 16, Izinyoka including left side of street 2)
4	Barcelona, Leeuwenshof, Malay camp, Portion of Nonzwakazi (Only street 12 ,18)
5	Remaining part of town, Louisville
6	Kwezi, Nompumelelo, Joe Slovo Park, Tornadoville, Hanover(town)
7	Jansenville, Mziwabantu, Britstown(town), Proteaville
8	Right side of Street 2, 1. 13, 14, 17, Waterdal and Town portion up until Van Zyl street

Table 2: Demarcated wards in municipal area



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The Major Towns of Emthanjeni

De Aar

De Aar means “the artery”, and in many senses this town is the lifeblood of the Karoo. It is the head office of the Emthanjeni and Pixley Ka Seme District Municipalities; home to many artists; there is an important weather station that can be toured by visitors, and it has the second most important railway junction in the country.



The significance of the railway line is that it is central to Gauteng, Cape Town, Port Elizabeth and Namibia.

There are about 110km of railway lines, including 29 rail-tracks in De Aar precincts. However, “De Aar” founded in 1904, was so named because of the many water-bearing arteries that occur underground. Unlike many other Karoo towns, it did not start around the Dutch Reformed Church, but in fact started around the railway line.

This town used to be known around railway activities which at some stage faded and by now some activities are coming back as way of revitalization of the railway.

De Aar has the largest abattoir in the Southern Hemisphere and supplies all the major centres throughout the entire country with the famous “Karoo” lamb and mutton. Apart from meat production, the sheep farms around De Aar are also major suppliers of wool. All the water used in the town comes from boreholes – which is why the town is known for its large number of wind pumps. The town is easily accessible by tarred road and two airfields serve it – one is an all-weather runway that can accommodate any type of aircraft and it is only 52km away from the national bus route.

Hanover



This attractive and historic little town on the N1 lies more or less halfway between Cape Town, Gauteng and Kwazulu-Natal. It was established in 1854 at the base of some rocky hills on the farm Petrusvallei, which was bought from Gert Gous. Gous requested that the town be called Hanover, after his great grandfather’s town in Germany.

When declared a magisterial district in 1876, the town was very fortunate to be appointed with a visionary magistrate, Richard Beere. He insisted that trees be planted so that resident’s descendants would have shade. Due to the increase in water consumption caused by an increase in residents, the spring that Hanover was built around dried up, and the number of trees seen in the town today is far less than 100

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years ago. Boere loved the Karoo and spent considerable time on the summit of Trappieskop, where a stone pyramid honouring his contribution to the town was erected when he died.

The older houses were all built right on the road edge – as per authority’s instructions at the time – and when, in later years, homeowners built on verandas, they had to pay one shilling tax for this privilege. Today, they are still paying this tax, which is now R17, 00. Hanover was home to Olive Schreiner – well known South African author – who lived here from 1900 to 1907, and referred to it as “the prettiest little village I have ever seen”. Her husband, Cron, was an agent in town and today his offices are used as a small guest house. Like many small Karoo towns, most of the streets are not tarred and the residential areas are very quiet. However, behind garden walls and front doors there is plenty of activity going on as the industrious residents carry out their daily business.

The town is home to a variety of artists and craftspeople, as well as having several restaurants, a delightful bookshop, coffee shop and a museum. Interesting Karoo architecture is to be seen and many gardens have a wind pump standing sentinel in one corner. Surrounding farms are principally Merino sheep farms, with many of the country’s best breeders farming in the Hanover district. Lesser Kestrels, from Europe and Central Asia, come to nest in trees around town, and can be seen gliding in the dawn and dusk sky from late October to the end of summer.

Britstown

It was in those days of The Great Diamond rush in the year 1877 that Britstown came into being. Fortune hunters paused here in their frenzied dash to the fabulous diamond field, and a settlement mushroomed to provide fresh horses, fodder, refreshment and accommodation. Soon even a concertina virtuoso made music for happy dancers lubricated by the local brew. First the Fuller and Gibson coaches and then



others stopped here. But by the time Britstown gained municipal status in January 1889, a railway line already snaked across the Karoo plains to carry would-be diamond diggers through to Kimberley.

The small have of Britstown, along the diamond route across the plains, was named after a man who loved the Karoo, Hans Brits. He once accompanied Dr David Livingstone, famous son-in-law of the great missionary, Robert Moffat, on a journey to the north. Livingstone originally came to South Africa to help the Moffat’s at their mission in Kuruman, and it was on a journey to the north that he met Brits. They took a liking to each other, and Brits decided to travel with him. But, Livingstone did not get on with the Moffat’s, so he soon announced his intentions of travelling deeper into Africa, a decision that led to him becoming probably the continent’s most famous explorer. Brits decided again a life of exploration and returned to the Karoo.

Hans Brits settled on a farm named Gemsbokfontein, which is where Britstown now stands. Soon after the discovery of diamonds at Hopetown and Kimberley, Brits realised that he and his neighbours could earn good money serving the growing traffic along the Diamond Route. So Brits arranged for a town to be laid out on a portion of his farm. The



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thinking was to establish a point between Victoria Wes and Kimberley that could provide travellers on the Diamond Route with accommodation and refreshments as well as fresh horses and fodder. In 1877, a group of men headed by TP Theron purchased a section of Hans Brits's farm to establish a community centre with a church. This accomplished, they handed over the management of the settlement to church wardens. Traffic increased when gold was discovered and in time, the town became a major junction on the route to Namibia.

2.2 GEOGRAPHICAL FEATURES AND NATURAL RESOURCES

2.2.1 CLIMATE: EMTHANJENI MUNICIPALITY

Emthanjeni Municipality is situated in the Northern Cape Province's semi-arid climate; specifically, in the Pixley ka Seme Region with its summer rainfall occurring mainly in the late summer months. The area has warm summers and very cold winters, with temperatures varying from high 30°C in January/February to - 10°C in June/July. The region is subject to periodic droughts which have a serious impact on the surrounding farming areas and on the economy of the towns. The area is located in a summer rainfall region with very little rainfall. The mean annual rainfall ranges from 200mm-300mm per year. Rain occurs predominantly in the form of summer thunderstorms and 60% of the average annual rainfall occurs between December & February, due to climate change there are changes which are unclear at present.

The Municipality needs to recognise its role in respect of climate responsive due to the following:

- The impact of changing weather patterns will be felt and need to adapt to project changes.
- Critical to reduce climate change and greenhouse gas emissions.
- To manage resources due to potential future cost implications.

Some of the areas where the municipality have control over which influence climate change include building codes, land use planning, water, storm water and sanitation, electricity supply, waste management, transport, air quality management, etc.

2.2.2 CLIMATE CHANGE

Climate change can be described as the increased frequency with which anomalies occur, i.e., positive or negative weather conditions to which people have not as yet adjusted. Thus, the municipality needs to identify what should be adapted to and when to start with climate protection. Measures should include options for various degrees of extremity. These measures will not guarantee absolute protection, but will make damage controllable and provide a means of coping with climate related surprises. Climate protection has to become each individual's concern through supporting climate protection measures or by responding to changeable climates to reduce the risks and take advantage of the opportunities.

It is predicted that the Karoo could experience more drought periods, couple with increased evaporation and temperatures having negative impacts on already restricted water supply. Regional predictions suggest a drying trend from west to east, as shift to more irregular rainfall of possible greater intensity, and rising temperature everywhere.



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The Karoo area is dependent upon boreholes for its water supply. Increase in temperature over the next 10 years will drive the municipality to either find alternative sources of water supply or to increase boreholes. Energy consumption will potentially also increase by 10% and a similar strategy for alternative energy will have to be identified for both cooling in summer and heat in winter. The alternative of solar energy will be needed to relieve electricity.

The municipality will need to use SMME programmes more effectively for the installation and maintenance of solar energy as to elevate climate change challenges.

It needs to be emphasized that the municipality does not yet have a climate change strategy, plans and/or budget to respond to the challenges. The major concern is the matter of mandate as the municipality does not necessarily regard climate change management as its responsibility, although it does indirectly fulfil a role by managing water sources and managing air and noise pollution (esp. with heavy transport activities in the area). Again, a major constraint in this regard is the lack of funding for these mandates.

2.2.3 PHYSICAL CHARACTERISTICS

Water

The towns of Emthanjeni Municipality obtain water from 72 boreholes and two fountains, divided into 4 borehole schemes. The monthly capacity of the fountains varies according to the rainfall. The water quality is hard and presents problems for bathing, washing and electrical appliances.

Due to funding from Department of Water Affairs which recognised the scarcity of water in the area to the municipality additional boreholes are constantly been develop especially when some of the boreholes are becoming dry. The underground water has it challenges such as water being salty with some health hazards.

Minerals

De Aar and the surrounding area do not have any economically viable mineral deposits, as far as can be ascertained. Recent studies indicate the possibility of uranium deposits in the area (Hanover). This can only be ascertained after an elaborate study is conducted.

Vegetation

The vegetation is typical of the Karoo region with Karoo bushes and grass as the dominant features. Lone thorn trees occur in limited areas

Flood lines

No perennial rivers are to be found in the immediate vicinity of the towns. All storm water channels are local and the catchment area is limited to the immediate vicinity of the towns. De Aar use to experience problems of storm water in the streets and subway due to a lack of proper storm water drainage, the Department of Water Affairs had assisted by constructing, cleaning and renovating our storm water channels in addressing the problems in the whole municipality.



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Air

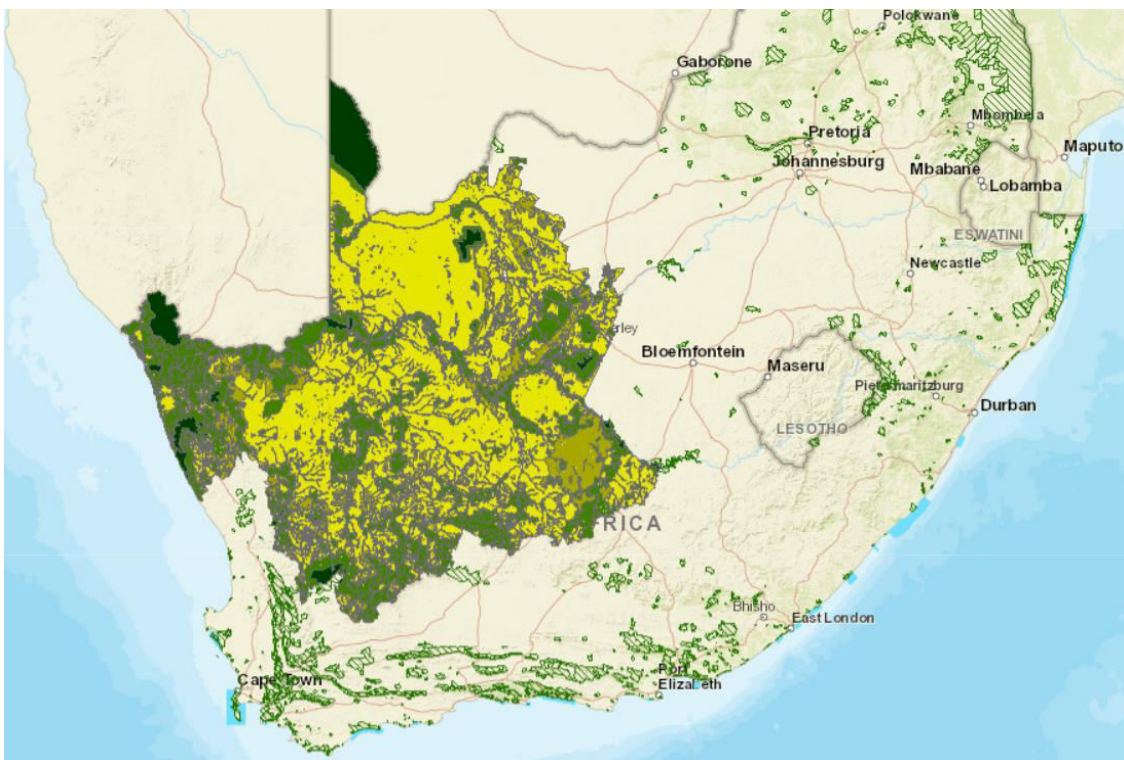
The quality of air in the Emthanjeni Municipal area can be described as good in comparison with the pollution in other urban centres. Air pollution is minimal as problems such as acid rain does not occur in Emthanjeni Municipal area and pollution from industries is kept to a minimum. Dust pollution does occur in the Karoo to a certain extent due to the sparse vegetation and low variable rainfall.

Municipal Biodiversity Summary

Municipalities have a significant role to play in biodiversity conservation as part of their mandate to provide a safe and healthy environment for residents. In support of this role, the Department of Environmental Affairs (DEA) and the South African National Biodiversity Institute (SANBI) identified the need to provide municipalities with good quality biodiversity information that is easily accessible.

Municipal biodiversity summaries are primarily a reporting tool providing biodiversity statistics, based on the best available national data, for municipalities. However, in those municipalities where there is no biodiversity sector plan or bioregional plan the municipal biodiversity summary for the municipality can provide some guidance in terms of land-use planning and decision-making as it provides information on the location of threatened ecosystems and other biodiversity features within the municipality.

NORTHERN CAPE CRITICAL DIVERSITY MAP



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Emthanjeni Municipality Biodiversity Summary

Protected areas		
Land-based protected areas (formal)		
None		
Ramsar sites		
There are no Ramsar sites in the municipality.		
Terrestrial Ecosystems		
Biomes		
Name	Size (ha)	Size (%)
Grassland Biome	38861,4 ha	3,41%
Nama-Karoo Biome	1100157,2 ha	96,59%
2 biomes in the municipality covering 1139018,6 ha (100 %)		
Vegetation Types		
Name	Size (ha)	Size (%)
Besemkaree Koppies Shrubland	52274,3 ha	4,59%
Bushmanland Arid Grassland	6807,1 ha	0,6%
Eastern Upper Karoo	323649,9 ha	28,41%
Highveld Salt Pans	2204,8 ha	0,19%
Northern Upper Karoo	676617,4 ha	59,4%
Upper Karoo Hardeveld	77465,2 ha	6,8%
6 vegetation types in the municipality covering 1139018,6 ha (100 %)		
Threatened EcoSystems (Critically Endangered)		
There are no Critically Endangered Threatened EcoSystems in the municipality.		
Threatened EcoSystems (Endangered)		
There are no Endangered Threatened EcoSystems in the municipality.		
Threatened EcoSystems (Vulnerable)		
There are no Vulnerable Threatened EcoSystems in the municipality.		
Freshwater Ecosystems		
Water Management Areas		
Name	Size (ha)	Size (%)
LOWER ORANGE	876841,8 ha	76,98%
UPPER ORANGE	262177 ha	23,02%
2 Water Management Areas in the municipality covering 1139018,8 ha (100 %)		
Rivers		
Name		
• Brak		
• Elandsfontein		
• Elandskloof		
• Graafwaterspruit		
• Groen		
• Klein-Seekoei		
• Ongers		
• Seekoei		
• Unknown		
9 rivers in the municipality		
Estuaries		
There are no estuaries in the municipality.		
Wetlands		
1 wetlands in the municipality covering 14358,7 ha (1,26 %)		



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Terrestrial Ecosystems

Biomes		
Name	Size (ha)	Size (%)
Grassland Biome	38861,4 ha	3,41%
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Freshwater Ecosystems

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Rivers

Name

Brak
Elandsfontein
Elandskloof
Graafwaterspruit
Groen
Klein-Seekoei
Ongers
Seekoei
Unknown

9 rivers in the municipality

Estuaries

There are no estuaries in the municipality.

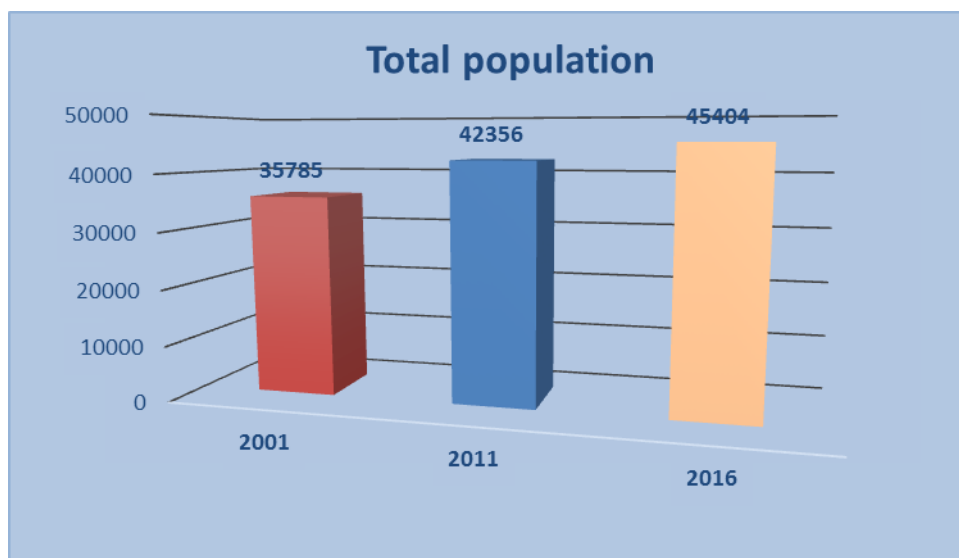
Wetlands

1 wetlands in the municipality covering 14358,7 ha (1,26 %)

2.3 EMTHANJENI MUNICIPALITY: POPULATION

2.3.1 TOTAL POPULATION:

According to Statistics South Africa, Census 2011 the total population of Emthanjeni Municipality was 42 356 and Stats SA Community Survey of 2016 the population had increase to 45 404 with slightly increase population growth of 1.69%. The following tables show the composition of the population per the following categories:



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Table : Emthanjeni Total Population (Source: Stats SA Community Survey 2016).

Graph 1: Total Population

Year	African	Coloured	Indian	White
2001	10 435	20 848	40	4 463
2011	14 059	24 436	236	3 388

Source: Source Census 2001 & 2011

Table 3: Population

3.2 POPULATION COMPOSITION BY RACE:

Year	Black/African	Coloured	Indian/Asian	White
Y2001	10435	20848	40	4463
Y2011	14059	24436	236	3388
Y2016	14515	27644	116	3129

Table 4: Emthanjeni Population by Race (Source: Stats SA Community Survey 2016)

Ward	Black African	Coloured	Indian/Asian	White	Other	Total
30703001: Ward 1	281	4790	62	18	23	5174
30703002: Ward 2	635	7222	56	10	73	7996
30703003: Ward 3	5001	247	14	142	14	5418
30703004: Ward 4	2706	2583	20	10	35	5353
30703005: Ward 5	1337	2348	34	2302	30	6050
30703006: Ward 6	2660	2955	27	496	39	6178
30703007: Ward 7	1440	4292	23	410	24	6188
Total Population						42356

Table 5: Population by race per ward (Source: Census 2011)

2.3.4 DISTRIBUTION OF POPULATION PER TOWN:

Ward	Black African	Coloured	Indian/Asian	White	Other	Total
Mziwabantu	975	324			3	1 302
Britstown	402	3 195	21	204	21	3 843
Rural Area	468	1 593	3	546	15	2 625
De Aar	3 918	17 028	177	2 481	156	23 760
Nonzwakazi	6 039	159	9		21	6 228
Hanover	2 256	2 133	24	156	27	4 596
Total Population						42 354



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Table 6: Distribution of population per town (Source: Census 2011)

2.3.5 POPULATION COMPOSITION BY GENDER

Population – Gender	2001	2011
Females	18 679 (52%)	21 634 (51%)
Males	17 107 (48%)	20 722 (41%)
Total	35 785	42 356

Population by Gender (Source Emthanjeni Annual Reports)

2.3.6 POPULATION COMPOSITION BY GENDER PER WARD

Ward	Male	%	Female	%
30703001: Ward 1	2451	47	2723	53
30703002: Ward 2	3931	49	4065	51
30703003: Ward 3	2495	46	2923	54
30703004: Ward 4	2633	49	2720	51
30703005: Ward 5	3018	50	3032	50
30703006: Ward 6	3117	50	3061	50
30703007: Ward 7	3078	50	3110	50
Total Population	20723	49	21634	51

Population by Gender by Ward (Source: Census 2011)

Gender	Y2001	Y2011	Y2016	Percentage
Female	18679	21634	22962	51%
Male	17106	20722	22443	49%
Total	35785	42356	45405	100%

Emthanjeni Population by Gender (Source: Stats SA Community Survey 2016)

2.3.7 POPULATION COMPOSITION BY AGE:

Age	2001			2011			2016		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0 - 9	3520	3742	7262	4654	4522	9176	4055	3722	7777
10 - 14	1985	2064	4049	2144	2103	4248	1953	2219	4172
15 - 19	2043	1963	4007	2046	1988	4034	2584	2972	5556
20 - 24	1444	1427	2871	1763	1760	3523	2735	1845	4581
25 - 29	1272	1211	2483	1688	1688	3376	1913	2266	4179
30 - 34	1234	1310	2544	1492	1412	2904	1834	2048	3882



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Age	2001			2011			2016		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
35 - 39	1108	1241	2349	1324	1242	2565	1323	1399	2722
40 - 44	1010	1112	2122	1169	1326	2495	1478	1124	2602
45 - 49	872	1115	1987	1070	1248	2317	1108	987	2095
50 - 54	791	884	1675	984	1086	2070	1010	1107	2116
55 - 59	557	682	1239	787	979	1766	857	882	1739
60 - 64	463	604	1067	613	798	1411	548	812	1360
65 - 69	320	486	806	446	566	1012	509	579	1088
70 - 74	215	340	555	273	404	678	223	490	713
75 - 79	143	206	348	150	258	409	158	200	358
80 - 84	72	161	233	66	132	198	108	173	281
85+	57	131	188	51	122	174	45	136	181

Table 18: Emthanjeni Population composition by Age (Source) Stats SA Community Survey 2016

2.3.8 POPULATION BY AGE PER WARD:

	Emthanjeni	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7
0 – 14								
Male	6799	890	1450	784	967	734	969	1006
Female	6625	866	1378	824	897	701	958	1001
15 – 36								
Male	7525	855	1455	908	959	1115	1160	1073
Female	7304	935	1404	960	909	1029	1080	987
37 – 65								
Male	5512	603	906	685	617	980	858	862
Female	6337	770	1071	908	798	1049	815	927
66 – 120								
Male	887	103	119	118	90	189	130	138
Female	1367	151	212	231	115	254	208	195
Total	42356	5173	7995	5418	5352	6051	6178	6189

Table: Population by Age per ward (Source Census 2011)

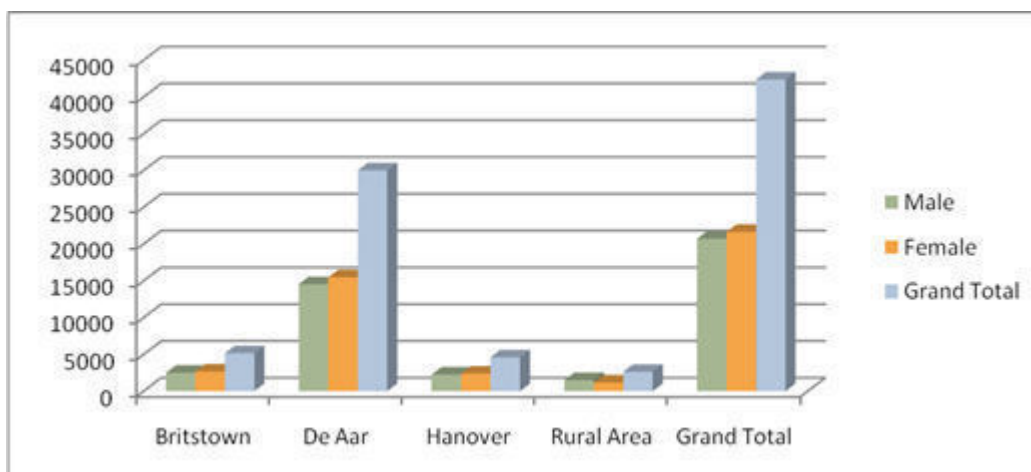
2.3.9 HOUSEHOLDS – DYNAMICS

Households		Average household size		Female headed households %		Formal dwellings %		% Housing	
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
8706	10456	3.9	4.1	37.6	39.4	90.9	95.4	58.0	60.3

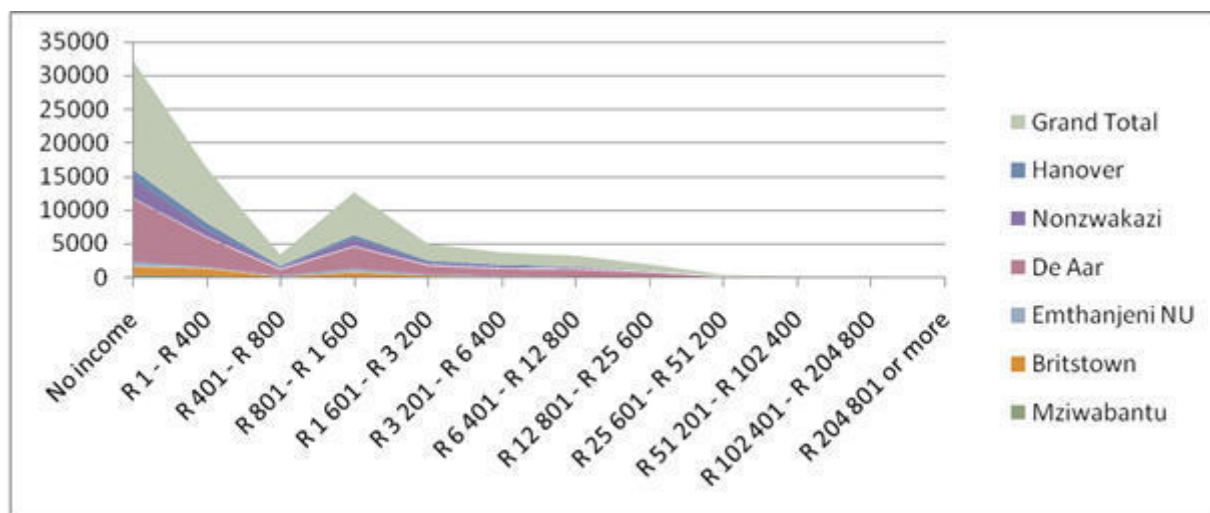
Graph 2: Monthly Income per town (Source: Census 2011)



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Graph 3: Monthly Income per town



Graph 4: Annual Income per town

2.3.10 HOUSEHOLDS - TYPE OF MAIN DWELLING PER WARD FOR HOUSEHOLDS

Types of dwelling occupied by households as per *Stats SA Community Survey 2016: Formal dwellings (95.6%, Informal dwellings (4.2%) and Others (0.2%)*

Types of dwellings	Number
Formal dwelling/house or brick/concrete block structure on a	33478
Traditional dwelling/hut/structure made of traditional mater	-
Flat or apartment in a block of flats	425
Cluster house in complex	-
Townhouse (semi-detached house in a complex)	-
Semi-detached house	1016
Formal dwelling/house/flat/room in backyard	8811
Informal dwelling/shack in backyard	694

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Types of dwellings	Number
Informal dwelling/shack not in backyard (e.g. in an informal	808
Room/flatlet on a property or larger dwelling/servants quart	118
Caravan/tent	-
Other	55

Type of the Main Dwelling for Emthanjeni households: (Source: Stats SA Community Survey 2016)

2.3.11 HOUSEHOLDS – SERVICES

Flush toilets connected to the sewerage %			Weekly refusal removal %			Piped water inside dwelling %			Electricity for lighting %		
2001	2011	2016	2001	2011	2016	2001	2011	2016	2001	2011	2016
60.3	79.6	85.2	85.5	83.3	79.8	43.1	59.8	53.2	83.3	92.6	95.4

Emthanjeni Household – (Source: Stats SA Community Survey 2016)

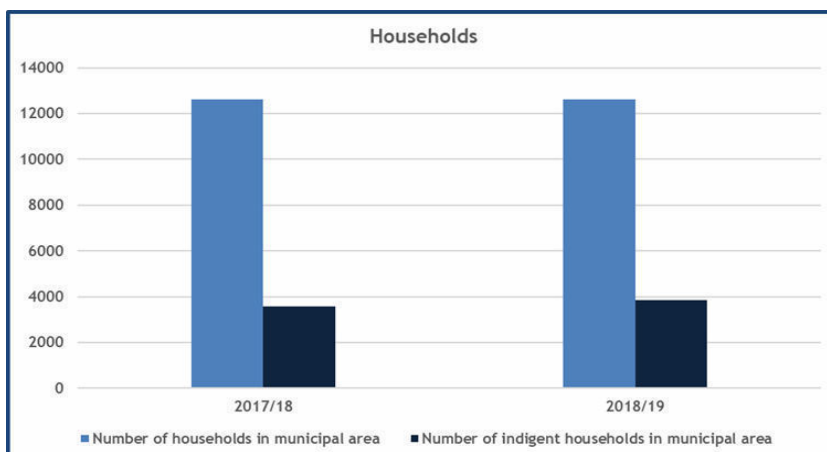
Flush toilets connected to the sewerage %			Weekly refusal removal %			Piped water inside dwelling %			Electricity for lighting %		
2001	2011	2016	2001	2011	2016	2001	2011	2016	2001	2011	2016
60.3	79.6	85.2	85.5	83.3	79.8	43.1	59.8	53.2	83.3	92.6	95.4

Table : Household Services (Source: Stats SA Community Survey 2016)

2.3.12 HOUSEHOLDS – INDIGENT HOUSEHOLDS

The total number of indigent households within the municipal area decreased from 3596 households in the 2017/18 financial year to a total of 3559 households. During 2018/19 with 3838 households in 2019/20 this indicates increase on the total number of indigent households within the municipal area over the period. During the 2020/21 financial year the households was 3770 by the end of March 2021, this shows a decrease as compare to the previous year. This decrease was caused by in adequate work from the Ward Committees.

The table below indicates an increase of 279 in the total number of indigent’s households within the municipal area between the two years.



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2.3.13 HOUSEHOLDS - ACCOUNTS

The total number of household's accounts issued within the municipal area increased from **12 668** households the 2019/20 financial year, during 2020/21 the figures had increased due to development in Hanover. This indicates an increase in the total number of household accounts within the municipal area over the three years. The average household size in the Emthanjeni Municipal area is 4.1.

Households	2016/2017	2017/2018	2018/2019	2019/2020
Number of households accounts in municipal area	12617	12 509	12 668	xx
Number of indigent households in municipal area	3 594	3559	3 838	3 770

Table 21: Households Accounts (Source Emthanjeni Annual Report)

2.4 LOCAL ECONOMIC DEVELOPMENT ENVIRONMENT

In reviewing and analysing the economic environment in Emthanjeni Municipality, it is apparent that the Municipality lacks comprehensive and accurate economic data in the form Spatial Development Framework (SDF) to give clear economic opportunities so that the LED Strategy can come up with action plan on the implementation of those opportunities. The municipal LED Strategy which was compiled with the assistance of Department of Economic Development was adopted in 2018/19 financial year as a tool to assist sector department, private sector and SMME on opportunities and which they can take advantage to grow our economy. The Emthanjeni Municipality Local Economic Development Strategy is developed with the aim of accelerating growth, job creation and empowerment.

The municipality will furthermore have to review its Spatial Development Framework as to align it to the LED Strategy.

2.4.1 EMTHANJENI MUNICIPALITY'S ECONOMY

De Aar is the main town of Pixley ka Seme serving a total of 24 other towns. Emthanjeni has investment in the form of Renewable energy projects, Manufacturing projects and Warehouses Hub and is a potential industrial growth point with ample industrial sites, reasonable prices and tariffs, affordable labour and the necessary infrastructure. De Aar is therefore the ideal place to establish industries, a fact which can be borne out by various major industries which have already established themselves here. The central location and excellent rail and road links to the service town for small towns.

The Emthanjeni area is increasingly becoming the centre for supplying the whole country with the famous "Karoo" mutton with its unique flavour and quality. Emthanjeni has one big abattoir in De Aar: one solely for sheep with a capacity of 1000 carcasses per day, supplying meat to the other provinces and whole country, in addition to beef, supplies meat far beyond our region.

All the courier services operating nationally serve the towns comprising Emthanjeni municipal area. There is also a synoptic weather station in De Aar gathering climatic data and literally putting De Aar on the world map. The towns of Emthanjeni Municipality boast a pleasant country atmosphere, doing full justice to the motto of the Upper Karoo Region



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“where tranquillity is only surpassed by the hospitality”, and Emthanjeni Local Municipality being the “Karoo Destination of Choice”.

Sheep, wool and mutton are the main farming activities in Britstown while hunting of small game (springbuck) is also very popular. The Smart Syndicate Irrigation Scheme situated 25 kilometres west of Britstown provides water to Lucerne and wheat farmers. There is a museum in the former Anglican Church next to the Municipal offices.

Hanover is also well endowed with qualified construction industry artisans. Like the other towns in this region, wool is exported to Port Elizabeth without being processed. It is noted with great concern the opportunities for local people in relation to the second economy not being optimised, and the role the municipality needs to play to empower SMME’s and co-operatives. This should enable the second economy initiatives to become active contributors to the economy of Emthanjeni as well as the entire district.

Agriculture forms the backbone of Emthanjeni economy and accounts for the largest labour/ employment contributor to date. Despite the harsh climate and poor carrying capacity of the veldt, it still offers opportunities for growth and employment creation. The Manufacturing sector shows potential of growth through the introduction of Renewable energy projects in De Aar and surrounding areas. The Municipality is dependent upon the following economic activities:

Key Economic Activities	Description
Services Sector (Community)	The services sector consists of the various government institutions, NGOs, CBO’s and NPO’s that resides within our area of jurisdiction. Banking: ABSA, FNB, Standard Bank and Capitec
Manufacturing	Stone crushers who specialize in the manufacturing of sand, bricks, cements and rocks. Renewable energy generation. A second stone crusher is about to operate for competition and supply outside towns. Rocla, Green Akker, Abattoir for meat processing
Retail	Purchasing of goods and services Checkers, Shoprite, Mr Price, Ackermans, Sheet Street, Fashion Express, Foschini, Total Sport, KFC, Built It, Cash Build, etc.
Agriculture	Game Farming Sheep, goat, pig and cattle farming
Transport	Rail Infrastructure Road Infrastructure
Tourism	To market Emthanjeni as a tourism destination Speed up restoration of existing attractions.

Table 22: Key Economic activities Type of Economic Activities (Source Census 2011)

The Municipality is convinced that the Renewable Energy projects, New District Hospital and possibility of new Warehouse Hub and Manufacturing project for further development planned for the area would grow the economy enormously. As a result of Transnet scaling down its activities as well as smaller businesses closing down from time to time, economic activity in the area is stagnating.



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The future economic attractions/planning for Emthanjeni area are:

- N12 new garage (Britstown)
- Possible upgrading of railway station
- Development of Industrial sites in all three towns
- Survey more residential sites in all towns
- Town houses and chalets for new hospital
- Development N10 corridor (development of strategy)
- Ostrich Farming
- Revitalisation of Rail (Wagon Manufacturing Plant, Warehouse Hub)
- Upgrading of Nature School (Poortjie – Municipal owned)
- Possible project for the Manufacturing of cement pillars

As part of Extreme Sports focus of the Northern Cape Province the Municipality has Skate Park as part of the Maloof Cup Programme. We expect enormous impact in the tourism sector through the solar projects in the area and all other developmental endeavours. The municipality is also working towards providing more assistance to the emerging farmers who show keen interest in growing in the industry. The municipality is providing land for the emerging farmers to further their aspirations, but more is required to ensure that they actually meet their targets. The Smart Syndicate Dam could possibly provide a permanent water supply to the area in future, if it were possible to realise its potential.



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2.4.2 PROFILE OF WORKFORCE

The rate of unemployment within the area of Emthanjeni Municipality is extremely high and according to the Stats SA the levels are as follows:

Labour market				Education (aged 20+)					
Unemployment Rate (Official)		Youth Unemployment Rate (Official) 15-34		No Schooling		Higher Education		Matric	
2001	2011	2001	2011	2001	2011	2001	2012	2001	2012
40.7	28.0	50.5	37.2	23.7	11.0	5.8	6.6	17.1	24.7

Table 23: Labour Market (Source: Census 2011)

	Emthanjeni	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7
Employed	9 866	1 055	1 402	800	10 34	2 124	1 763	1 689
Unemployed	3 833	596	821	382	850	236	439	508
Discouraged work-seeker	1203	186	235	263	91	16	155	257
Other not economically active	11 561	1 288	2 351	2 000	1 287	1 749	1 533	1 352
Age less than 15 years	-	-	-	-	-	-	-	-
Not applicable	15 893	2 048	3 187	1 974	2 090	1 925	2 287	2 382
Total	42 356	5 173	7 996	5 419	5 352	6 050	6 177	<i>Figure 6 188</i>

Table 24: Employment status by Geography of person weighted (Source: Census 2011)

Ward	Black African	Coloured	Indian or Asian	White	Other
30703001: Ward 1					
Employed	72	941	20	9	12
Unemployed	27	565	3	-	1
Discouraged work-seeker	10	173	2	-	-
Other not economically active	60	1198	18	7	5
Age less than 15 years	-	-	-	-	-
Not applicable	112	1912	19	2	4
30703002: Ward 2					
Employed	133	1216	15	3	35
Unemployed	68	744	8	-	1
Discouraged work-seeker	6	227	1	1	-

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Ward	Black African	Coloured	Indian or Asian	White	Other
Other not economically active	206	2098	23	4	19
Age less than 15 years	-	-	-	-	-
Not applicable	223	2937	9	1	17
30703003: Ward 3					
Employed	699	32	11	51	7
Unemployed	341	29	-	9	3
Discouraged work-seeker	248	9	1	4	-
Other not economically active	1857	93	2	45	4
Age less than 15 years	-	-	-	-	-
Not applicable	1856	84	-	32	1
30703004: Ward 4					
Employed	572	428	7	5	22
Unemployed	425	417	5	-	3
Discouraged work-seeker	50	41	-	-	-
Other not economically active	627	656	2	-	1
Age less than 15 years	-	-	-	-	-
Not applicable	1032	1040	5	5	9
30703005: Ward 5					
Employed	504	657	15	926	22
Unemployed	80	118	1	36	1
Discouraged work-seeker	3	8	-	5	-
Other not economically active	337	787	7	615	3
Age less than 15 years	-	-	-	-	-
Not applicable	413	778	10	720	4
30703006: Ward 6					
Employed	771	764	11	197	20
Unemployed	272	156	-	12	-
Discouraged work-seeker	22	124	3	6	-

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Ward	Black African	Coloured	Indian or Asian	White	Other
Other not economically active	690	703	7	123	10
Age less than 15 years	-	-	-	-	-
Not applicable	906	1208	6	159	9
30703007: Ward 7					
Employed	432	1066	10	166	16
Unemployed	106	383	-	17	1
Discouraged work-seeker	48	198	3	8	-
Other not economically active	321	950	2	78	-
Age less than 15 years	-	-	-	-	-
Not applicable	532	1695	8	141	6

Table 25: Geography and Official employment status by Population group for person weighted (Source: Census 2011)

Overview of Potential Opportunities

The Emthanjeni Municipal Council had approved its sustainable Local Economic Development Strategy which must be aligned with the Spatial Development Framework and Provincial Growth and Development Strategy. The aim of Local Economic Development is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents.

The Council and the Local Economic Development Unit is constantly in discussion with members of the community and developers about new projects and developments. The new hospital and Renewable Energy plant are completed and must provide opportunities for further development for developers. Assessment rate rebates are also offered for new developments. Housing has become a critical issue for the municipal area (especially De Aar). This housing stock and flats would have to cater for the middle-income group and upwards, based on the increase of people entering employment. The municipality also commenced with an Urban Renewal Strategy by concentrating on the improvement of townships and closing of buffer zones. This strategy necessarily contributes in improving the economic opportunities in these areas.

Areas where Council wants to contribute to increase the economic value of Emthanjeni Municipal area are as follows:

- Upgrading of existing buildings and ensuring that dilapidated private property is addressed.
- Attracting new businesses to Emthanjeni
- SMME Development
- War on Leaks Programme



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Other **future planning and projects** which Emthanjeni also concentrate on to increase Economic Development are:

- Development of N10 Corridor, linked to the National Solar Corridor (Northern Cape)
- Revitalization of Rail (Wagon Manufacturing Plant, Warehouse Hub)
- Upgrading of Nature School (Poortjie – Municipal owned)
- Development of industrial sites (Hanover / Britstown/De Aar).
- Urban Renewal Programme (Renewal of Townships – Kgotso Pula Nala Programme)
- Town House Development
- Lucerne Project
- Upgrading of Museums and Caravan Parks.
- Poultry Farm and Ostrich Farm – Waterdal
- Water Purification Plant
- Upgrading and maintenance of parks in Emthanjeni
- Accommodation and Conference facilities
- Amusement and Fun Park (Recreational)

Most big business had scaled down in De Aar (Transnet, Rocla and others) its activities as well as smaller businesses closing down from time to time, economic activity in the area appeared to be stagnant. With Transnet promising to open Maganese Stock Pile sir/ facility in De Aar, this situation seems to change.

The De Aar Youth Precinct NGO which was funded by Transnet Foundation to address issue of street kid never operated is still a white elephant. The municipality intends to engage Transnet Foundation to present better proposal with possibility of few potential partners who show interest to invest in the precinct.

2.4.3.1 LED OBJECTIVES

LED Definition:

“Local economic development LED is an outcome: It is a continuous development process based on local initiatives and driven by local stakeholders. It involves identifying and using local resources and skills to stimulate economic growth and development. “Northern Cape Local Economic Development Manual (NCLEDM)”

2.4.3.2 LED Enablers:

LED is about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes. Local communities respond to their LED needs in many ways, and a variety of approaches can be taken that include:

- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- Attracting external investment (nationally and internationally);



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- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the city/town/region for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting certain disadvantaged groups.

2.4.3.3 VISION, MISSION AND OBJECTIVES FOR EMTHANJENI LOCAL MUNICIPALITY

The proposed vision is as follows:

“Leading sustainable development for inclusive economic growth”.

The proposed mission is as follows:

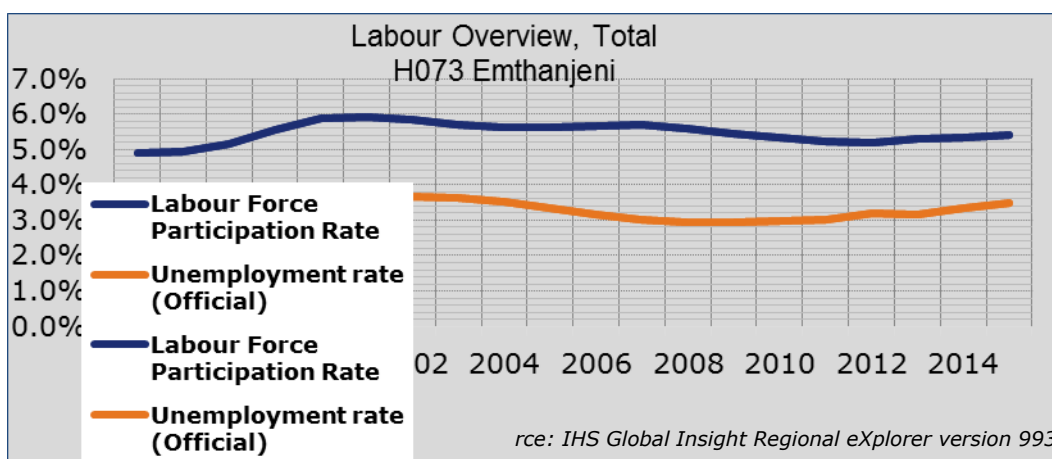
Mission–To create a viable economic development plan that is relevant to the characteristics of the Emthanjeni Municipal area, designed to create and maintain a sound and healthy local economy, drawing upon local strengths and resources.

This will be achieved through:

- Strategic partnerships and collaboration.
- Effective stakeholder communications.
- Supporting existing businesses and encourage the expansion and repositioning of desirable commercial and industrial uses.
- To increase the number of farms or agricultural land in the community.

KEY STATISTICAL DATA

Figure: Employment status (2005 – 2014)

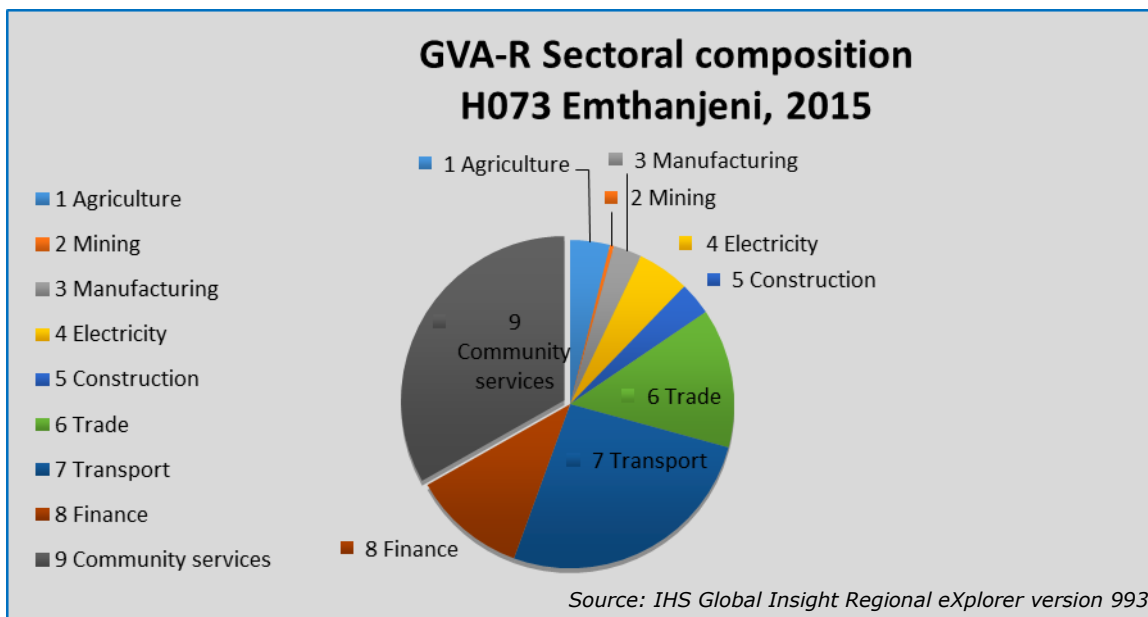


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About 58% of the working-age population were unemployed or had stopped looking for work by 2005. Labor-force participation rates for Emthanjeni have remained low during the period 2007 – 2012 where it reached an estimated average of 53% according to the above figure, but showed an increase between 2013 and 2014.

The unemployment rate for Emthanjeni showed a downward slope from 2005 till 2007, it then remained flat till 2012. This is due to the temporary employment opportunities that were created through the construction of the solar panels. By mid-2014, the power plant reached commercial operations which led to the increased unemployment rate of 33%.

Figure : Gross Value Added (GVA) - 2015

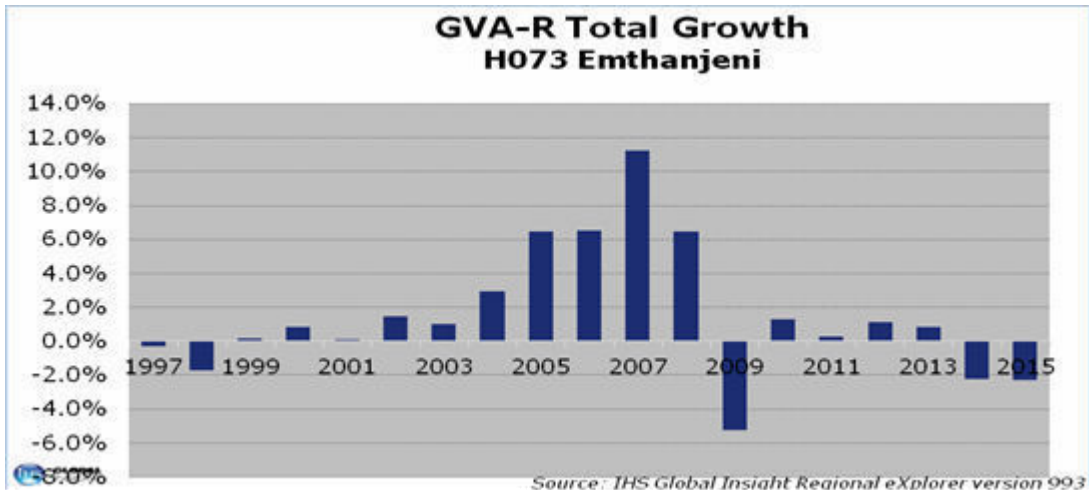


It is evident from the figure above that Emthanjeni Local Municipality is dependent on community services which accounts for 33% of gross value added (GVA) during the year 2015. Community services sector includes activities of government departments and agencies, education, public and private, health and social work, sewerage and refuse disposal, sanitation and similar activities.

The transport sector contributes 26% of Emthanjeni GVA. This is due to the central location of the area which lies within the N1, and N10 roads, and second most important railway junction in the country.

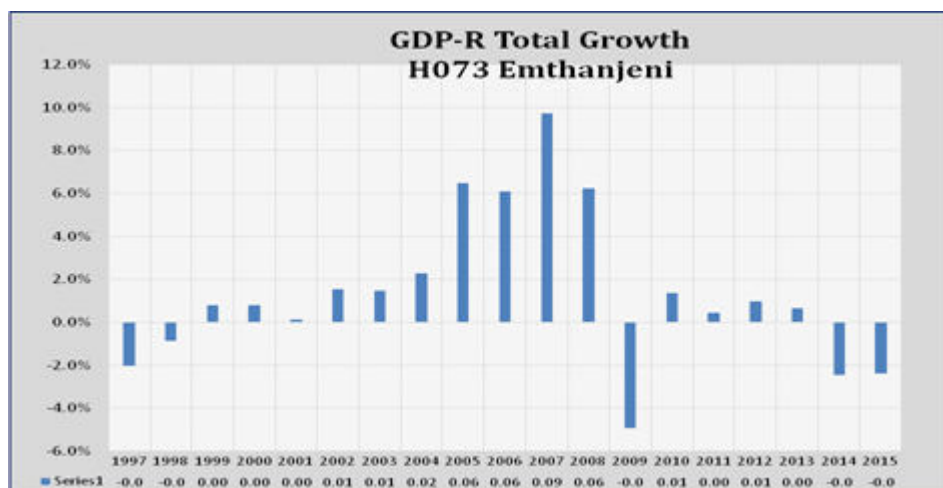
Figure : GVA-R Total Growth (2005 – 2015)

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The GVA Total of Emthanjeni maintained at just above 6 percent in 2005 and 2006. It reached its peak of 11,2% in 2007. The negative growth in 2009 was due to the global economic recession. Due to a shortage of electricity there was a negative GVA in 2014 and 2015.

FIGURE 4: GROSS DOMESTIC PRODUCT (2005 – 2015)



Gross Domestic Product (GDP) comprises the value of all final goods and services, produced during a year, within the boundaries of a specific region and is commonly used to measure the level of economic activity in a specific area.

Emthanjeni Local Municipality experienced a growth of 6,5% during 2005. The growth rate reached its peak during 2017 of 9,7%. The decrease in GDP growth from 2008 – 2009 can be attributed to the global economic recession.

The municipal area experienced a negative growth of 2% during 2014 and 2015, this weak GDP growth outlook was due to electricity supply constraints and slow global growth.

2.4.5 OPPORTUNITIES AND THRUSTS

The following are national economic pillars as adopted on the National Framework for Local Economic Development in South Africa which was launched in 2014. The pillars are aligned to the main thrusts and opportunities within Emthanjeni



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Local Municipal area to ensure an integrated approach for optimal rate of implementation and economic development in the municipality.

Pillar 1: Building a Diverse Economic Base

The first pillar focuses on building a diverse economic base. From a local government perspective, municipality must increase and sustain their revenue base. Therefore, the programmes under this pillar will focus on growing the local economy through industrial and sector-specific (e.g. Tourism, Mining, Agriculture, Manufacturing, etc.)

Pillars	Thrusts	Opportunity	Description
Pillar 1: Building a Diverse Economic Base	Industrial development	Development of industrial sites	Possible activities for this thrust are re-zoning of industrial land and development of infrastructure for services to attract investment.
		Uranium deposits	Emthanjeni municipal area has no mineral deposits; however, recent studies indicate the possibility of Uranium deposits around the area of Hanover.
	Tourism development	Restoration and listing of heritage sites	These thrusts are aimed at exploring the potential of Emthanjeni Local Municipality to become a leading tourism destination.
		Railway Museum	
		Establishment of hunting route and a springbok festival	
		Steam Locomotive tourism	
		Star parties	
		Development of N10 corridor linked to the national solar route	
	Agriculture and Agro-processing Development	Upgrading of Museum	The development of the agro-processing industry will result in the production of goods to be beneficiated in the food cluster, the packaging, storage and transport hub, etc.
		Sheep, goat and cattle farming.	
		Abattoir for meat processing	

Table 27: Opportunities & Thrusts

Pillar 2: Developing learning and skilful economies

This is an integrated issue that is central to the successful implementation of all the other pillars, as increased skills lead to increased opportunities for stimulating local economies. With the emphasis on Emthanjeni Local Municipalities being the lead driver of their own development paths, this pillar calls on local Economic Development Strategies that are supported by a clear skills plan. The pillar singles out four programmes: Tackling Basic Skills Gaps; Development of Workforce Skills; Enterprise and Entrepreneurship Programme; Developing Leadership and Management Skills.



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Pillars	Thrusts	Opportunity	Description
Pillar 2: Developing learning and skilful economies	Knowledge economy	ICT skills	In terms of the knowledge economy, the district aims to move towards e-government services and currently 30 people are being trained on ICT skills.

Table 28: Developing learning & skilful economies

Pillar 3: Developing Inclusive Economies

Creating decent work and sustainable livelihoods improves the living standards and ensures a dignified existence for individuals. These include support to the informal economy, sustainable livelihoods programmes in communities, inner city economic revitalization, township development, rural economy, youth and women empowerment, and leveraging economic opportunities from the Expanded Public Works Programme, including the Community Work Programme.

Pillars	Thrusts	Opportunity	Description
Pillar 3: Developing Inclusive Economies	Wildlife economy	Game farming	Hunting of small game such as Springbok is very popular around the Britstown area. Emthanjeni Municipality should look into economical viable sectors that are untapped. Major contributor to wildlife economy is hunting. Wildlife hunting is defined as the consumptive use of wildlife that is found in their natural habitat or under farmed conditions.

Table 29: Developing Inclusive Economies

Pillar 4: Enterprise Development and Support

The promotion and strengthening of entrepreneurship, support for small businesses remain an important priority and responsibility of government. The SMME sector is a vital one for the local economy, as most employment opportunities are created in this sector at a much higher frequency than most other sectors.

The focus on the role of Emthanjeni Local Municipality in this pillar should be incubation support, provision of enabling infrastructure for SMMEs, provision of advisory and referral support to cooperatives, office blocks for SMME's, Industrial land that encourages businesses, SMME and Co-operative development, etc. This pillar is also necessarily cross-cutting in the sense that it complements programmes within the other pillars: e.g. value chain opportunities from the pillar Building a Diverse Economic Base, and Developing Inclusive Economies.

Pillars	Thrusts	Opportunity	Description
Pillar 4: Enterprise Development and Support	SMME Development	Hydroponics Plant	SMMEs should be linked to government incentives as much as possible to ensure local procurement and employment.
		Ostrich Farming	Possible training of unemployed individuals in Ostrich farming and support of current famers to grow and sustain their businesses.



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Table 30: Enterprise Development & Support

Pillar 5: Economic Governance and Infrastructure

This pillar on Economic Governance and Infrastructure is the single most important pillar that seeks to strengthen local government's role in economic development.

Pillars	Thrusts	Opportunity	Description
Pillar 5: Economic Governance and Infrastructure	Infrastructure development	Upgrading of a landing strip.	Infrastructure is an important economic enabler for attraction of investment.
		Development of route R388 linking Pixley Ka Seme and Eastern Cape to reduce traffic	
		Revitalisation of rail	

Table 31: Economic Governance & Infrastructure

5. ACTION PLAN

Thrust	Activity	Responsibility	Target Date	Progress
Industrial development	Possible activities for this thrust are re-zoning of industrial land and development of infrastructure for services to attract investment.	Emthanjeni LM		
Tourism development	Marketing Emthanjeni Local Municipality as a tourism attraction area.	Emthanjeni LM Department of Economic Development and Tourism.		
Agriculture and Agro-processing Development	Support existing farmers and development of the agro-processing industry.	Emthanjeni LM Department of Agriculture		
Knowledge economy	Skills development for the unemployed youth in the ICT sector.	Emthanjeni LM Pixley Ka Seme District Municipality Department of Economic Development and Tourism.		
Wildlife economy	Training of SMME's in order to become licensed hunters and protectors of the wild life.	Emthanjeni LM Department of Environmental Affairs		
SMME Development	SMMEs should be linked to government incentives to ensure local procurement and employment.	Emthanjeni LM Department of Trade and Industry Department of Small Business Development		
Infrastructure development	Upgrade of road and rail infrastructure.	Emthanjeni LM		



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Thrust	Activity	Responsibility	Target Date	Progress
		Department of Roads and Transport Transnet		

TABLE 32: ACTION PLAN

1. PROJECT PRIORITIZATION MATRIX

The project prioritization matrix can be used as a tool to identify projects the Municipality can prioritize in the IDP and LED strategy.

Rate each of possible projects against the listed criteria, by placing a 1, 2, 3, 4 or 5 in the relevant block. Where 1 is the lowest and 5 is the highest.

CRITERIA	PROJECT#1	PROJECT #2	PROJECT #3	PROJECT #4	PROJECT#5
Strategic Importance	Comparative advantage				
	Multiplier effect				
Economic Impact	Number of jobs created				
	Job creation sustainability				
	Income stimulation				
Feasibility	Low level of business risk				
	Minimal capital requirements				
	Little competition in industry				
	Few / no barriers to entry				
	High demand for product / service				
SMME Development	SMME development				
	Skills development				
Potential Anchor Project					
TOTAL SCORE					

Table 34: Projects Prioritisation Matrix

2.5 EDUCATION

In the Emthanjeni municipal area there are 16 schools of which 13 are no-fee schools. According to Census 2011 7.5% have completed primary school, 34.6% have some secondary education, 23.7% have completed matric and 6.5% have

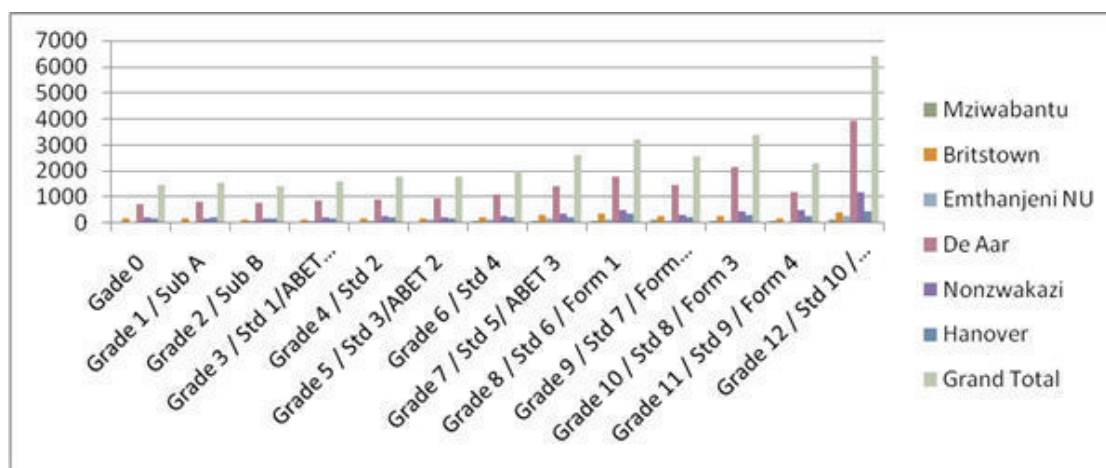


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some form of higher education. Of those aged 20 years and older 10.2% have no form of schooling. It is clear from statistics that people have achieved higher educational standards in the past 10 years.

Education	Mziwabantu	Britstown	Rural Area	De Aar	Nonzwakazi	Hanover	Grand Total
Grade 0	45	192	48	726	246	195	1452
Grade 1	54	174	66	831	195	219	1539
Grade 2	57	129	90	792	183	180	1431
Grade 3	54	147	96	852	237	201	1587
Grade 4	63	186	111	912	288	234	1794
Grade 5	45	204	156	954	231	195	1785
Grade 6	72	234	141	1086	267	231	2031
Grade 7	99	321	168	1401	357	249	2595
Grade 8	111	348	135	1764	507	360	3225
Grade 9	114	252	114	1485	342	249	2556
Grade 10	102	252	87	2145	462	324	3372
Grade 11	96	180	57	1206	489	261	2289
Grade 12	126	408	252	3957	1185	471	6399
Grand Total	1038	3027	1521	18111	4989	3369	32055

Table 34: Education Levels per Town (Source Census 2011)



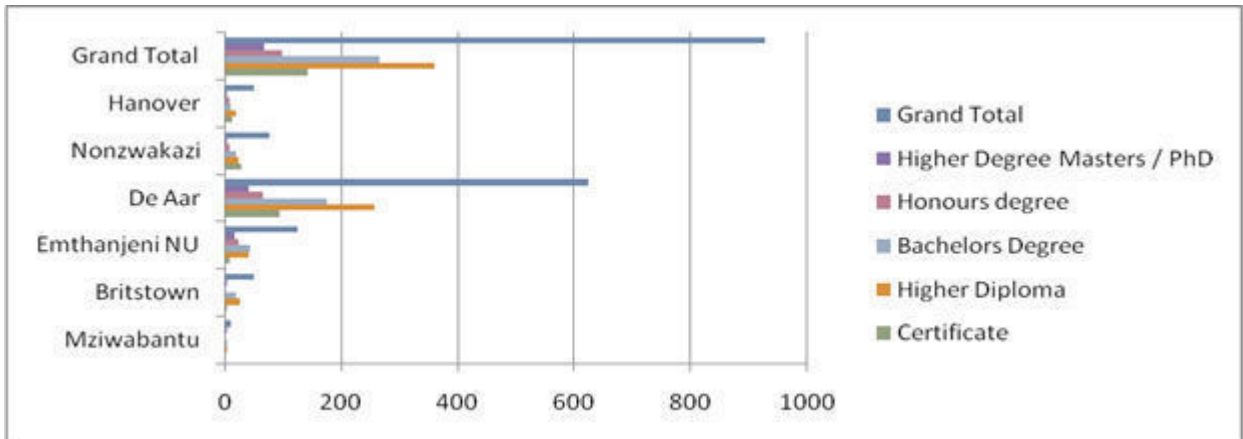
Graph 3: Primary and Secondary Education (Source: Census 2011)

Tertiary Education	Mziwabantu	Britstown	Rural Areas	De Aar	Nonzwakazi	Hanover	Grand Total
Certificate	0		6	93	27	12	141
Higher Diploma	3	24	39	255	21	18	360
Bachelor's Degree	3	18	42	174	18	9	264
Honours degree	0	0	21	63	6	6	96
Higher Degree Masters / PhD	3	3	15	39	3	3	66

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Grand Total	9	48	123	624	75	48	927
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Table 35: Tertiary Education per Town (Source Census 2011)



Graph 4: Tertiary Education

2.6 PRIMARY HEALTH CARE: SITUATION ANALYSIS

The facility opened its doors on 5/10/2017 at one third of its capacity under the new management of Ms Mandy Saaiman. All wards were opened except for the rental unit and the CTOP units. The Hospital is fully operational and its own challenges of lobbying specialised medical staff.

2.6.1 FOOD PREMISES

These services are now rendered by Pixley ka Seme District Municipality. Inspections and investigations are carried out weekly. All the premises that prepare foodstuffs received certificates of acceptability after they complied with the specifications and requirements. Specific attention is paid to the hygiene of kitchens and other workplaces where foodstuffs are prepared, and to the condition of the ablution facilities. Medical reports of food handlers are also controlled and training in health and hygiene is provided continuously. Inspectors also monitor the condition of the structure of the premises. Natural and artificial lighting and ventilation play a very important role in the building as well as the availability of hot and cold water at hand wash basins and sinks. Samples of food and used cooking oil are taken frequently and sent to the labs where the samples are tested. Inspections at pay-out points are also carried out to ensure that the informal businesses also provide safe and healthy foodstuffs to the community.

2.6.2 HYGIENE EVALUATION SYSTEM APPLIED AT ABATTOIRS

Meat inspections are carried out on a weekly basis at private abattoirs – De Aar Abattoir, including butcheries.

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2.7 INSTITUTIONAL ANALYSIS

Emthanjeni Municipality was established in terms of Provincial Gazette Extraordinary No. 555 [Notice 30 of 2000] (as amended). The establishment brought together the Transitional Local Authorities of Britstown, De Aar and Hanover. Substantial work has been undertaken to structure and re-orientate the Municipality on an operational level so as to ensure its effectiveness for delivery on its developmental mandate as outlined in the Constitution and Emthanjeni Municipality's IDP.

2.7.1 EMTHANJENI MUNICIPALITY: POLITICAL STRUCTURE

The Section 12 notice published by the MEC for Cooperative, Governance, Human Settlement and Traditional Affairs (COGHSTA) determined that Emthanjeni Municipal Council, in terms of section 9(f) of the Municipal Structures Act 1998, would have a plenary executive system, combined with a ward participatory system.

The administrative seat of Emthanjeni Municipality is in De Aar and has satellite offices in Britstown and Hanover.

The Council consists of 15 Councillors of which 8 are Ward Councillors. There are 6 wards in De Aar and one each in Britstown and Hanover. The Municipality has a Mayor (non-executive) and a Speaker with the Speaker as the chairperson of the Council and the Mayor the chairperson of the Executive Committee. Council meetings are held quarterly; i.e. 4 per year. Special Council Meetings are held as the need arises. The Executive Committee meets monthly.

a) Ward Committees

Ward Committee members serve on the Ward Committee essentially to serve as a resource to the Councillor. A Terms of Reference was established for Ward Committees to understand the mission and vision of their Municipality. Ward committees are consultative community structures whose purpose is to broaden participation in the democratic processes of Council and to assist the Ward Councillor with organizing consultation, disseminating information and encouraging participation from residents in the wards. The proper functioning of ward committees remains a challenge for the municipality and can be addressed through continuous training, coordination and supervision. The Municipality has further implemented the issue of financial support to ward committees. Ward committee functionality was also hampered by the COVID-19 pandemic and restrictions within the first half of the 2020/21 financial year.

b) Standing Committees

In terms of Section 79&80 of the Municipal Structures Act 1998 and Section 160 of the Constitution, standing committees have been established to assist the Council. After 2006 elections, standing committees were realigned to ensure a more effective manner in addressing the mandate of Council. The following Standing committees are functional:

- Infrastructure Service Committee
- HR and Corporate Services Committee
- Community Service Committee



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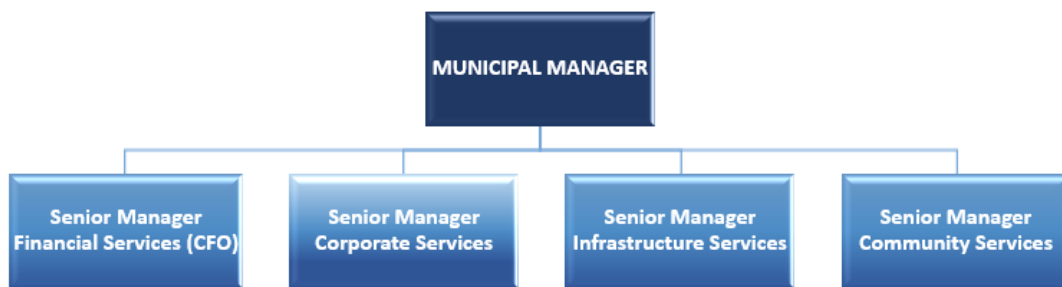
- Municipal Public Accounts Committee (MPAC)
- Local Labour Forum (LLF)

EXCO Members chair all committees and the Committees meet bi-monthly to ensure effective processing of decisions.

2.7.2 EMTHANJENI MUNICIPALITY: ADMINISTRATIVE STRUCTURE

Emthanjeni Municipality implements its Integrated Development Plan through its administrative structure headed by the Municipal Manager with the following Directorates:

- Office of the Municipal Manager
- Directorate: Corporate Services
- Directorate: Infrastructure Services
- Directorate: Financial Services
- Directorate: Community Services

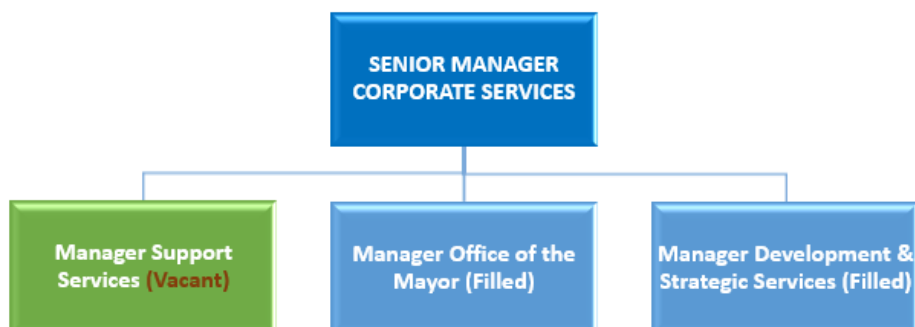


Graph 5: Top Management Structure

The organogram of Emthanjeni Municipality was revised during September 2020. The approved organogram for the municipality has 413 positions for the 2021/22 financial year. 327 actual positions filled, 6 contract workers and 85 positions vacant.

Vacancy rate 15%:

Directorate: Corporate Services

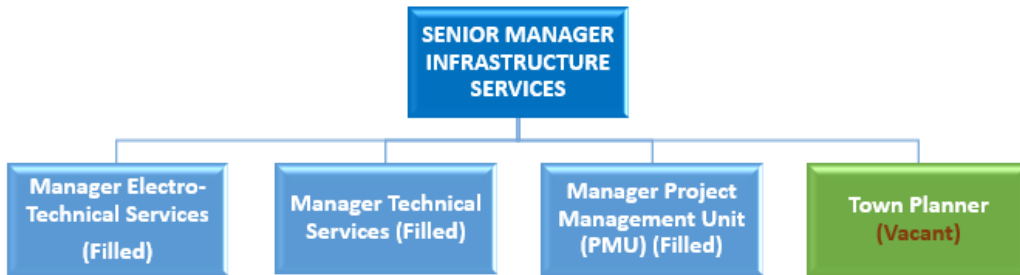


Graph 6: Corporate Services



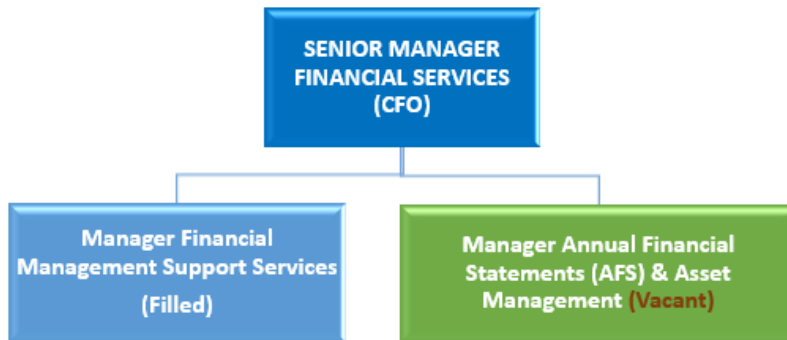
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Directorate: Infrastructure Services



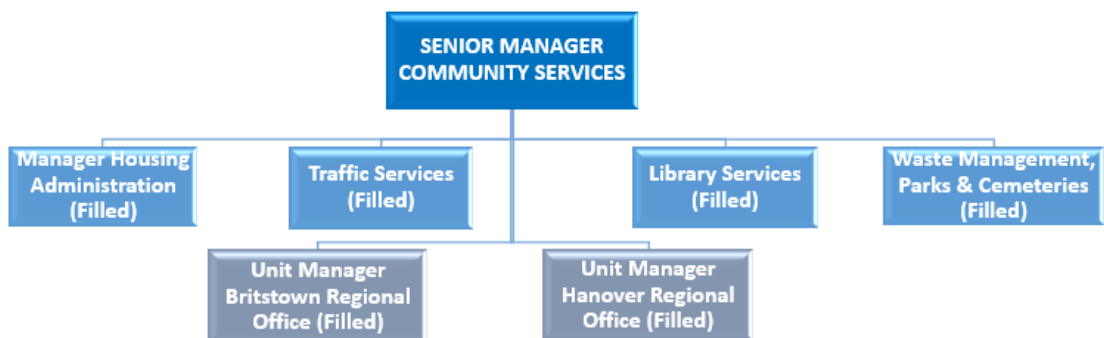
Graph 7: Infrastructure Services

Directorate: Financial Services



Graph 8: Financial Services

Directorate: Community Services



Graph 9: Community Services



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2.7.3 INTEGRATION AND COORDINATION: POLITICAL AND ADMINISTRATIVE STRUCTURE

The political and administrative structures work together to achieve the objectives of the municipality as set out in the IDP. The standing committees are linked to directorates as a strategy to ensure alignment. Some of the formal structures include the standing committees, Municipal Manager and Senior Managers meetings and project working groups.

Municipal Manager and Senior Managers' Meetings

These meetings are convened weekly and make decisions on issues of strategic and operational importance, thereby contributing towards inter-directorate coordination. Senior Management has ensured that the organogram is realigned to ensure better performance and coordination of functions. Directorates are also implored to convene meetings to ensure that the flow of decisions do take place.

Project Working Groups

Although project steering committees are leading IDP project implementation, inter-departmental project steering committees could ensure integration in the planning and implementation phase. The IDP Steering Committee has this responsibility of ensuring that projects are monitored and reports are obtained on a regular basis.

2.7.4 POWERS AND FUNCTIONS

The powers and functions performed by Local Authorities in South Africa are defined primarily in Section 156 and 229 of the Constitution (Act 108 of 1996). The Local Government Municipal Structures Act (117 of 1998), read together with the Local Government Municipal Structures Amendment Act (33 of 2000), divides the powers and functions, as set out in the Constitution between District and local municipalities (Section 84). The Act together with the Amendment Act, Section 85(1), allows the MEC for COGHSTA to further adjust the division of certain of these functions between District and Local Municipalities, whilst Section 84(3) (a) allows only the Minister for Provincial and Local Government to authorize a category B municipality to perform the following functions

<ul style="list-style-type: none">▪ air pollution▪ child care facilities▪ firefighting services▪ municipal airports▪ cleansing▪ storm water management systems▪ billboards & public display of advertisements▪ fencing of fences▪ local sports facilities▪ municipal abattoirs▪ municipal roads▪ pounds▪ refuse removal▪ street trading▪ municipal public works relevant to their	<ul style="list-style-type: none">▪ building regulations▪ electricity and gas reticulation▪ local tourism▪ municipal planning▪ municipal public transport▪ control of public nuisances▪ trading regulations▪ cemeteries, funeral parlors & crematoria▪ licensing of dogs▪ markets▪ municipal parks and recreation▪ noise pollution▪ public places▪ refuse dumps and solid waste disposal▪ street lighting
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<ul style="list-style-type: none"> • constitutional or • legal function ▪ water & sanitation services limited to portable water • supply system & domestic waste water and sewage • disposal systems ▪ control of undertakings that sell liquor to the public ▪ traffic and parking • - beaches and amusement facilities 	<ul style="list-style-type: none"> ▪ licensing and control of undertakings ▪ that sell food to the public ▪ facilities for the accommodation, care & burial of animals ▪ pontoons, ferries, jetties, piers and harbours ▪ -local amenities
--	---

Table 36: Powers and Functions of Municipalities: Section 156 of the Constitution

Municipal Function	Municipal Function Yes / No
Constitution Schedule 4, Part B functions:	
Air pollution	No
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Fire fighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Storm water management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes



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Municipal Function	Municipal Function Yes / No
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Table 37: Municipal Functional Areas

The Environmental Health Services was moved to the District Municipality as from July 2008. The function is now fully performed by the District Municipality. The Municipality has recognized the need for Environmental Management to be an operational function of the Municipality.

2.7.5 MUNICIPAL POLICIES AND BY-LAWS

Section 11 of the MSA gives municipal Councils the executive and legislative authority to pass and implement by-laws and policies. Most of these policies are not reviewed a process is underway while some policies were tabled to LLF for their comments and consultation. The following are policies of the Municipality:

Policies developed/ revised	Date adopted
Recruitment & Selection	03/09/2015
Whistle Blowing – Reviewed	26 January 2016
Nepotism Policy	29 November 2010
HR Plan – Reviewed	14/05/2015
Sexual Harassment-Reviewed	29 November 2010
Chronic Illness- Reviewed	29 November 2010



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Policies developed/ revised	Date adopted
Substance Abuse- Reviewed	11 November 2014
Internet & E –Mail	29 November 2010
Uniforms & Protective Clothing- Reviewed	29 November 2010
Smoking	31 December 2012
Staff Statements to the Media	29 November 2010
Occupational Health & Safety	11/11/2014
Telecommunications	29 November 2010
Confidentiality	29 November 2010
Private Work	29 November 2010
Attendance and Punctuality	29 November 2010
Use of Official Vehicle- Reviewed	29 November 2010
Education, Training and Development – Reviewed	17 July 2014
Succession Planning Career Pathing – Reviewed	17/07/2014
Student Assistance-Reviewed	25/09/2014
Unpaid Leave	29 November 2010
Travel and Removal Expenses	29 November 2010
Work- Related Functions	29 November 2010
Legal Aid Policy for Councillors and Employees	29 November 2010
Housing Allowance	29 November 2010
Employment Equity	29 November 2010
Performance Management	25 February 2021
Financial Procedures	5 May 2011
Budget Policy- Reviewed	31 March 2017
Removal of Garden refuse	6 September 2011
Provision of Gravel and Red Soil for private purposes	6 September 2011
Public Participation	5 November 2011
Use of Municipal Vehicles	Reviewed 2017
Use of Mayoral Vehicle	31 May 2017
Directive on Unauthorized, Irregular or Fruitless and Wasteful expenditure	Reviewed 2017
Vehicle policy	21 January 2012
The Use of cell phone, telephone, internet and data card facilities	21 January 2012
Financial assistance for students (employees)	25 September 2012
Credit Control Policy	09 June 2021
Indigent Policy	09 June 2021
Tariff Policy	09 June 2021

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Policies developed/ revised	Date adopted
Rates Policy	09 June 2021
Customer Care	09 June 2021
Investment & Cash Management	09 June 2021
Supply Chain Management	09 June 2021
Code of Conduct for Ward Committees	May 2014
Employee Dress Code Policy	May 2014
Guidelines Procedures on injury on duty	25/09/2015
Bereavement Policy	17/03/2014
HIV Policy	12 March 2020
Employee Health and Wellness Policy	12 March 2020
Procedure of medical surveillance	12 March 2020
Overtime	12 March 2020
Fraud and Corruption	12 March 2020
Risk Management	12 March 2020

Table 38: Municipality Policies

2.7.6 HUMAN RESOURCE DEVELOPMENT

a) *Integrated Human Resource Strategy*

The Municipality has in place a set of human resource (HR) management and development processes – including performance management, personal development plans, workplace skills planning which guides staff training and development, as well as a talent management – that are intended to create a “fit for purpose” organisation that is service delivery oriented. The HR department also uses an annual employee survey which informs its planning processes.

The intended Integrated HR Strategy will be a strategic initiative aimed at attracting, appointing, training, developing, retaining and managing employees. The integrated components of such a strategy will include:

- Departmental Staffing strategies and staff planning
- Skills assessments/audits
- Personal Development Plans
- Competency Management
- Attraction and Retention
- Training and Development
- Leadership Development
- Mentoring and Coaching
- Career and Succession Planning
- Individual Performance Management
- Workplace Skills Plan



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Talent Management will be primarily a line management responsibility. The Strategic HR department will provide the strategy and policy framework, guidelines, training/coaching, and advice to ensure line departments are empowered to implement the interventions in the integrated talent management programme.

Line managers will be responsible for implementation and monitoring/controlling application of the interventions including the measurement of return on investment. The Training and Development department will be responsible for facilitating application in line with Training and Development policy and compliance with the requirements for reporting in line with the Workplace Skills Plan. Some of the interventions will only be successful if the Municipality invests in partnerships with COGTA, Province, SETA's, consultants/service providers and the private sector.

b) Work Place Skills Plan

WSP/ATR Proposed Training Programmes: Emthanjeni Municipality 2021/22 Financial Year

The WSP/ATR of Emthanjeni Municipality was successfully submitted on April 2021 financial year.

The following no projects were approved on the WSP/ATR for the employees/employed.

c) Policies

Policies are a fundamental framework in the municipality as it regulates certain activities within the municipality. Various policies were either developed or reviewed to meet the administrative challenges of the Municipality. The review process is underway and few policies were table to LLF for consultation process in order to be approved by council during the year under review of which most were HR related.

d) Employment Equity Plan (EEP)

Council adopted an EEP which is valid for a term of five years (5). EEP reports are submitted to both Department of Labour and the Employment Equity Forum meeting in the province. The municipality during this financial year will start a new process for a new EEP to be submitted to council for approval.

e) Employee Assistance Programme (EAP)

The municipality was the first municipality in the District to embark on the implementation of such a programme based on the multitude of personnel challenges. Currently it is possible to detect the real problems and refer some of the staff members to Specialists and other service providers on Issues that need attention and are attended too include Substance abuse, Absenteeism and Abscondment e.g. financial support / counselling / Employee health & Fitness programmes, etc. As the contract of the service provider is about to expire this financial year the municipality will not renew rather appoint an incumbent to do EAP in order to save cost.



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2.7.7 DEPARTMENT OF CORPORATE SERVICES

a) *Staff*

The Corporate Service Department under the Senior Manager Corporate Services has 32 officials who are responsible for Development, all administrative work, agendas and minutes, personnel matters, archives, telephone systems, typing translation and messengers.

b) *Municipal Amenities*

There are also 12 employees working at the community halls of Emthanjeni Municipality. There are also 15 employees working at the three libraries in De Aar and 2 in Britstown and Hanover and 3 temporary workers employed under the Library Development Fund as an attempt to reduce the unemployment rate in our communities and improved community service.

c) *Traffic and Law Enforcement*

The Traffic Department has a Superintendent (Head of the department), vacant Assistant Superintendent Traffic and one Senior Traffic Officer. The department has 9 Traffic Officers (2 vacant posts) that performs duties in the different sections. Five Traffic wardens performing duties in regards to municipal by-laws and parking related offences. Eight support staff that perform duties in the different sections of the department.

d) *Fire Brigade*

The fire brigade consists of 16 volunteers and one fire truck and two bakkies to respond to fire emergency incidents. If the fire is too much, we had established relation with the Amy to assist with their big fire emergency truck.

2.7.8 DEPARTMENT OF FINANCE

a) *Background*

The financial department was over the years strengthened to ensure that the department function well and to the desired objectives of the Municipality. All staff members are accommodated in the new organisational structure.

Emthanjeni Municipality currently utilizes the Abakus system for financial processes and procedures comprising the following systems: consolidated debtors, creditors, stores, ledger, assets (incomplete) and cash book. New released financial systems, the supply chain, assets and national treasury reporting modules were released. The modules are fully electronic and integrated into the Financial Management System completely.

The Standard Charts of Accounts (SCOA) will revolutionize the financial systems within Local Authorities when it is implemented.

b) *Structure*

The Department has four divisions headed by Accountants, namely Revenue Unit, Expenditure Unit, Supply Chain Management Unit and Budget and Treasury Office. All these divisional heads report directly to the Manager: Financial



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Services. The Manager Financial Services report directly to the Chief Financial Officer (CFO) on all the operations of the financial department.

c) *Financial Viability*

The Total Budget of the Municipality amounts to **R333 687 825 million total Revenue** and **R333 486 687 million total expenditure** and has a potential to be financially viable but is constrained by consumer priorities in terms of accounts payments. Our Capital **budget is R41 455 620 million and Operating budget R292 232 205 Million budget has increase by 4.54%** as compare to the previous financial year. The increase is almost insignificant and it is our attempt to enforce budgetary control. The realization of revenue impacts on the expenditure management. For that reason, plans are already in place to gradually introduce pre-paid meters for all residential properties and, ultimately rolling it over to water. Before the roll out of pre-paid water meters, Council will consult with all communities to explain the benefits of the initiative for maximising revenue collection – especially through aligning bulk purchases and sales and minimising bad debts.

Implementing this initiative on full scale is currently hampered by funding constraints and the aim is therefore to approach provincial and national governments and other funding sources to fund the initiative.

The following brief summary provides some overview of the financial viability of the municipality:

- Local Economic Development Strategies need to address unemployment and employment losses as the effect currently on the budget include *inter alia*: This can only be done through projects which are also dependant on sector department for funding. The council don't have capacity to create permanent jobs but through engagement with private sector few temporary are created.
 - About 4000 indigent households are expected.
 - About 4000 households will receive free basic water.
 - About 4000 households will receive free basic electricity.
- The municipality allocates 100% of its capital budget to new assets and limited provision is made for renewal of existing assets. (National MTBPS determines balance between reducing backlogs, investment in new infrastructure and renewing current infrastructure)
- The cost to provide free basic water, sanitation, electricity and refuse removal is **R 27 412 243 (2021/22)**.

The budget allocation to improve quality of living (basic service delivery) is:

Services	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/2022 R'000
Community & Social Services	12 730	13 471	13 577	196 245	-
Housing	2 396	2 373	2 527	-	-
Water provision	15 250	15 808	16 744	36 813	4 127
Waste water management	15 605	16 785	14 319	25 464	10 333
Electricity	75 182	19 689	84 995	79 149	3 022



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Services	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/2022 R'000
Waste management	12 880	12 784	13 604	14 257	7 095

Table 39: Budget allocation to improve quality of life

The following are the major contributors to the **total operating revenue budget**:

Service	Percentage	Outstanding debts	Comments
Property rates	13%	Outstanding debt end June 2020 in/decreased by R12 855 million or 28.% on an annual basis	Residential property tariffs will increase by 4% & agricultural property will be levied according to the ratio 1:0, 25 and a rebate of 10%.
Electricity	25,92%	July 2021 all basic fees will increase by 4	Household conventional and prepaid electricity tariffs will increase.
			Municipality provides 50 kW free to all indigent households
			The total percentage line losses by Emthanjeni in 2019/20 were 15.29%
Water	11,51%	Increase in Debtors	Municipality provides 6 kilolitres of water free to indigent households. Basic fee will increase by 4%.
			Municipality is implementing a sliding scale on actual kilolitres consumed & is applicable to all domestic consumers. A sliding scale is also applicable in cases where consumers are using pre-paid water meters
			Water distribution losses are 26%
			Water losses increased from 24% in 2018/2019
Sanitation	7,82%	Increase in Consumer debtors	Monthly levy calculated by multiplying tariff per kilolitre with predetermined percentage of water consumption as sanitation is basically using water as its main cost driver with 5% increase
Refuse removal	4,27%	Increase in Outstanding debtors	Municipality charges households per unit, but could not accurately indicate measures to monitor no of units removed per household to levy accordingly by 5%
Fines	0,35%		
Transfers			

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Table 40: Major contributors to Operating Revenue Budget

The following are some of the major findings regarding financial affordability and sustainability:

- The municipality is finding it difficult to fund CAPEX from internal sources and is mainly dependant on government transfers;
- The municipality is experiencing challenges in collection of outstanding debt due and increase the risk of cash flow.

The following is a summary of the Debt Recovery statistics:

Details of types of account raised and recovered	2017/18			2018/19			2019/20		
	Billed In Year	Actual for accounts billed in year	Proportion of accounts value billed collected in the year	Billed in Year	Actual for accounts billed in year	Pro-portion of accounts value billed collected	To be billed in Year	Estimated turnout for accounts to be billed in year	Estimated Proportion of accounts to be billed that will be collected
	R'000	%	R'000	%	R'000	%			
Property Rates	32 179	15 202	47.24	33 752	23 970	71.02	35 778	22 226	62.12
Electricity	73 251	53 259	72.71	75 489	55 836	79.93	82 077	53 365	65.01
Water	25,951	23 081	88.94	25 543	25 173	98.55	27 724	24 327	87.75
Sanitation	11,865	14 995	126.38	12 300	15 901	129.28	13 246	15 813	119.38
Refuse	6,273	8 896	141.81	6 421	8 871	138.16	7 034	8 839	125.66

Table 41: Debt recovery (Source: Annual Report 2019/20)

The following is a brief summary of some of the **total operating expenditure budget**:

- The average employee related costs constitute 31.94%;
- Councillor remuneration constitute $\pm 2,3\%$
- Bulk purchases constitute 29% of which provision for payment of bulk electricity is 96%.

The following is a brief summary of some of the **Capital Expenditure budget**:

- The bulk of the capital budget is spent on trading services which is basically infrastructure related;
- Capital Expenditure budget during the 2021/2022 final year equals R41 456 million. The greater % of this would be funded by government grants (R27 596 million). The rest is made up of external borrowings of R13 000 million as well as capital expenditure of own funds of R860 thousands.
- The budget shows an increase in comparison to last budget. The 2021/2022 MTREF period also shows an increase with a decrease in the 2022/2023 financial year;



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d) Income & Expenditure

The table below shows a summary of performance against budgets:

Financial Year	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	R'000	R'000	R'000		R'000	R'000	R'000	
2016/17	229 203	225 727	(3 477)		217 318	277 173	(59 855)	
2017/18	260 238	149 123	(1 113)		271 842	133 638		
2018/19	277 882	245 259	(34 226)	-12	244 436	332 954	(89 597)	-37
2019/20	305 163	274 624	(30 538)	-10	237 320	312 202	(74 881)	-32

Performance against budgets (Annual Report 2019/20)

The following graph indicates the various types of revenue items in the municipal budget for 2019/20.

- Capital Grant
- Borrowed Capital
- Operating Grant and Subsidies (equitable share, finance management grant, library development fund & EPWP)
- Service Charges (electricity, water, sewerage, refuse removal and other service charges)

The following graph indicates the various types of expenditure items in the municipal budget for 2019/20.

- Provision for Bad Debts Net Impairment of Assets & Depreciation estimated
- Repair and Maintenance
- Contracted Services
- Capital charges (loan interest)
- Bulk purchase for water and electricity
- Operating grant (indigent households)
- Other expenditures

The municipality received R274,483,927 Million revenue for the 2019/20 financial year. Salaries and allowances are constituting for 27.80 % of the operating expenditure for the year under review and the percentage is within the national norm of between 35 to 40%.

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GROSS OUTSTANDING DEBTORS PER SERVICE

Financial year	Rates	Trading	Economic	Housing rentals	Other	Total
		(Electricity and Water)	(Sanitation and			
R'000						
2016/17	6550	31 595	14 199	60	10 486	62 890
2017/18	5726	42 304	15 064	76	8 465	71 635
2018/19	5 841	21 703	5 669	75	12	46 169
2019/20	8 563	28 368	9 866	70	12	59 024
Difference	2 722	6 665	4 197	(5)	(724)	12 855
% growth year on year	47	31	74	-7	-6	28

Note: Figures exclude provision for bad debt

Table 44: Gross outstanding debtors' per service

e) Auditor General Report 2019/20

Audited Outcomes

Year	2016/17	2017/18	2018/2019	2019/2020
Opinion received	Unqualified	Unqualified	Qualified	Qualified

Audit Outcomes (Annual Report 2019/20)

f) Financial Performance

In terms of the National Key Performance Indicators (as required by Local Government: Municipal Planning and Performance Management Regulations of 2001 and Section 43 of MSA), the table below indicates the municipality's performance. The Financial Performance for 2021/22 to be finalised as the year had not yet ended.

KPA & Indicator	2015/16	2016/17	2017/2018	2018/19	2019/20
Debt coverage (Total operating revenue-operating grants received): debt service payments due within the year	7.68	0,46	0,55	4,39	0,11
Service debtors to revenue – (Total outstanding service debtors: revenue received for services)	0.55	0,39	0,49	21,77	27,66
Cost coverage (Available cash + investments): Monthly fixed operating expenditure	0.96	0,04	0,02	-0,83	-0,86

Table 49: Financial performance (Source Annual Report 2019/20)



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g) Debt Collection

The Municipality has a Credit Control Unit in place to collect all outstanding debt. All residents receive an account that indicates the due date for payments. After the due date all credit control actions start according to the Credit Control Policy to recover outstanding debt. Unfortunately, the high unemployment rate and access usage on service contribute to high outstanding debt.

h) Budget: 2021/2022

The total revenue budget for 2021/2022 is R 333 687 825 Million and R 333 486 687 Million Expenditure. The budget can be summarised as follows:

Revenue By Source	Budget Amount R'000	Expenditure by Source	Budget Amount R'000
Property rates	39 820	Employee Costs	93 351
Services	154 915	Repairs & maintenance	13 011
Interest received	425	General Expenditure	34 488
Interest on debtors	1 745	Provisions	
Fines & penalties	1 160	Bulk purchases	85 055
Licences & permits	1 945	Interest expense – borrowing	3 342
Operating grants & subsidies	54 274	Grants and subsidies Capital	27 596
Capital grants & subsidies	27 596	Capital acquisition: own funding	860
Other income	37 929	Remuneration of Councillors	6 715
Rental of Facilities and Equipment	877	Bad Debts	7 214
Gains on Disposal of Assets	330	Contracted Services	10 762
Borrowings	13 000	Depreciation	9 891
		Grants and subsidies operating	27 412
Total	333 688	Total	333 688
Surplus (Deficit)			0

Table 50: Budget Summary

i) Current Challenges

The Department currently has the following challenges:

- Office space remains a huge challenge for the centralisation of the service so that it could interlink between the other divisions of the department;
- The upgrade of all computer equipment together with proper computer training of financial staff must be addressed in order to improve on systems development, systems reporting and, most of all, to serve the consumers better. The upgrade of the customer care together with the credit control section has been finalised and continuous renovations will be made;



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- The implementation of mSCOA as a whole;
- The replacement of pre-paid electricity meters in Britstown will continue and other parts of the municipality. This effort will reduce the possible electricity losses that are being experienced due to a lack of proper monitoring caused by the age of the meters. This will also enhance credit control efforts as electricity meters will be connected to the new Prepaid Electricity Financial Systems. The eradication of electricity by-pass meters is also a top priority;
- The By-passing of Prepaid Electricity Meters and the illegal consumption of electricity contributes to the high electricity line losses experienced by the municipality;
- The non-payment of services accounts by economic active consumers led to cash flow challenges experienced;
- The Capacity of current staff to implement and apply GRAP standards remains an enormous challenge;
- The implementation of the Amendment Municipal Property Rates Act is also very problematic.
- The impact and lasting effect of the Covid-19 pandemic on the economy leaving high unemployment and grant dependence.

2.7.9 BASIC SERVICE DELIVERY

a) *Infrastructure Services: Electricity*

Electricity is supplied according to the Electricity Act 41 of 1987 as amended, the Municipal Electricity By-Laws as amended from time to time, the Occupational Health and Safety Act 85 of 1993, additional regulations as approved by Council and the conditions laid down by Senior Manager Infrastructure Services.

Emthanjeni municipality purchases its electricity from Eskom, through 3 intake points, which are De Aar, Britstown and Hanover. Records reveal that:

- The highest ever MD reached by the De Aar intake point was 11 217.24 kVA in July 2008. The NMD is 10MVA. The NMD is planned to be increased to 15 MVA to make provision for an anticipated extra load from the new De Aar hospital. The NMD was increased to 11 500 kVA (January 2015);
- The highest ever MD reached by the Britstown intake point was 1 212.08 kVA in July 2008. The NMD is however 600kVA. The NMD is planned to be increased to 1 300kVA to make provision of extra load from new housing projects in the area. The NMD was increased to 1 400 kVA (January 2015);
- The highest ever MD reached by the Hanover intake point was 485.91 kVA in September 2009. The NMD is however 300 kVA. The increase to 600 kVA was completed in January 2015.

De Aar being the main intake point and the spine of the municipality electricity network has 30MVA installed capacity feeding directly from Eskom. This does not include the medium to low voltage distribution transformers. De Aar network will be able to take an extra 3MVA from supply on a 6.6kV network, which is primarily De Aar West, Industrial and Waterdal areas.

All households are basically electrified in the De Aar intake area. Extension of network has been done in Britstown intake areas to accommodate new housing developments in area in the 2020/2021 financial year.



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The municipality, like many municipalities in South Africa who are licensed suppliers of electricity, has a maintenance backlog, which emanates from possible lack of funds, equipment and technical expertise. The status quo is posing a serious threat with regard to continuous supply of electricity. An application for funding was handed to the Department and the municipality is currently busy with the drafting of the Electricity Maintenance Plan.

There is a gradual increase on electricity losses in our system. A greater percentage of these losses are non-technical losses which could be avoided. There are a lot of bridged meters where consumers are receiving electricity free, but new meter seals LGm 110 type is purchased to place strict control on meters.

A new Small Scale Embedded Generation (SSEG) tariff charge will be introduced and will be levied after NERSA approves the tariffs. It may not be in the 2021/22 financial year but will be implemented as soon as approval is received. The Small Scale Embedded Generation (SSEG) Policy was tabled to Council on 05 May 2021.

i) Staff

The Electro-Technical Services Division consists of 23 employees:

- Manager: Electro Technical Services;
- Engineering Technician (1) vacant;
- Network Superintendent (1);
- Senior Electrician (1)
- Electricians (4)
- Special Workman (3)
- Streetlight Attendant (1);
- Meter Controller (1);
- Handyman (3);
- Senior workers (2);
- General workers (6)
- Store man(vacant)
- Trainees (1)

The Electro-Technical Services Division staff consists of suitably qualified electricians, which is a legal requirement. The Hanover and Britstown units now suitable qualified electricians with relevant experience. The division currently has one female apprentice; busy with in service training and eight of our employees are on the LGSETA programme and has completed phase one.

ii) Vehicles/Equipment/Store

The Department has vehicles and essential equipment to maintain the existing network and carry out limited construction work. They plan to purchase vehicles and some will be replaced in order to achieve service delivery. Minor construction work is undertaken internally but major construction and high-tech work is sourced out.

The Department has its own store with equipment and material for daily use.



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iii) Distribution Network

Supply

Electricity is purchased and supplied by Eskom at 22kV. Eskom supplies the De Aar Substation at 132kV from Hydra Substation (the largest substation in the Southern Hemisphere). The Eskom Substation is equipped with 1X20 MVA 132/22kV transformers with expansion facility for future. This point of Eskom supply is not a firm supply and thus poses a threat of extended loss of supply in the event the only feeder is lost. In the case of Britstown and Hanover, the supply is obtained from the 22kV rural networks.

- a) 22kv strengthening;
 - 5 MVA substation towns: Nonzwakazi, De Aar East.
- b) IPP projects Emthanjeni area / Pixley Ka Seme area with estimated project value (Eskom portion, excluding IPP generation plant). Estimated target date:
 - JC Mulilo (Feed in at De Aar Substation 10MVA): R2m, February 2014;
 - Solar Capital (De Aar) 2x 75MVA: Eskom substation R20m, link line R60m, February 2014;
 - Kalkbult Solar, Eskom substation: R14m, October 2013(completed)
 - Siemens/mainstream 36MVA: Eskom Substation R11m, April 2014.
- c) Sector Head Office (Karoo Sector) roughly encompasses Pixley Ka Seme district borders.
 - Sector Manager and staff, De Aar (Power Road Complex vs Colesberg). 30 new staff (and families) magnitude of project depends on choice between Colesberg and De Aar.
- d) Construction of 132kv extension at Hydra Sub Station to allow for an entry point for power generated by IPP's into the Eskom Grid.
- e) Phiri and Ndlovo new Sub Stations to connect the two new Wind Farms at Swartkoppies and Philips town respectively to the new station at Hydra.

Primary Networks

The primary system voltage in De Aar is 22kV. A 22kV network supplies the main intake Substation (2 X 10 MVA) and to 2 X 5MVA in De Aar East with capacity for a third 1 X 5MVA Substation. The Medium Voltage reticulation network in Emthanjeni Municipality is divided into 3 distribution voltages.

- The 22kV in Britstown and Hanover;
- The 11kV in De Aar East, Barcelona, Caroluspoort and Nonzwakazi;
- The 6.6kV in De Aar West, Industrial Area and Waterdal.

Electricity is also supplied to Transnet, Sewage Disposal Works, small holdings, a number of farms and two borehole fields (10 boreholes and 2 booster pump stations providing drinking water to De Aar).

There is a load control system which is mainly used as control circuit for public light as opposed to a traditional timer and day-light switch. This load control is only in the De Aar area and works well as streetlights and/or high masts burning during the day are not being experienced.



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Transmission

- Hydra 765kv extension R453M;
- 765kv power lines from (Beta) Dealesville via (Gamma) to Cape Town (Kappa), passing at De Aar (Hydra);
- New Gamma 765kv substation near Hutchinson R 64m October 2013-03-06 Gariep strengthening project power transmission from Gariep dam to Newgate (Ruigtevallei 132kv) R30m.
- Kronos extension- Ganona strengthening (Copperton area): Information unavailable.

The main medium voltage infrastructure

Description	De Aar	Britstown	Hanover
22/6.6kV Power Transformers	2 X 10 MVA	N/A	N/A
22/11kV Power Transformers	3 X 5MVA	N/A	N/a
Total length of overhead MV lines	63km	16km	8km
Total length of underground MV cables	620m	0m	100m
Number of distribution substation at 400V	68	N/A	N/A
Number of distribution transformers	134	16	13

Table 51: Medium Voltage Infrastructure (Source: Emthanjeni IDP 2019/2020)

Secondary Network

The Low Voltage (230/400) V network consists mainly of overhead lines and underground cables in certain of the more affluent residential areas. Meters are inspected as preventative maintenance measure and tested on request or where faulty readings are suspected.

Description	De Aar	Britstown	Hanover
Overhead lines	59km	13.33km	6.67km
Underground cable	83km	670m	330m
Service connections	198	28km	7km

Table 52: Secondary Network (Source: Emthanjeni IDP 2019/2020)

iv) Emthanjeni Local Municipality's Distribution License Schedules

License No: NER/D/NC071

Schedule 1 Supply Area

The municipal area(s) electrified and supplied by Emthanjeni Local Municipality as depicted by Geographic Information System (GIS) polygons. Customers being supplied by Eskom or any other Licensed Distributor are excluded from this license.

The areas in this license are as follows:



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Area of Supply		NERSA ID
1.	Britstown	NED000346
2.	Mziwabantu	NED000347
3.	Proteaville	NED000348
4.	Barcelona	NED000349
5.	De Aar	NED000350
6.	Happy Valley	NED000351
7.	Industrial	NED000352
8.	Kareeville	NED000353
9.	Leeuwenshof	NED000354
10.	Louisville	NED000355
11.	Newbright	NED000356
12.	Nonzwakazi	NED000357
13.	Rantsig	NED000358
14.	Sunrise	NED000359
15.	Waterdal	NED000360
16.	Hanover	NED000361

Schedule 2 Tariffs and Prices

As approved by the National Energy Regulator of South Africa

Schedule 3 Amendments

Item No.	Area of Supply	NERSA ID
1.	First issue to Emthanjeni Local Municipality	June 2001
2.	Extension of license validity period until 30 June 2007	26 May 2006
3.	Extension of license validity period until 36 month after the promulgation of the relevant licensing regulations made under the Electricity Regulation Act, 2006(Act No. 4 of 2006)	June 2007
4,	Amendment of Schedule 1 to reflect exact areas of electricity supply with corresponding Geographic Information System (GIS) polygons.	5 April 2017

v) Street and Area Lighting

De Aar has about 3100 streetlights and 19 high mast lights. Britstown has about 320 streetlights and 3 high mast lights. Hanover has about 190 streetlights and 6 high mast lights. Some ad hoc streetlight extensions have taken place over



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recent years; however a substantial amount of capital is required to upgrade and extend street and area lighting networks.

Many outdated and ineffective streetlights luminaires exist throughout the municipality. There is an urgent need for replacement of all these luminaires with more energy efficient luminaires. There is one high mast in De Aar East which the municipality cannot replace the lamps as it cannot be lowered due to a fault in the mechanism. Will be replaced within the next lighting project. Streetlights and high mast lights repaired – ongoing. Due to The street lights in De Aar West main street had been change to LED lights in order minimise electricity costs. The municipality intend to electrify the whole municipality with LED lights but out budget don't allow that is why we also request private business to assist in this regard.

vi) Electrification

Almost all houses in De Aar and Britstown have access to electricity. The network has been extended in recent years to make provision for new connection on low income group housing projects, with the last being the De Aar 115 project.

Tornadoville and Kwezi in Hanover are being supplied by Eskom. Eskom is therefore responsible to extend network as and when required. Due to new housing development in Hanover some areas will be electrified by the municipality with big position of town remain under ESKOM. The municipality; however play a coordinating role consider and other reported faults are attended within the required time frame. Consumers are currently required to pay a call-out fee for an electrician to be dispended to attend that fault. The turnaround time for all written and telephonic enquires is well within the confines of the NRS 047. The municipality are working on electricity cut-off list on a monthly basis.

vii) Electricity Purchases and Sales

	De Aar	Britstown	Hanover
Total Energy Purchased	48914949 kWh	4949414 kWh	2 271 846 kWh
Total Energy Sold	40 951 224 kWh	48 47 910 kWh	13 58 533 kWh
Total System Loss	79 63725kWh	101504Wh	913313 kWh
% Line Losses	19.44%	2.09%	67%

- Total energy purchased from Eskom for all three towns is 56 136 209 kWh;
- Total energy sold by Emthanjeni in all three towns is 47 157 667 kWh;
- Total energy loss by Emthanjeni is 89 785 42 kWh;
- Total percentage line losses by Emthanjeni are 19%.

The energy losses for the 2018/2019 financial year were 17.64% whilst the losses in the 2019/2020 financial year were 17.75%. This is an indication of a serious situation that needs to be addressed urgently. Failure by Emthanjeni to address the escalation of line losses will result in the intervention of NERSA which may affect the Municipality's Electricity Distribution License negatively. At present there is no backlog in the provision of electricity to households.



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A greater percentage of these line losses are attributed to By-Passed meters. A good system of meter audit is needed urgently. A meter controller has been appointed and the municipality is busy with the replacement of seals (LGM type).

viii) Quality of Supply:

NRS 048:

The 6.6kV network in the De Aar intake point is equipped with 2 X 10 MVA transformers. The Maximum Demand ever recorded on one transformer is just above 6MVA. The municipality has a firm supply on this network. The MV network (22/11/6.6) kV in De Aar is mostly ring configured which exception of few spur lines. A concern is that there is only one feeder feeding Nonzwakazi which in turn feeds Barcelona. Should anything happen to the Nonzwakazi feeder, it will result in both Nonzwakazi and Barcelona being without power until the feeder is brought to commission. Britstown and Hanover is also not ring configured.

NRS 047:

Consumer and other reported faults are attended within the required time frame. The turnaround time for all written and telephonic enquiries is well within the confines of the NRS 047.

ix) Challenges

The electricity network in general is very old. We are sourcing funding for refurbishment.

Streetlight luminaires are old and inefficient and there is a plan to replace it commencing in Voortrekker Road. This road has 250W HPS fittings which are cut off and of poor reflector system. We stated replace with LED lighting.

b) Infrastructure Services: Water

i) Policy and Statutes

- National Water Act 1998, no 36 of 1998;
- Water Services Act 1997, no 108 of 1997;
- Regulations relating to Compulsory National Standards and Measures to Conserve Water. (Water Services Act, No 108 of 1997;
- Water Services Plan for Emthanjeni Municipality, 2012/2013;
- Annual Water Audit and Report – 2011/2012 financial year;
- Regulations on Fluoridating Water Supplies (Regulations under the Health Act, No 63 of 1997);
- Strategic Framework for Water Services – September 2003;
- Water Services By-Laws, 2008.

ii) Water Sources

De Aar, Hanover and Britstown are dependent on groundwater (boreholes) from the following number of boreholes for each town:

- De Aar : 55 boreholes with a total monthly yield of 230 000 kl;



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- Britstown : 16 boreholes with a total monthly yield of 26 000 kl;
- Hanover : 6 boreholes with a total monthly yield of 25 000 kl.

In the case of Hanover and Britstown the boreholes are located on the commonage. In De Aar the boreholes are scattered right around the town in all directions, with the furthest lying 35 km and located on private farms. The water is purchased from the landowners and purchase price ranges from 25c to 67c per kilolitre, depending on the existing contracts. The municipality are experiencing problems at their boreholes. No water purification is done in any of the three towns. The refurbishment of 12 additional boreholes project in De Aar is underway.

iii) Water Network

- Reticulation – Currently there are 7 400 water connections as well as 147 km of water pipes in the reticulation network;
- Supply – At present there are 126 km of main water pipes, 68 boreholes, 6 pump stations, 5 reservoirs, 48 water level monitors and a telemetry borehole control system.

iv) Water Quality

To ensure that all domestic water supplies from municipal reservoirs and boreholes used for human consumption are of a high standard bacteriological testing and chemical analysis is done at regular intervals.

Water in De Aar, Britstown and Hanover is hard and the biggest problems are experienced with bathing, washing (water does not foam easily) and electrical appliances such as kettles and geysers. The high magnesium content of the water causes a bitter taste. Samples are taken on a regular basis and conduct on an annual basis a full SANS 241 water analysis of drinking water in De Aar, Britstown and Hanover. The objective of the analysis is to ensure that clean drinking water is provided to all consumers.

Current level of water and sewerage services for occupied premises – 2019/20:

A) Sewerage				
	No of Occupied Premises			
	De Aar	Britstown	Hanover	Total
Flushing toilets	5833	481	501	6 815
Vacuum tanks	33	392	280	705
Buckets	0	0	0	0
Dry sanitation	1	246	135	382
Total	5 867	1 419	916	7 902

Table 54: Level of sewerage services for occupied premises

B) Water				
	No of Occupied Premises			
	De Aar	Britstown	Hanover	Total
In House	4012	514	427	4953
On site	1907	533	583	3023

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B) Water				
	No of Occupied Premises			
	De Aar	Britstown	Hanover	Total
Communal Standpipes	0	65 (informal)	0	65
Total	5919	1112	1010	8041

Table 54: Level of water services for occupied premises

v) Water Balance (losses) and Consumption

An annual water audit to determine water loss from boreholes to the end consumer is carried out in Emthanjeni Municipality. Water leakages, the major contributing factor to water losses, are repaired immediately and the public (consumer) is regularly encouraged to report leakages. All water leakage repairs are recorded on a prescribed form. A Water Conservation and Demand Management Study were completed during 2004 and it contained various recommendations to reduce and manage water losses. (See attached executive summary - WSDP).

Water demand management is an ongoing process implemented to limit water losses and thus provide a cost-effective service. A water audit was carried out for the 2010/2011 financial year and the water losses for the past three years are detailed below:

	2008/09		2009/10		2010/11		2011/12	
	KL	%	KL	%	KL	%	KL	%
Total abstraction	2 601 608	0	2 463 465	0	2 477 563	0	2 844300	0
Total sales	2 097 709	0	1 982 352	0	1 993 181	0	2365159	0
Bulk losses	212 524	8.2	184 359	7.5	178 330	7.2	163 118	5.74
Distribution losses	291 375	11.2	296 754	12.0	306 053	12.35	316 023	11.11
Total losses	503 899	19.4	481 113	19.5	484 383	19.55	479141	16.85

Table 55: Water Losses (Source: Annual Report 2017/18)

These losses occurred from borehole to consumer and include all forms of losses i.e. financial, faulty meters, leakages, un-metered supply etc. The water losses in the 2019/2020 financial year were 26.1% compared to 24% in 2018/2019. This increase is a direct result of a drop in the water table and the water meters measuring air as water pumped. There is a 99% passing rate of water samples as per SANS 241. Meters are read on a monthly basis. Those stands still dependant on stand pipes in the streets or un-metered water connections are charged a basis tariff.

vi) Resource Protection

Over-utilization of boreholes is currently prevented by keeping abstraction within the prescribed abstraction rates and monthly maximum abstraction capacity of the boreholes. New boreholes were developed in Britstown. Business Plan for boreholes was submitted to MIG for funding. An allocation of R14m received for the 2021/2022 financial year. Repair and Refurbishment of Water Infrastructure; the project is in final phases of tender process. The refurbishment of 12 additional boreholes project in De Aar is underway.



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All boreholes have been provided with water meters which are read monthly and comparisons made with the abstraction capacity of the boreholes in order to prevent over-utilization of individual boreholes.

c) Infrastructure Services: Sewerage

i) Phasing out of the Bucket Sanitation

During the phasing out of the bucket sanitation in 2008 all buckets were replaced with full waterborne sanitation and dry sanitation (UDS) in some areas. The two areas where dry sanitation was provided are Britstown and a portion of Hanover. Currently the backlog of the bucket system is eradicated as of April 2021.

ii) Current level of Sanitation

Sanitation	Buckets	UDS	Full water borne	Total
De Aar	0	1	5842	5843
Britstown	0	424	596	1020
Hanover	0	12	819	910
Total	0	437	7 257	7773

Table 56: Current level of Sanitation

The residents of Britstown and Hanover are at present not satisfied with the dry sanitation and in the case of Britstown have totally rejected the system and are currently again making use of buckets. In Hanover only 12 houses currently has dry sanitation. The residents view the two different types of sanitation as double standards and Council is under pressure to rectify the situation. The dry sanitation also poses a health risk for the residents.

The biggest challenge currently is the upgrading of the dry sanitation (buckets) to full waterborne sewerage. The department had funded Britstown to change their system and the business plan has been approved in March 2021. The consultant has been appointed and are in the process of compiling the tender document.

De Aar purification works was upgraded in but the current challenge is the mechanical issues on the tanks.

The sewerage works in Britstown has been upgraded and a complete reticulation network provided and on-site toilets installed. The Connection of 481 households to the sewer reticulation network in Britstown (phase 3) project is completed. In the case of Hanover a sewerage pipeline of 300 metres was installed during 2011/2012 financial year from Council's own funds and Council is currently had convert most of dry sanitations to full waterborne sewerage. Making use of Council's own funds slows down the process considerable and external funds are required to speed-up the process.

d) Infrastructure Services: Roads and Storm water

i) Roads

Emthanjeni had tarred 204.2 m of Piet Moos streets and upgraded 2.810 farm roads within the towns of De Aar, Britstown and Hanover, of which 131 km (65%) are gravel and 72.8 km (35%) are tarred. The gravel roads are graded on a quarterly



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basis. The Municipality looking for funding to tarred the road in phases and resealing of 2km of streets annually. The Municipality annually makes provision in its budget for 400 m resealing of roads but do not have the capacity to make a large contribution. External funding will be required to wipe out the backlog. Potholes are repaired on a regular basis.

ii) Storm water

Only the western part of De Aar has underground storm water drainage. The rest of De Aar, Hanover and Britstown do not have any storm water drainage. The Department of Water Affairs had just upgraded the whole Emthanjeni Storm water but still there's still problem of draining in De Aar West. Storm water drainage improvement is seen as critical for the municipality and it was agreed that it should be implemented with road construction.

iii) Current Condition of Roads

The gravel and tarred roads are in a poor condition and upgrading and resurfacing is urgently required. The tarred roads are especially a source of concern as very little resurfacing has been done during the past 20 years. As a result, the road surfaces are crumbling. It is for this reason that Council committed the municipality to budget for the improvement of roads. Potholes are being repaired continuously in De Aar, Hanover & Britstown.

At present about 65% of all municipal streets are still gravel roads which cause a great deal of inconvenience rain and during strong wind. The tarred roads are in urgent need of resealing and problems are experienced with potholes especially after rain.

Private Sidings

No private sidings are working presently their conditions are bad. Due to the high cost involved, no preventative maintenance is carried out. The total length of the railway line is 1.54 km and serves 15 industrial sites. The private siding is current underutilized and is only being used by 1 industry.

Airfields: De Aar

De Aar has two airfields, one of which has a concrete runway. The municipal airfield has dirt runways and is registered with the South African Civil Aviation Authority. A landing fee is charged according to the size of the aircraft.

The second airfield with the concrete runway is situated 12 km west of De Aar's central business district and is used by the Defence Force. The public however have limited use. The Airfields presents potential for the municipality.

Britstown and Hanover both towns have airfields with dirt runways which are not registered. These runways are used at own risk and the airfields are not used.

e) Community Services: Sanitation, Refuse Collection

i) Policy and Statutes

- Foodstuffs, Cosmetics and Disinfectants Act and Regulations (No 54/1972) (*still relevant*);
- Health Act 1977 (No 63/1977) & Health Act 61 of 2003
- Tobacco Products Control Act (No 83/1993)
- Tobacco Products Control Amendment Act 12 of 1999
- Tobacco Products Control Amendment Act (No 63 of 2008);
- National Water Act (No 36/1998);
- Occupational Health and Safety Act (No 85/1993) (*still relevant with amendments*);



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- Health Service Professions Act (No 56/1974);
- Health Service Professions Amendment Act (No 29 of 2007);
- Agricultural Pests Act (No 36/1983) *(still relevant)*;
- Hazardous Substance Act (No 15/1973) *(still relevant)*;
- Animal Slaughter, Meat and Animal Products Hygiene Act (No 87/1967) *(still relevant)*;
- Businesses Act (No 71/1991);
- Companies Act 71 of 2008;
- Atmospheric Pollution Prevention Act (No 107/1998) *(still relevant)*;
- National Environmental Management Act (No107/1998) *(still relevant)*;
- Environment Conservation Act (No 73/1989) *(still relevant)*;
- Meat Safety Legislation (No 40/2000) *(still relevant)*;
- Abattoir Hygiene Regulations (No 121/1992) *(still relevant)*;
- Waste Management Act. 58 of 2008.

Positions	Towns	Number
Foreman	Britstown	1
	Hanover	0
	De Aar	2
Drivers	De Aar	6
	Britstown	2
	Hanover	2
General Workers	De Aar	42
	Britstown	16
	Hanover	13
Clerk	De Aar	0
Cleaner	De Aar	1
Cleaning Superintendent	De Aar	1
Operator – Front end Loader	De Aar	1
Operator – compactor	De Aar	3
Vacancies	De Aar	3
	Britstown	0
	Hanover	3
Casual Workers	Britstown	0

Table: 57: Staff: Sanitation, Refuse Collection and Community Services



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ii) Vehicles and Equipment

At present Council have several compactors, vacuum tankers, night soil removal trucks, tractors with trailers and a front-end loader for the provision of essential services.

iii) Cemeteries

The Council has 8 cemeteries and most burials take place on weekends as people work during the week. In some cemetery's graves are dug in advance and again filled with loose soil. In other cemeteries the graves are dug on request or the community digs the graves themselves to save costs. At all the cemeteries problems are experienced with people damaging gravestones or removing fences. The municipality is experiencing that challenge in Britstown and Britstown.

The Council is currently busy upgrading the cemeteries in Emthanjeni. The cemeteries are being cleaned and the fences repaired or replaced. The vandalizing of graves has been discussed with the SAPS and the SAPS have been requested to visit the cemeteries during weekends when most of the vandalism takes place. The public has also been urged to become involved and the problem is also regularly highlighted in the local newspaper again.

iv) Waste Management

Solid Waste

Essential services are provided on a regular basis throughout the entire municipal area. Refuse removals take place once or twice per week and black refuse bags or tarpaulins are used to remove domestic refuse from premises. Businesses and schools are serviced twice per week in De Aar.

Various specialised refuse removals are done daily in respect of garden refuse and building rubble. The Council also carries out various cleaning projects during which residential areas are cleaned. Littering is prevalent and causes numerous problems. Refuse is dumped at the refuse tips. Forms have already been completed for the registration of the sites. Consulting Engineering firms have already upgraded and brought the tip sites in De Aar up to standard. Problems are experienced at the sites as people have removed the fencing and there is no management and control. A contractor has been appointed for the first phase.

Further a local recycling concern is busy with recycling at the landfill site. Recycled articles are removed on a daily basis from the site and light material is the covered with soil.

Both Britstown and Hanover Vehicles have been purchased for the removal of refuse in Britstown and Hanover. The same staffs are used to remove household refuse and night soil. The refuse is removed by refuse carriers once per week and dumped at the landfill site. No recycling is done and cleaning up campaigns is also carried out in Britstown and Hanover. Adequate equipment is not available and manual labour has to be used or a front-end loader has to be dispatched to the towns.



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Sewerage

There are still some residential areas within the municipal area making use of buckets. The buckets are removed once per week. The contents are discharged into oxidation ponds. Buckets are washed and disinfected daily.

Buckets are still used in the following townships

- De Aar = 22 (Waterdal and Churches)
- Hanover = 0
- Britstown = 546 (Vacuum Tanks)

Presently Hanover is using flush toilets and Britstown from Dry Sanitation to Vacuum Tanks which must be connected to flush toilets which that projects is underway. Using Vacuum tanks in Britstown is having lot of challenges this need to be empty constantly or will overflow. The community sometime don't have money to pay for the municipality to empty their septic tanks when its fill then over flow.

v) Sewerage Purification

De Aar has conventional purification works situated about 5km north of De Aar. An activated sludge process is used to purify about 3800 m³ of water daily. The purified water is used to irrigate tree plantations.

vi) Alien Vegetation and Weeds

Various alien plants and trees are to be found in the Emthanjeni Municipal area on private and municipal property.

Examples found in the area:

- Silver-leaf bitter apple (De Aar Sports Ground and De Aar East);
- Spiny Cockle Bar (Waterdal and Commonage);
- Jointed cactus;
- Oleanders (mostly private properties and parks);
- Prosopis trees (commonage, private and municipal properties, parks etc.);
- Syringa trees.

The alien plants and weeds must be eradicated and combated for the following reasons:

- They use more water than indigenous plants and trees and this poses a danger to our groundwater;
- They displace natural vegetation and grazing and also result in a loss of biodiversity;
- They increase the danger of soil erosion and veld fires;

Currently the Department of Water Affairs is busy with an ongoing programme to eradicate Prosopis trees in the rural areas but it is also very important to combat propagation in our towns. Alien plants are regularly controlled on the advice of the Department of Agriculture and knowledgeable organisations. It is the Council's policy not to plant Syringa trees anymore and where they die to replace them with indigenous trees.



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vii) Environmental Hazards

The whole of the Emthanjeni area, including 3 towns and rural areas, is dependent on groundwater for domestic and agricultural use and it is of the utmost importance that these subterranean sources are protected.

Possible Pollution Hazards

Sewage Purification Works – DE AAR

The sewage effluent is currently within the prescribed limits of the permit. The permit also demands that the purified water be used for irrigation. The possibility that the nearby boreholes on Paardevlei could be polluted is very unlikely but preventative measures should be implemented to preclude any such possibility. The likelihood of polluting the nearby Brak River is not known as no studies have yet been undertaken.

Pollution of Groundwater – BRITSTOWN (MZIWABANTU)

Mziwabantu is dependent on one borehole for domestic use. This borehole is situated 50 metres from the nearest houses, which would necessitate the right choice of a future sewerage system. The houses nearby have a vacuum tank sewerage system and sewer blockages will have to be addressed immediately. Care will also have to be taken to ensure that the vacuum tank is emptied regularly and is not allowed to overflow. The sewage oxidation ponds in Britstown are situated approximately 1 km from this borehole and it is unknown whether they pose a pollution hazard for the borehole. The borehole water should be tested regularly for any sign of pollution.

Waste Disposal Site – DE AAR

The De Aar waste disposal site was permitted on 31 October 2008 in terms of Section 20(1) of the Environmental Conservation Act, 1989 (Act 73 of 1989). The site is not operated in terms of the permit conditions. The site operations should be upgraded (access control with permanent staff and record keeping of waste on site). The landfill site is situated next to the De Aar Country Club and near to the town's reservoirs.

A detailed report on the lifespan and proposed management of the refuse tip, has been prepared as part of the co-operation agreement between Emthanjeni and Karlstad, Sweden.

The Hanover and Britstown waste disposal sites are in process of being licensed in terms of Section 49 (1) of NEMWA. The sites should be licensed in terms of Section 45 of NEMWA following the NEMWA licensed process and performing the required specialist investigation, including an EIA. The sites should be upgraded (properly fence, guard house, ablution facilities and storm water, control measures) and the sites operations should be upgraded (access controlled, waste compacted and covered on a regular basis).

Groundwater pollution – HANOVER

Notwithstanding the existence of septic tanks with French drains in Hanover, but lately all system has been turned to flush water and groundwater will not be polluted. There are also stands in Hanover with private boreholes and windmills that have to be protected.



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e) Commonage

The municipality renewed the emerging farmers' contracts and more than 90% farmers had already signed. Presently there is a good working relation but the challenge is the remaining 10% of farmers who still need to finalise their contracts. This contract will also assist in relocating the farmers into their camp areas and also encourage working relation amongst them. Allocation of emerging farmers to camps was done in accordance to capacity of their animals in order to also address overgrazing.

All three towns currently have commonage areas which are leased on a 3-year contract basis, as well as land which has been made available to emerging farmers. All commonage land in De Aar is availed to emerging farmers.

The farmers had established Emthanjeni Commonage Committee with representatives from Department of Agriculture, the Municipality, Farmers and the Police. Each town had its own subcommittee to represent their local farmers. A provision for PIG farmers had been made only eight spaces and we already have six spaces give already taken.

Management of the commonage and the shortage of land remain a challenge. The Municipality requires financial assistance to support emerging farmers for their fence, water windmill and medication. The Municipality already adjusted the organogram to include a Commonage Officer, implementation would occur in the next financial year.

The size of the commonage areas is as follows:

TOWN	COMMONAGE
De Aar	2 907 ha
Hanover	8 308 ha
Britstown	9 736 ha
Total	20 950ha

Table 58: Commonage area (Source Annual Report 2019/20)

Current challenges: include overgrazing, land not available in the market, high prices of land and the vastness of the area. Other problems include fencing, repair of water windmills and equipment and sourcing a market for the small farmers. The commonage is also experiencing problem of equipment like removable growl for Deeping. Secondly, there's problem of market for them, when they want to sell their cows, goats and etc. in order to sell in those abattoirs for making profit. Their animals are too much but where can they sell or access market.

2.7.10 TOWN PLANNING AND BUILDING CONTROL

a) Project Management Unit (PMU)

The function of the PMU is to manage all capital infrastructure projects as well as the town planning activities. The personnel of this unit consist of a Manager PMU, Building Control Officer and Town Planner. Only the position of the Town Planner is currently vacant.



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b) Policy and Statutes

- National Building Regulation and Building Standards Act, 103 of 1977;
- SABS Code 0400 application of Act 103 of 1977'
- Regulations Relating to Public Garages PG 871/1973;
- By-law relating to Liquefied Petroleum Gas PG 311/1980;
- Northern Cape Development and Planning Act No 6/1998;
- Building Control By-law 2008;
- Advertising Signs and Disfigurement of the Fronts or Frontages of streets By-law 2008;
- Aerial Systems By-law 2008.
- SPLUMS

c) Structural plans

- De Aar Town Planning Scheme May 1985;
- Framework Plan: Future Extension De Aar East 1986;
- De Aar Area: Urban Structural Plan;
- Nonzwakazi: Local Structural Plan, August 1994;
- Hanover, Tornadoville: Local Structural Plan;
- Emthanjeni Scheme Regulations – 2004.

d) Staff

The Town Planning and Building Control function currently falls under the Manager: Project Management Unit with the implementation of SPLUMA (Act No 16 of 2013), is now a great need for permanent qualified Town Planner who can also execute the function of Planning.

From a SPLUMA point of view it is important that Town Planner posts be filled as soon as possible.

e) Spatial Development Framework (SDF) and Land Use Management Scheme (LUMS)

Spatial Development Framework (SDF)

The existing SDF was evaluated by the Department of Rural Development and Land Reform and was found to require revision due to various shortcomings and also the requirement to comply with SPLUMA. The cost of drafting a SDF amounts to approximately R1, 5 million.

Land Use Management Scheme (LUMS)

The current Emthanjeni Scheme Regulations were drafted in 2004 but were never approved and promulgated by the MEC. The existing LUMS is now inadequate and a new LUMS will have to be drafted. As the current Scheme Regulations were not approved issues such as illegal tuck shops cannot be addressed. The cost involved in the drafting of a new LUMS amounts to R1, 5 million.



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The Broad Land Use Maps and graph below forms part of the preparation of the Emthanjeni Land Use Scheme and should be regarded as draft maps. The process is still ongoing and the information will be further verified. The land uses indicated was derived from the information sourced from the Municipal Valuation roll and land use information sourced from Department of Water and Sanitation through COGHSTA. It provides the general context of land uses within Emthanjeni and elements of the spatial context of certain land uses.

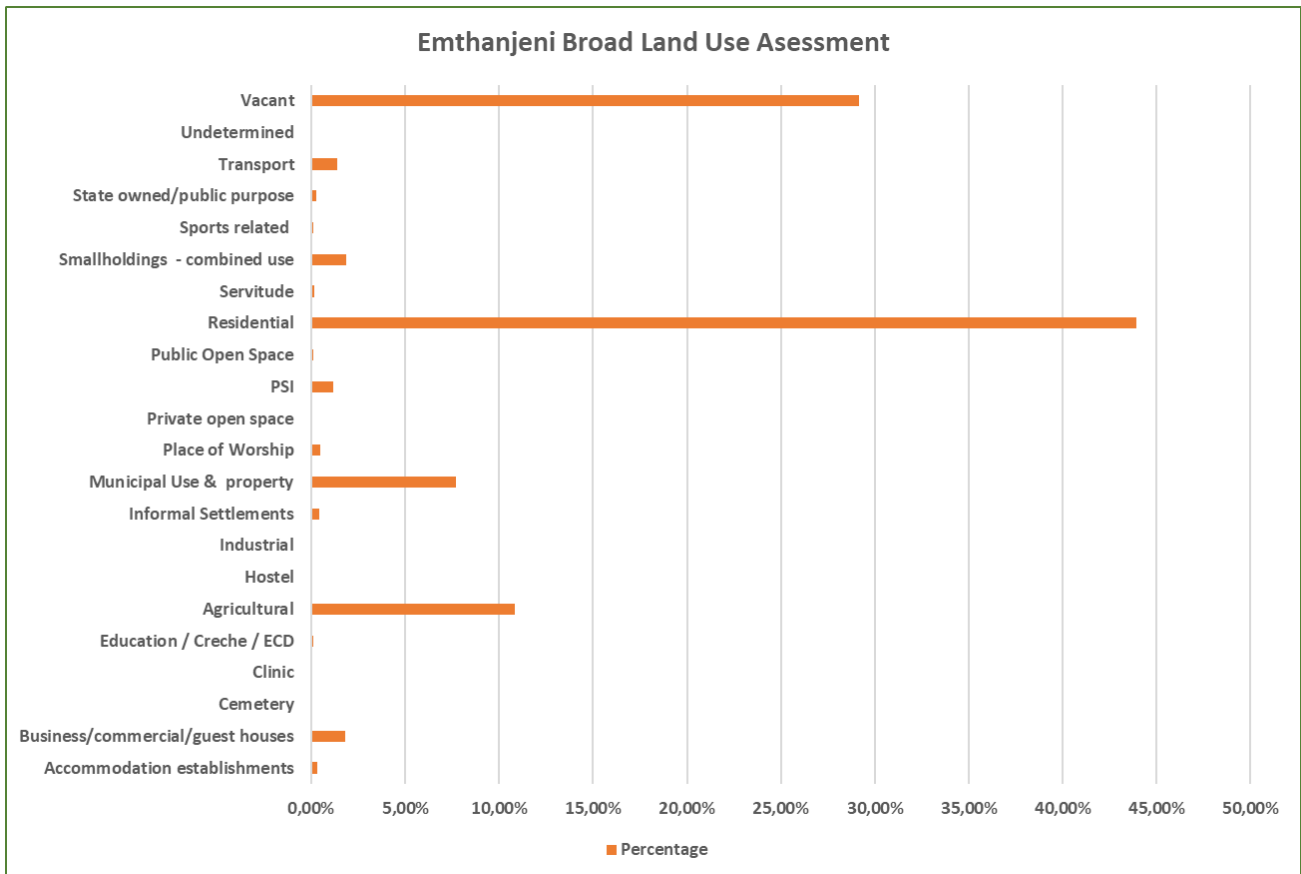


Figure: Emthanjeni Broad Land Use Assessment

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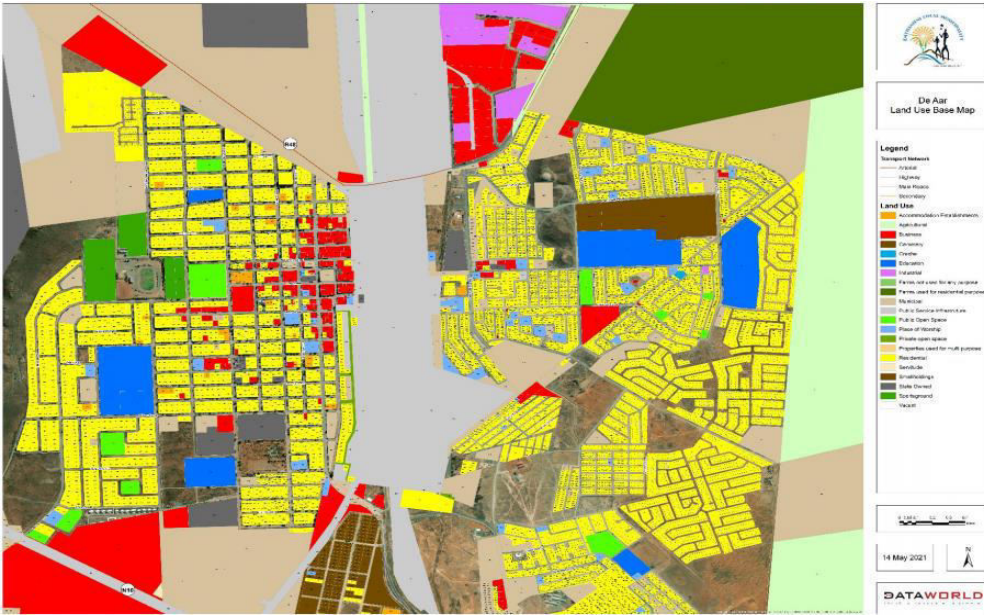


Figure: De Aar Land Use Base Map



Figure: Hanover Land Use Base Map



Figure: Britstown Land Use Base Map



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f) The Implementation of SPLUMA

Emthanjeni Municipality has taken all the necessary steps to be ready for SPLUMA. In view of the fact that the Municipality approved the option of a DMPT Emthanjeni Municipality will only be ready for SPLUMA once the DMPT has been established. The expected date for SPLUMA readiness is the end of April 2016. With a view to SPLUMA readiness the following steps have already been implemented:

- (i) Municipal Land Use Planning By-law 2015 gazetted
- (ii) Delegations/ (All applications will currently be dealt with by the DMPT until such time as a Professional Planner is appointed)
- (iii) Municipal representatives on DMPT appointed.
- (iv) Council resolved that a DMPT be utilized.
- (v) Land Use application Tariffs and Bulk Infrastructure Contributions.
- (v) Budgetary provision for DMPT related expenses.
- (vii) Council approved external members of the DMPT.

g) Building Control

All building plans received are currently being dealt with within the prescribed legal time frames. The average time for approval of building plans at present is 2 weeks.

As a result of the shortage of staff in the Building Control Division, the following challenges are experienced:

- Building work is commenced without approved building plans;
- The quality of construction work does not comply with the requirements of the National Building Regulations and Building Standards;
- Various deviations occur such as building line encroachment, illegal tuck shops and erf boundary encroachment.

The following building plans were approved in the previous financial years:

Type of Service	2016/17	2017/18	2018/19	2019/20
Building plans approved	87	70	54	65
Total area	10 225,02 sq m	6 968,56 sq m	4 930,17 sq m	6 717. 42
Value (Building plan fee evaluation)	R25 929 607	R25 561 536	R53 882,94	R 22 948 142.34
New Residential Houses	10	8	3	3
Extension to Houses	66	56	43	53
New business buildings	5	0	1	1
Extension of businesses	5	3	4	4
Institutional Extensions				4
Land use applications processed	1	8	11	2

Table 59: Building plans approved



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2.7.11 MECHANICAL WORKSHOP

a) Statutes

Road Transportation Act 74 of 1977

b) Vehicle Replacement

A new fleet of vehicles was purchased for De Aar, Britstown and Hanover. The vehicle fleet operation, maintenance and replacement strategy is enforced by the Infrastructure department.

The Municipality currently has a fleet consisting of 71 vehicles and implements. In the course of the 2009/2010 financial year 14 vehicles were acquired and in 2011 total amount of R9, 500,000 were availed for a new fleet.

The following vehicle acquisition programme for the next five years:

Financial Year	Description	Value R
2013/14	Front End Loader	1 400 000.00
	LDV's x 2	500 000.00
	Compressor	250 000.00
2014/15	Refuse Truck	1 200 000.00
	LDV	250 000.00
2015/16	Grader	1 200 000.00
	Suction Tanker	700 000.00
2016/17	Tipper	600 000.00
	LDV	250 000.00
2017/18	Tipper	600 000.00

Table 60: Vehicle Acquisition Programme

c) Vehicles and Equipment: Maintenance

The Workshop takes care of all repairs, services, certificates of fitness and roadworthy certificates, as well as fuel pumps.

f) Staff

The Workshop has 4 staff members:

Superintendent	1
Qualified Mechanics:	1
Artisan Assistants:	1
General Worker	1

The costs of the Workshop are defrayed against the various divisions.



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2.7.12 HUMAN SETTLEMENTS

The development of housing follows the Feasibility Process in which the rights to develop the proposed housing communities were acquired and the bulk infrastructure was confirmed. At this point it is accepted that township establishment has taken place and that the process of servicing the sites and construction and delivery of houses can take place.

The Municipality was engaged in a process to obtain Level Two Accreditation, but has remained at level one. An important matter to mention is that land available is not necessarily serviced and the Municipality will require additional funds to service the sites.

It must be indicated that the Municipality experienced visible improvement of service since the introduction of the Housing Unit to the municipality. From the IDP it is obvious that housing backlogs and delivery remain a challenge and a priority for Emthanjeni Municipality. The development of the Housing Action Plan aims to ensure effective allocation of limited resources. It provides a formal and practical housing priority for implementation with a focus on the IDP and identifies the strategic implementation plan for the 4114-housing need in Emthanjeni Municipal area. The total backlog is 4391 of which 250 is for Gap Housing.

Given the strategic decision to focus in the first instance on subsidy and Gap Housing, the needs can be summarized as follows:

Subsidy	4141
Gap	250
Total	4391

Cost Breakdown of Municipal Engineering Services, Direct Cost: Internal Services 400 sites

Financial Year 2018

Zoning size in m ²	Street Front	Cost of water per unit	Cost per sewer	Cost of road per unit	Storm water per unit	Total cost per unit
243	9m	R3928,00	R6841,00	R22363,00	R3941,00	R37070,00

Table 61: Proposed financial commitment from the Department of Human Settlements

Top structure construction

Hanover 470 Project has been allocated funding for 195 which is completed. There are currently new 470 serviced sites in the Emthanjeni Municipal Area, with specific relation to Hanover.



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Servicing of sites

De Aar 2386 has been allocated funding for 400 for 2019/2020 financial year. There are currently:

- 600 new sites in Hanover
- 848 new sites in Britstown
- 2386 new sites in De Aar

that are ready for internal services construction. Approval and the allocation of civil services funds, will assist Emthanjeni to service these sites and get them ready for Top Structure construction. The Civil Designs was concluded and approved by Emthanjeni's Technical Department.

Subdivision & rezoning

470 sites where Town Planned and Rezoned in the 1st phase of the Emthanjeni 4114 Human Settlements Project; and the rest were done in the 2019/2020 financial year. Emthanjeni now has an additional 2386 new sites that has been Subdivided and rezoned.

Town planning layout

All Town Planning layouts have been approved except for the layout that was planned in the De Aar West area (close to the showgrounds).

De Aar 2386

Site handover date	22 January 2019
Project commencement date	06 February 2019
Project completion date	20 April 2023 (updated date 06 April 2023)
Project value	R534, 456 193.88
Construction period	48 months
Lapsed Construction date	24 months

De Aar 353(phase 1)

To date a number of 90 brickwork to wall plate has been constructed. A number of 44 out of 90 houses has already been plastered; 37 roofed, 26 plumbing work done, 42 electrical works completed. No finishes are done, because not even a single house is completed. The completed houses will be handed over to beneficiaries to minimize the risk of vandalism and the MEC for COGHSTA invited for the hand-over of houses.

De Aar 600(phase 3)

The servicing of sites is completed. Construction of top structures solely depends on the completion of De Aar 353. The application for the selling of sites should be submitted to COGHSTA.



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Britstown 848

Construction of internal civil services is progressing very well.

Hanover 470

Servicing of sites to be done opposite the N1.

2.7.13 EXPANDED PUBLIC WORKS PROGRAMME

The socio-economic status and conditions of Emthanjeni, with its high level of poverty, cannot be over-emphasized. For this reason, it is characterized by a high level of unskilled and unemployed number of residents. The Expanded Public Works Programme is exemplified as an all-embracing inter-governmental exercise which aims to mutually improve service delivery through efforts by the three spheres of government, Non-governmental Organisations, Community Based Organisations, Government Departments and other development protagonists to address the above-mentioned issue. The latter mentioned stakeholders and role-players will develop and absorb the unemployed residents into productive and meaningful employment through training and empowerment activities.

The programme is divided into four sectors (the environment and culture, social infrastructure and non-state sector). The sectors consist of a number of government departments with one department nominated to lead each sector. The Emthanjeni Municipality is committed to being an Agent of Change within its area of jurisdiction. Since the launch of this programme, the Municipality has been engaged with the Department of Roads and Public Works in terms of operational and implementing the EPWP. Another **R1 389 000** was allocated to Emthanjeni Local Municipality from the EPWP Incentive Grant.

Other Work Opportunities for 2020/21													
Project Name (funding)	Work Opportunities for Month 2020/21												Total to date
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Revitalization													188
Parks													10
Upgrading Sport Complex in Kwezi													15
Construction of Oxidation ponds													50
Waterdal Refurbishment (INEP)													13
Rev Swartz Crescent (EPWP)													15
Storm Water project (MIG) Phase 3													21
Nonzwakazi and De Aar High Mast Light Phase 1													3
Total work opportunities													315

Table 63: EPWP: Other Work Opportunities for 2020/21



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The municipality would further be applying for counter funding as the municipality already set aside funds (own capital) for the upgrading of municipal roads (labour intensive process to be followed). The Municipality has benefited through the Incentive Scheme of the department for the 2011/2012 financial year through the DORA allocation. The Municipality will continue to find new and innovative ways to create jobs in the area. The Municipality welcomed the initiatives by NGO's and NPO's, through their different programmes. The Kgotso Pula Nala programme of the Northern Cape government is also welcomed and it will be a project of revitalization of Nonzwakazi. The programme would be extended throughout the Municipality.

2.8. SOCIAL DEVELOPMENT

2.8.1. YOUTH DEVELOPMENT

This domain has not been central to the priorities of the municipality, but with the introduction of youth forums, this is starting to change. We have been able to ensure that a dedicated person is appointed to lead youth development in the municipality. What will transpire in the municipality is that a local youth council will be established to take forward the interest of young people.

The Youth Unit will be beefed with the central task of improving youth development. The Council has agreed to prioritize youth development. We have seen certain programmes being implemented (youth centre, drivers' licenses, leaner ships, internships, computer training, entrepreneurial support, general job creation, advocacy work). The YAC has been transferred to Emthanjeni Municipality. The centre is providing the necessary services to the youth and we can only complement these services. We will continue to improve on the proportion that should or must be earmarked for the youth through the budget and IDP processes. We, however, require all the assistance that can be availed to the municipality to achieve its objectives.

2.8.2. CHILDREN

Children form a critical component of young people and remain high on the agenda of the council. Ways of engaging with the Department of Education and Social Development are being sourced.

The Office on the Rights of the Child was established in government to fulfil its commitment of promoting and protecting the rights of children. It is in this context that the Northern Cape provincial Government developed the Provincial Plan for children for the period 2014-2019.

This domain will become central to the priorities of the municipality with the introduction of youth forums. We have been able to ensure that a dedicated person is appointed to lead youth development in the municipality. What will transpire in the municipality is that a local youth council will be established to take forward the interest of young people.

The Youth Unit will be beefed with the central task of improving youth development. The Council has agreed to prioritize youth development. Certain programmes are being implemented (youth centre, drivers' licenses, leaner ships, internships, computer training, entrepreneurial support, general job creation, advocacy work).



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2.8.3 HIV/AIDS INTEGRATED PROGRAMME

a) *Guiding principles*

- All workers with the disease shall be involved in all prevention, intervention and care strategies;
- No worker / employee nor their families and colleagues shall be discriminated against due to their HIV status;
- The status of female employees / women shall be confirmed, to prevent discrimination against them;
- Confidentiality and informed consent of all employees with respect to HIV testing and test results shall be protected;
- Services provided, i.e., Education, counselling and health care should consider the sensitivity of employee's culture, language and social circumstances;
- The municipality has a crucial responsibility to provide education, care and welfare to all employees;
- Capacity building will form the cornerstone to speed up HIV / Aids prevention and control measures.

b) *A set of primary indicators and surveillance data*

Emthanjeni needs a set of key indicators that can be used to track the overall response of the community to the epidemic. This means not only tracking the course of the epidemic over the next five years, but also tracking changes in attitudes, social values, health care practices, socio-economic conditions and behaviour that act as pre-disposing factors of the epidemic.

With a provincial HIV prevalence rate of 18.2% among woman attending antenatal care (National Antenatal HIV Prevalence Survey, 2010) the Northern Cape had the second lowest HIV infection rate in South Africa. The HIV prevalence rates differ greatly between the five districts with Pixley Ka Seme standing on 12.6%. The municipality is participating at District HIV/AIDS forum and we had established our HIV/AIDS committee to give direction on this programmes.

2.8.4 Libraries

The Emthanjeni Library Services is made up of 5 libraries within the Emthanjeni municipality. The as listed below:

- Hennie Liebenberg Junior Library
- Libra Library (Anna Petersen Librarian)
- Phandulwazi Library (Shiela Josi Librarian)
- Hanover Library (Beauty Kewana Librarian)
- WN Scheffers Library (in Britstown) Leana Nyl Librarian

There are 5 librarians at the different libraries. The total number of staffs employed in these libraries is 15 complemented by 3 Library Development Programme Fund Workers (meaning staff remunerated via the Library Development Fund) and 3 EPW workers assisting in both Hennie Liebenberg and Phandulwazi Library.



CHAPTER 2

In an area such as the Emthanjeni Municipality where there is a scarcity of informational centres it is therefore crucial to have fully functioning and well-equipped libraries to cater for the various needs of the community of Emthanjeni Municipality to address issues of Un-employment, alcohol abuse and to encourage the culture of learning. In order for the community of Emthanjeni Municipality to address these issues, we need to have a well-informed society which can base its decisions based on information found in these libraries.

Management and funding of libraries in Emthanjeni Municipality

The chief librarian is the general overseer of all libraries of Emthanjeni which also includes the management of staff, facilities, outreach programmes, publicity of library programmes and any other duties that involve the general management of libraries and infrastructure. The libraries of Emthanjeni are being funded by the Department of Sports, Arts and Culture with the Emthanjeni municipality responsible for the remuneration of Employees.

2.9 SAFETY AND SECURITY

2.9.1 IMPORTANT TRENDS, PROBLEMS AND CHARACTERISTICS

a) Problems

- Crime (especially house breaking);
- HIV/Aids, especially along N1 route;
- Alcohol abuse.

b) Challenges

- To get more communities involved in social / community affairs;
- To obtain funds to address problems;
- To involve business;
- To alleviate poverty through job creation and other empowerment programmes;
- To encourage greater integration between various departments, municipalities and organisations;
- To create a data base for needs strategies and timeframes;
- Lights are required at the Wentworth Street Bridge near Nonzwakazi.

c) Crime Statistics

The police stations in Emthanjeni Municipality does experience problems of crime especially contact crime (crimes against a person) and property related crimes. Most of the contact crimes are prevalent in and around taverns. The National Crime Situation indicates that the 20 serious crime tendencies can be breakdown into the following:

- Contact crime (crimes against the person); Contact related crime; Property related crime;
- Other serious crime; Crime detected as a result of police action.



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Crimes heavily dependent on police action for detection include:

- Illegal possession of firearms and ammunition; Drug-related crime; Driving under the influence of alcohol or drugs;
- All theft not mentioned elsewhere; Commercial crime; Shoplifting.

Property crimes remain scattered and there are no particular hotspots for these types of crimes. Key action includes amongst others regular meetings with relevant role players to identify “hot spots” and crime tendencies / priorities within the sector.

d) Key departmental programmes of the SAPS:

- Administration; visible policing; Detective service.

Note: Each programme has its own set of departmental objectives and key performance areas.

By-Laws do exist in the Municipality boundaries but not used to good effect specifically in De Aar. The communities still drink in public parks (Nonzwakazi) Street 3, Van Der Merwe Park opposite SASSA building, Rose Park (Voortrekker Street) as well as area called ‘springs’ (in De Aar town where there are ‘braai’ facilities). Currently there are no notices indicating “No drinking of liquor allowed” that will enable the SAPS to act accordingly.

Guidance regarding safety promotion as follows:

The MEC wants us to:

- Establish rapid response teams at district level to address crime integrated, e.g. the xenophobia issues, the unrest, etc. In most of the districts we have our stakeholders’ meetings already. We just need to beef up.
- Municipalities to have community safety plans to address the prevention of crime in their areas.
- Support, guide and monitor the impact of the following programmes at local level:
 - Status of school safety per municipality / district – safer schools,
 - Status of projects / programmes to address substance abuse per municipality / district
 - Status of projects focusing on the vulnerable groups
- Conduct outreach campaigns to make communities, with specific reference to vulnerable groups, aware and inform them about safety issues.

2.10 FIRE AND DISASTER MANAGEMENT

Fire services is a voluntary service with volunteers on standby to attend to incidents within the Municipality. The fire station is situated in De Aar and render services to all areas that are part of the Municipality. Britstown and Hanover do not have fire stations, but volunteers are situated in these towns. An in-house refresher course was provided to all personnel during the previous financial year. The fire station is still operated on a standby basis from officials’ homes and needs to be upgraded in order to be manned 24/7. To address the lack of a proper fire station a business plan needs to be submitted to the various stakeholders of interest to obtain funding. A fire services policy must also be drafted.

Disaster Management Services are rendered by the Pixley Ka Seme District Municipality on a shared-services agreement.



CHAPTER 2

2.11 RISK MANAGEMENT

The Risk Policy addresses key elements of the implementation and maintenance of the Risk Management Framework for the management of risks within defined risk/return parameters, risk appetite and tolerances, as well as Risk Management Standards. It provides a framework for the effective identification, evaluation, management measurement and reporting of the Municipality's risks. The objective of the Risk Policy is to ensure that a strategic plan is developed that should address the following:

- An effective risk management architecture
- A reporting system to facilitate risk reporting
- An effective culture of risk assessment

The role of the Risk Committee is to provide a timely and useful enterprise risk management report to the Audit Committee of the Municipality. The report contains the current top risks of the Municipality, which includes:

- The key strategic and financial risks facing the Municipality (all extreme and high-risk exposures)
- The key operational risks per strategic goal (top 5 risks per objective as per risk exposure from high to low)

The risk register for 2021/22 has been updated and will be included.

CHAPTER 3

CHAPTER 3: OVERVIEW OF 2020/21 FINANCIAL YEAR

3.1 PROJECTS IDENTIFIED AND IMPLEMENTED: 2020/21

As can be viewed from the IDP Review Process of 2020/2021 number of projects has been identified to enable the fulfilment of the strategic objectives of Council. This section serves to provide a short overview of the progress regarding the completion of these projects as it provides a base on whether the projects are completed, whether it would have to be carried over into the new financial year or whether it is incomplete.

The projects are outlined as per the strategic objectives:

- KPA 1: Basic Services and Infrastructure Development
- KPA 2: Institutional Development and Municipal Transformation
- KPA 3: Good Governance and Public Participation
- KPA 4: Financial Viability
- KPA 5: Local Economic Development
- KPA 6: Safety and Security
- KPA 7: Social Development

During the session of Council with Senior Managers in the March 2021, a detailed review was done on these strategic objectives and most of the projects were reviewed. The full report on this review is attached.

PROJECT PROGRESS ON 2020/21

Cost Centre Name	Ward	Project Name	Indicator	Target	Funding Source	2020/21	Status
Electricity	1 – 8	General maintenance of the municipality)		Upgraded electricity for those areas	Emthanjeni Maintenance budget	350 000	58.3 %completed
Water	1-5,7,8	Emthanjeni Storm Water project Phase3			MIG	R9 481 749.50	Done. 3 rd phase stopped during Feb/March 2020 due to contractor who pulled out.
Infrastructure	6	Upgrading of Kwezi Sport grand			MIG	R9 552 800	Project is completed.
Infrastructure	6	Construction of Britstown Oxidation Ponds			RBIG	R22 500 000	Completed



CHAPTER 3

Cost Centre Name	Ward	Project Name	Indicator	Target	Funding Source	2020/21	Status
Infrastructure	5	Tarring of Rev Swartz & Henry Botha Street			Incentive Grant	R1 220 000	The project is completed.
Water Refurbishment/up grading network					INEP	R1 500 000	100% Completed
Nonzwakazi and De Aar East High Light phase1					MIG	R1 470 350.50	100% completed.
Electricity	1-4,8	Upgrading of electricity network in Waterdal, Nonzwakazi and De Aar East			Department of Energy		Completed
Building		Capital additional and repairs to municipal buildings / office	%budget spend	90%	Emthanjeni	R643 3702	Continuous
Housing /Community service	all	Building of houses in Emthanjeni (Hanover 195)		100%	COGHSTA		Completed
Housing		Emthanjeni municipal area, De Aar 2386, phase1) 400 Structure			COGHSTA, DALRRD		Project on hold due to lockdown
Infrastructure/Development	1-8	Ward Development Programmes	Report implementation of projects		Emthanjeni	R2 100.000	Project being suspended due to cash-flow challenges.
Infrastructure/Development	5	Merino Park Stadium	Upgrading of Merino Park Stadium	Project 100% upgraded	Mulilo	R1M	Project is in progress
Infrastructure/Development	1	Construction of Street	Construction of Piet Moos Street	Road constructed	EPWP	1 220 000	Completed

Table 82: Funded Projects 2020/21

CHAPTER 4

CHAPTER 4: STRATEGIC AGENDA

4.1 INTRODUCTION

Strategic Planning is central to the long-term sustainable management of any municipality. Hence, the municipality developed a 5-year strategic plan, i.e. for the period 1 July 2016 to 30 June 2021 as part of an integrated governance system of planning and delivery. In this regard, the plan includes directives to achieve the municipal vision, to promote the national and provincial developmental agenda, to expand and enhance municipal infrastructure, and to ensure that all residents have access to essential (basic) services. This plan (and process) serves as a framework for service delivery and must inform the following:

- The annual budget of the municipality;
- The budgets and investment programmes of all sector departments (national and provincial) which implement projects or provide services within the municipal area;
- The business plan(s) of the municipality;
- Land-use management guidelines;
- Economic promotion measures;
- The municipality's organisational structure and management systems; and
- The municipality's monitoring and performance management system.

The following high-level strategic directives were developed as part of the current five-year local government planning and implementation time-frame, i.e. 2017 to 2022.

The point of departure is to formulate a vision for the municipality and to formulate and prioritise key strategic objectives in line with the national strategic objectives. Following from the strategic objectives, key performance indicators with projects are identified that will ensure that the vision is reached.

The following outlines the process of Emthanjeni as identified and formulated during the original drafting of the IDP and the review processes, including the review of 2021/22:

4.2 VISION

During the Councillors, Ward Committee and Management Session in March 2021, the vision of 2020/21 was maintained as relevant and was not reviewed:

"A centre for development and service excellence focused on economic development in pursuit of a better life for all".

4.3 MISSION

"To provide a quality service at all times and:

- Value our resources both human and financial
- Develop an active citizenry
- Create a conducive environment for economic growth"



CHAPTER 4

4.4 CURRENT CORPORATE VALUES

The Emthanjeni Municipality is anchored in the following fundamental values:

- **Service Excellence:** We are never satisfied with yesterday's way of doing things and are always looking for new ways to do our work better, faster, smarter and we do it best always;
- **Transparency:** We will communicate realness in our dealings with colleagues and clients at all times;
- **Integrity:** We will communicate realness in our dealings with colleagues and clients and shall be upstanding at all times;
- **Corruption Free:** Our organization will be viewed by those, both within and without, as honest and upstanding and thus deal with all forms of corruption;
- **Caring:** We will always be sincere and be truthful to ourselves and our clients. We will live for each other as a team;
- **Respect:** We will show respect, trust and loyalty to our colleagues and clients by dealing with them in an open and honest manner;
- **Accountability:** We will be accountable for all our actions, good or bad and deal with the consequences thereof;
- **Civic Empowerment:** We will always seek to create an environment where our community may learn, grow and be fulfilled and reach their full potential;
- **Honesty:** We shall at all times ensure that we handle all matters like they are, without creating unrealistic expectations and at all times communicating the truth;
- **Equality:** We shall at all times, eliminate discrimination and strengthen good relations between the various parties within our environment and promote and protect human rights;
- **Loyalty:** We shall be devoted with faithfulness to all our stakeholders and in particular the vision for the development of our organization;
- **Discipline:** We shall at all time focus ourselves on the main goal and are willing to achieve that goal at the expense of our own comfort.



CHAPTER 4

4.5 STRATEGIC OBJECTIVES

The following objectives and strategies (with sub-strategies) to address identified challenges, have been articulated by the municipality as an outcome of the community engagement process. The IDP strategic objectives are listed under each strategy, which are also linked to service area outcomes, departmental and district objectives. It informs the IDP implementation plan (iMAP) that finalise the predetermined objectives (PDO) and align it with the municipal budget and performance system.

The following table outlines the extent of alignment with other levels of government to achieve the national strategic objectives and key performance indicators:

4.5.1 ALIGNMENT OF EMTHANJENI LOCAL MUNICIPALITY STRATEGIC OBJECTIVES

National KPA's	National Development Plan 2030	Pixley ka Seme District Strategic Objectives	Emthanjeni Strategic Objectives	Outcome	Predetermine Objectives	PR	Priorities
Basic Services & Infrastructure Development	Expand Infrastructure	Monitor and support local municipalities to enhance service delivery	Provision of access to all basic services rendered to residents within the available resources	<ul style="list-style-type: none"> Delivery of basic services at an exceptional standard. Enhanced service delivery. 	<ul style="list-style-type: none"> Good quality water available to citizens and income generated through provision of this service. Free basic water provided as per RSA Constitution. Functional sewerage system. Good quality roads Improved storm water systems. Improved community safety. To provide waste management services. 	PR1	Housing Development
						PR2	Sanitation
						PR3	Water infrastructure
						PR4	Energy
						PR5	Roads and storm water
						PR6	Waste management
						PR7	Commonage
						PR8	Cemeteries
						PR9	Public amenities
						PR10	Environmental management



CHAPTER 4

National KPA's	National Development Plan 2030	Pixley ka Seme District Strategic Objectives	Emthanjeni Strategic Objectives	Outcome	Predetermine Objectives	PR	Priorities
Institutional Development & Municipal Transformation	Reforming the public service	To provide a professional, people centred human resources and administrative service to citizens, staff and Council	Development and transformation of the institution with the aim of capacitating the Municipality in meeting their objectives	<ul style="list-style-type: none"> To embark on turnaround strategy To support the turnaround strategy of the municipality's administration A Comprehensive skills plan that is congruent with growing needs of the municipality Skills gaps identified and plan developed and submitted to SETAs to fund training plan Performance management system in place with performance contracts for all Senior Managers and senior staff in the municipality 	<ul style="list-style-type: none"> Enhance administrative management Enhanced monitoring and evaluation 	PR11	Institutional development
						PR12	Occupational health and safety
						PR13	Employee wellness programme
						PR13	Implementation and monitoring of policies
						PR14	Corporate Services (HR)
Local Economic Development	Create 11mil jobs by 2030	Promote economic growth in the district	Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area	<ul style="list-style-type: none"> LED strategy developed with clear plans for job creation. 	<ul style="list-style-type: none"> Enhance job creation 	PR15	SMME development
						PR16	Planning
						PR17	Tourism development
						PR18	Land use management
Financial Viability	An inclusive	Administer finances	Maintaining a	<ul style="list-style-type: none"> A strategy is developed to ensure the long-term financial 	<ul style="list-style-type: none"> Increase current revenue base. Increase accountability, compliance and 	PR19	Financial Management services



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National KPA's	National Development Plan 2030	Pixley ka Seme District Strategic Objectives	Emthanjeni Strategic Objectives	Outcome	Predetermine Objectives	PR	Priorities
	integrated rural economy	in a sustainable manner and strive to comply with legislative requirements to achieve a favourable audit outcome.	financially sustainable & viable Municipality	<p>viability and health of the municipality.</p> <ul style="list-style-type: none"> Clean Audit Report. System is in place to track spending according to budget allocation. System in place that works and is able to deal with non-delivery of staff. 	<p>fiscal discipline.</p> <ul style="list-style-type: none"> Enhance service delivery. Achieving an unqualified audit. 	PR20	Clean Audit 2016
						PR21	Asset Management
						PR22	Implementation of Property Rates Act
						PR23	Implementation of financial reforms
Good Governance	Build capable state	Compliance with the tenets of good governance as prescribed by legislation and best practise	Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality	<ul style="list-style-type: none"> Staff are trained and live the principles of Bathos Pele Strategy and plan developed for effective information sharing and communication with the public Ward committee members are trained about their role and responsibility Councillors are trained on their role and responsibly. Councillors set up mechanisms within the ward for ongoing consultation with the community. Improvement of audit outcome in terms of compliance and governance matters Compliance system 	<ul style="list-style-type: none"> Functioning ward committee To improve communication & public participation Enhanced performance management Compliance with good governance principles as prescribed by legislation and best practice 	PR24	Community participation
						PR25	IDP/Budget processes
						PR26	Proper functioning of ward committees
						PR27	Support to Council committees

CHAPTER 4

National KPA's	National Development Plan 2030	Pixley ka Seme District Strategic Objectives	Emthanjeni Strategic Objectives	Outcome	Predetermine Objectives	PR	Priorities
				implemented and monitored		PR28	Youth development
						PR29	Women and Children Empowerment
Safety & Security	Fight corruption	To provide disaster management services to the citizens	Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor	<ul style="list-style-type: none"> Support provided to improve the development and protection for all who live in the Province 	<ul style="list-style-type: none"> The development and protection for all who live in the area 	PR30	Fire and rescue
						PR31	Community safety

Table 72: The Alignment of the Emthanjeni 2016 Strategic Objectives with the Key National, National Development Plan 2030, District strategies and with Municipal context and priority issues



CHAPTER 4

PART B: STRATEGIC PRIORITIES AND OBJECTIVES

1. Institutional Strategic Scorecard 2021/22

The strategic priorities represent council and management decisions on aspects of service delivery that must be delivered before others. It is also important to note that these priorities resemble the aspirations of the community which the municipality is set to transform socially and economically as a means to address inequality, poverty and unemployment. In making preferential decisions on priorities the following were taken into cognisance. Furthermore, the departmental scorecards depicted below represent the institutional scorecard and are aimed to inform the Service Delivery and Budget Implementation Plan and budget process of the municipality. The departmental scorecards serve as a vehicle for the implementation of strategic plan resolutions and will also inform the integrated development plan of the Emthanjeni municipality.

1.1 Summary of Key Priorities for the 2021/22 Financial Year

These priorities represent our focus and our steadfast intention to improve the institutional and service delivery aspects of our business. Though not limited to these, however, strict management and council focus will be on the following in terms of application the limited financial and human resources:

- ☞ *Own Revenue Enhancement (revenue collection);*
- ☞ *Aggressive implementation of the Credit Control Policy;*
- ☞ *MSCOA compliance*
- ☞ *SCM Compliance (zero irregular expenditure and SCM efficiency);*
- ☞ *Accelerated MIG spending;*
- ☞ *Human settlement (reduction of the housing backlog);*
- ☞ *Infrastructure Improvement and Maintenance (road network electricity)*
- ☞ *Waste Management (illegal dumping by-laws);*
- ☞ *Local economic development – high impact projects;*

- ☞ *Employee discipline (Wellness and productivity).*

1.2



CHAPTER 4

1.2 Departmental Scorecard: Corporate Services

Key Focus Area/Issue from the SWOT	Strategy To Achieve The Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicators to inform SDBIP indicators	2021/22 Target	Responsibility
LOCAL ECONOMIC DEVELOPMENT				
SPLUMA	<ul style="list-style-type: none"> Review of Spatial Development Framework and Land Use to respond to SPLUMA principle 	<ul style="list-style-type: none"> Review of the SDF& LUM 	June 2022	SMCS/SMIS/MD
SMME Empowerment	<ul style="list-style-type: none"> Development of an SMME database Facilitation of LED programmes through MIG to be biased towards local businesses (30% subcontracting). 	<ul style="list-style-type: none"> Updating and usage of the SMME Database SMME beneficiation from the supply chain management processes. 	June 2022	SMCS/MD SMCS/CFO/SMIS
Mega projects	<ul style="list-style-type: none"> Facilitation of three Mega projects: Transnet Logistic Hub, Transnet Manganese and Emthanjeni Quarry. 	<ul style="list-style-type: none"> Report on the three Mega projects: Transnet Logistic Hub, Transnet Manganese and Emthanjeni Quarry. 	June 2022	SMCS/MD
Formal trades	<ul style="list-style-type: none"> Tuck shop and data base and their registration. Monitoring of compliance 	<ul style="list-style-type: none"> Database must be compiles and process of all Tuck shops to register. Establish monitoring committee with all stakeholders. 	Quarterly	All Senior Managers/MD
MUNICIPAL FINANCIAL VIABILITY				
Revenue Enhancement	<ul style="list-style-type: none"> Review the SMME lease agreements. Permit for Hunting. Leasing of Caroluspoort farm 	<ul style="list-style-type: none"> Revenue collection through Lease agreements of SMME's. Number of hunting permit issued. Leasing of Caroluspoort farm 	June 2022	SMCS/SMIS/MD
INFRASTRUCTURE DEVELOPMENT				
Municipal buildings	<ul style="list-style-type: none"> Renovation of four halls: Civic, Nonzwakazi, Kwezi, Britstown and Youth Centre 	<ul style="list-style-type: none"> Report on the maintenance of the four halls. 	June 2022	SMCS/MSS



CHAPTER 4

Key Focus Area/Issue from the SWOT	Strategy To Achieve The Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicators to inform SDBIP indicators	2021/22 Target	Responsibility
Municipal Commonage Infrastructure	<ul style="list-style-type: none"> Maintenance of municipal commonage infrastructure. 	<ul style="list-style-type: none"> Submission of Business proposal for maintenance of commonage infrastructure. 	June 2022	SMCS/MD
Security Fencing	<ul style="list-style-type: none"> Fencing of two municipal amenities (Civic and Nonzwakazi Halls). 	<ul style="list-style-type: none"> Report on fencing of those two amenities. 	June 2022	SMCS/SMIS/MSS
MUNICIPAL TRANSFORMATION				
Risk Management	<ul style="list-style-type: none"> Review the Risk Committee. Review of risk strategy and plan. 	<ul style="list-style-type: none"> Risk Committee in reviewed. Approval of a Risk Management strategy and plan 	June 2022	SMCS/MD
Electronically Record Management	<ul style="list-style-type: none"> Study on electronically record management system 	<ul style="list-style-type: none"> Submission of reports at council committee – records management 	March 2022	SMCS/MSS
Organisational Review	<ul style="list-style-type: none"> Reviewing of organisational structure 	<ul style="list-style-type: none"> Approval, funding and implementation of the organisational structure 	September 2022	SMCS/MSS
Delegation of powers	<ul style="list-style-type: none"> Reviewing of Delegation of Powers 	<ul style="list-style-type: none"> Approval and implementation of the delegation of powers. 	June 2022	SMCS
Capacitation of Employees	<ul style="list-style-type: none"> Work Place Skills Plan (WSP) 	<ul style="list-style-type: none"> Compilation of WSP 	May 2022	SMCS/MSS
Wellness Program	<ul style="list-style-type: none"> Wellness program 	<ul style="list-style-type: none"> Implementation of Wellness program 	June 2022	SMCS/MSS



CHAPTER 4

Key Focus Area/Issue from the SWOT	Strategy To Achieve The Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicators to inform SDBIP indicators	2021/22 Target	Responsibility
Discipline within workplace	<ul style="list-style-type: none"> Labour Relation 	<ul style="list-style-type: none"> Labour related initiated and outcomes 	June 2022	SMCS/MSS
PMS process	<ul style="list-style-type: none"> Operational PMS 	<ul style="list-style-type: none"> Review PMS Framework Signed Performance Agreements. Quarterly monitoring and evaluation. 	June 2022 July 2022 Quarterly	SMCS/MD
GOOD GOVERNANCE				
IDP process	<ul style="list-style-type: none"> IDP processes to be aligned to the budget. 	<ul style="list-style-type: none"> IDP process plan Four IDP Steering Committee meetings Two IDP Rep Forums Support on Council Committees Two Council meets the People Monthly Ward Committee meetings Two Youth Development programs 	May/June 2022	SMCS/MD/MMO/MSS
Thuma Mina Program	<ul style="list-style-type: none"> Community outreach programs 	<ul style="list-style-type: none"> Two Community Outreach programmes 	June 2022	SMCS/MMO
Customer satisfaction	<ul style="list-style-type: none"> Conducting of a customer satisfaction survey 	Conduct Customer Satisfaction surveys and report to council	June 2022	SMCS/MSS



CHAPTER 4

DEPARTMENTAL SCORECARD: FINANCE

Key Focus Area/Issue from the SWOT	Strategy to Achieve the Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicators to inform SDBIP indicators	2021/22 Target	Responsibility
Revenue management	<ul style="list-style-type: none"> Reduced outstanding debtors and increased collection rate of billed income Accurate consumer information 	Appointment of attorneys to collect arrear debtors.	June 2022	CFO
		Handing over of top consumers for collection		
		Offering incentives to paying consumers		
		Timeous issuing of accounts to the consumers		
		Payment awareness campaign by councillors		
		Increase pay points		
	Water & Electricity losses: Perform monthly reconciliation of water & electricity losses	Reconciliation of water & electricity losses: monthly exception reports	June 2022	CFO&SMIS
Contract Management	Billing of contracts and update annual increase	Ensure contracts are captured and annually do contractual increase	Ongoing	CFO
SMME Empowerment	<ul style="list-style-type: none"> Development of an SMME database Facilitation of LED programmes through MIG to be biased towards local businesses (30% subcontracting). 	<ul style="list-style-type: none"> Updating and usage of the SMME Database SMME beneficiation from the supply chain management processes. 	June 2022	SMCS/MD SMCS/CFO/SMIS
Formal trades	<ul style="list-style-type: none"> Tuck shop and data base and their registration. Monitoring of compliance 	<ul style="list-style-type: none"> Database must be compiled and process of all Tuck-shops to register. Establish monitoring committee with all stakeholders. 	Quarterly	All Senior Managers/MD



CHAPTER 4

Key Focus Area/Issue from the SWOT	Strategy to Achieve the Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicators to inform SDBIP indicators	2021/22 Target	Responsibility
SCM Management	Efficient and compliant supply chain management <ul style="list-style-type: none"> • Implementation of the procurement plan • Training of the bid committees • 90 days turnaround time for completion of tender processes 	<ul style="list-style-type: none"> • Zero new irregular expenditure incurred • Investigation and condonement of the accumulated irregular expenditure 	June 2022	CFO/All HOD's
Budget and Treasury office	Expenditure compliance with MSCOA	MSCOA compliant financial system (budgeting and financial reporting) in line with National Treasury requirements	June 2022	CFO
	Website update	Ensure uploading IDP Reviews, Budget, PMS Contracts, SDBIP, Tenders, Notices, Council Agenda's and all other activities that need public participation.	Ongoing	CFO
Expenditure management	Payment of creditors within 30days	Creditors paid within 30 days as per MFMA requirement	Ongoing	CFO
	Effective cash flow management Cut down of own funded projects	Availability of cash to meet the monthly expenditure in the short, medium and long term	June 2022	CFO/ All
	Robust cost containment regulation implementation		June 2022	CFO



CHAPTER 4

DEPARTMENTAL SCORECARD: INFRASTRUCTURE SERVICES

Key Focus Area/Issue from the SWOT	Strategy To Achieve The Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicators to inform SDBIP indicators	2021/22 Target	Responsibility
LOCAL ECONOMIC DEVELOPMENT				
SDF & LUMs	Review of outdated SDF and LUMs	Updating of the SDF and LUMs for organised development of the municipal area	June 2022	SMCS/SMIS
Formal trades	<ul style="list-style-type: none"> Tuck shop and data base and their registration. Monitoring of compliance 	<ul style="list-style-type: none"> Database must be compiles and process of all Tuck-shops to register. Establish monitoring committee with all stakeholders. 	Quarterly	All Senior Managers/MD
MUNICIPAL FINANCIAL VIABILITY				
Supply Chain Management	Preparation of and adherence to the Procurement plans	Implementation of procurement plans for timeous implementation of IDP programs	June 2022	SMCS/SMIS
INFRASTRUCTURE DEVELOPMENT				
Water losses	Management of water losses	Reduction of water losses to 22% or less	June 2022	SMIS
Illegal connection of electricity	The rollout of anti-illegal electricity campaigns	Anti-illegal connection campaigns in hot spot areas within the municipality.	June 2022	Management team/ Mayor
Conditional grants	Spending of conditional grants	Expedite spending of conditional grants for accelerated service delivery projects.	June 2022	MPMU
Aging infrastructure	Submitting business plans to relevant departments	Sourcing of funding through submission of business plans to various departments	June 2022	SMIS/MPMU
	Maintenance of gravel roads	Maintenance of gravel roads through effective use of municipal graders	June 2022	SMIS/MTS
	Cost base analyses on grades			SMIS
	Training of Grader Operator			SMCS



CHAPTER 4

Key Focus Area/Issue from the SWOT	Strategy To Achieve The Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicators to inform SDBIP indicators	2021/22 Target	Responsibility
MUNICIPAL TRANSFORMATION				
IT infrastructure	Upgrading of IT infrastructure	Functional IT infrastructure	June 2022	SMIS/CFO
Fleet Management	Procurement of new fleet	Procurement of new fleet	June 2022	SMIS/CFO
GOOD GOVERNANCE				
Thuma-Mina programme	Implementation of the Thuma-Mina programme	Institutionalisation of the Thuma-Mina programme	June 2022	Mayor/ Management team
Anti-Fraud and Corruption	Holistic Anti-fraud and corruption programme (Awareness and others)	Holistic implementation of the Anti-fraud and corruption programme (Awareness and others)	June 2022	Management



CHAPTER 4

DEPARTMENTAL SCORECARD: COMMUNITY SERVICES

Key Focus Area/Issue from the SWOT	Strategy To Achieve The Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicator to inform the SDBIP indicator	2021/22 Target	Responsibility
MUNICIPAL FINANCE VIABILITY				
Revenue enhancement	Traffic Fines: Increase in Traffic Law Enforcement Smart roadblocks Execution of Warrant of arrests Sending SMS's status of fines	Increase revenue collection by 10% through Traffic services programmes: <ul style="list-style-type: none"> Smart roadblocks Execution of Warrant of arrests 	June 2022	SMComms / CFO
Revenue enhancement	Waste Removal: Garden refuse, Private institutions Inform stakeholders of processes and must pay before removal. (Prepaid) Landfill sites pay a fee before dumping private refuse. Law Enforcement fines issued illegal dumping. Recycling: Buy back stations Recycling Centre (lowering operational cost of refuse removal, clean up towns)	Increase revenue collection by 10% through Waste Management services programmes: <ul style="list-style-type: none"> Landfill sites pay a fee before dumping private refuse. Buy back stations Recycling Centre (lowering operational cost of refuse removal, clean up towns) Renting of parks and gardens 	June 2022	SMComms / CFO
	Parks: Renting of parks for functions (to develop policies and review by-law for parks)	Development and implementation Policies and by-Laws	June 2022	SMComms / SMCS
LOCAL ECONOMIC DEVELOPMENT				
Formal trades	<ul style="list-style-type: none"> Tuck shop and data base and their registration. Monitoring of compliance 	<ul style="list-style-type: none"> Database must be compiles and process of all Tuck-shops to register. 	Quarterly	All Senior Managers/MD



CHAPTER 4

Key Focus Area/Issue from the SWOT	Strategy To Achieve The Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicator to inform the SDBIP indicator	2021/22 Target	Responsibility
		<ul style="list-style-type: none"> Establish monitoring committee with all stakeholders. 		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE				
Effective Law Enforcement	<p>Focused plans of enforcement (Speed, Patrols, Observations and Public Transport)</p> <p>By-law enforcement improvement in different wards as to needs</p>	<p>Effective law enforcement and traffic visibility:</p> <ul style="list-style-type: none"> Focused plans of enforcement (Speed, Patrols, Observations and Public Transport) By-law enforcement improvement in different wards as to needs. 	June 2022	SMCommS
Efficient Licensing	<p>Capacity building of licence departments (DLTC, VTS and RA) Training of examiners</p> <p>Creating posts for examiners</p> <p>Upgrading of VTS and DLTC testing equipment</p>	<p>Effective and efficient licensing services:</p> <ul style="list-style-type: none"> Training of examiners Creating posts for examiners Upgrading of VTS and DLTC testing equipment 	June 2022	SMCommS
Effective and Efficient Housing Administration	<ul style="list-style-type: none"> Communicate with sector departments by attending crucial meetings. Business plans submissions done before cutting off dates Ensure that all documents for accreditation level 2 process are correctly completed and submitted to COGHSTA 	<p>Effective human settlement:</p> <ul style="list-style-type: none"> Effective communication with sector departments by attending crucial meetings. Ensure that all documents for accreditation of level 2 processes are correctly completed and submitted to COGHSTA. 	June 2022	SMCommS



CHAPTER 4

Key Focus Area/Issue from the SWOT	Strategy To Achieve The Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicator to inform the SDBIP indicator	2021/22 Target	Responsibility
Implement proper Waste Management Strategies	Community awareness campaigns Implement on the kerb system to all wards Coordination between the waste team and by-law enforcement	Effective Waste Management Strategies: <ul style="list-style-type: none"> • Community awareness campaigns (4 Campaigns to held for a year Roll-out to all wards in De Aar) • Implementation of the kerb system to all wards • Synergy/coordination between the waste and by-law enforcement teams 	Ongoing review quarterly	SMCommS
Implement proper Cemetery & Parks Management	Procure electronic system for cemeteries register	Effective Cemetery Management services – procurement and installation of an electronic cemeteries register	June 2022	SMCommS
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT				
Libraries	Electronic record system for books Renovation of Libraries	<ul style="list-style-type: none"> • Installation of an Electronic record system for books • Renovation of Libraries 	June 2022	SMCommS
Cemeteries & Parks	Upgrading cemeteries and parks Skill development of workers	Business plan to be rolled out in five years (source funding)	June 2022	SMCommS
Fire Services	Enhancement and upgrading Fire Brigade: Upgrading of Fire Station Training of Fire Fighters Recruitment of Volunteers Procurement of new Fire Apparatus (Fire trucks)	Business plan to be developed and submitted to potential funders	June 2022	SMCommS / CFO / SMIS



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Key Focus Area/Issue from the SWOT	Strategy To Achieve The Strategic Objective (from Action Plan - SWOT)	Strategy Measurement Indicator to inform the SDBIP indicator	2021/22 Target	Responsibility
Discipline	Address absenteeism, alcohol abuse, abuse of council vehicles and equipment Fraud and corruption	<ul style="list-style-type: none"> • Frequent meetings with staff • Disciplinary processes • Fraud and corruption sessions with staff • CCTV installation at DLTC, VTS and RA • Consequence management 	June 2022	SMCommS

4.8 COMMUNITY AND STAKEHOLDERS' PRIORITY ISSUES

The following list of priority issues as identified by communities and stakeholders was updated during the session to accommodate challenges as identified by ward committees as this represent a general trend of service delivery needs in most of the wards that were consulted. Some of those issues were therefore translated into key performance areas; hence the municipal priority issues were developed.

4.8.1 COMMUNITY AND STAKEHOLDER PRIORITIES: MARCH 2021 & MAY 2021

The following table lists the needs and priorities identified during Council Meets the People engagements held during March 2021 and forms part of the Draft IDP 2021/22 document. The Draft IDP 2021/22 was advertised for public comment which allowed communities to provide written comments until 30 April 2021. No written comments were received.

WARD NO.	AREA/TOWN	PRIORITY IDENTIFIED 2020/21	FEEDBACK
1;2;3;4;5;6;7	De Aar	1) Provision of housing.	1) Provision of housing is ongoing.



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WARD NO.	AREA/TOWN	PRIORITY IDENTIFIED 2020/21	FEEDBACK
;8		2) Upgrading of old infrastructure to improve service delivery.	2) Old infrastructure in Ward 5 & 8 to be upgraded. Infrastructure to be created in some areas.
		3) Water provision for 'Gatvol' and 'Enkanini' informal areas.	3) Possibility exists for future development of the informal settlement "Gatvol"; the development of "Enkanini" is not possible. No water provision to be made for "Gatvol" and "Enkanini" as they received JoJo tanks and were not part of De Aar town planning.
		4) Eradication of asbestos roofs	4) Funding to be requested from COGHSTA as Council does not have funds for this massive project.
6	Hanover	1) Provision of business sites.	1) Business sites is available
		2) SMME Development in terms of relevant skills needed (specialized courses).	2) SMME's was assisted through SEDA & Solar companies.
		3) Upgrading of library.	3) Upgrading of library is in progress. Note: Hanover is in need of a new library in future.
		4) Repair potholes in street of Clinic.	4) Repair of potholes in Joe Slovo Street
		5) Engagement with SANRAL regarding pedestrian crossing at N1.	5) SMIS & MD represents municipality on Project Liaison Committee and will take matter forward. Also engage SANRAL regarding entrances to road.
		6)	
		7) Improvement of EMS response time to attend to emergencies.	6) Sufficient fleet-work in progress
		8) Upgrading of water infrastructure.	



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WARD NO.	AREA/TOWN	PRIORITY IDENTIFIED 2020/21	FEEDBACK
7	Britstown	1) Municipality should budget for sufficient fleet.	To remain in IDP until funding is obtained.
		2) Budget allocations (EPWP) to be spend fully to address un-employment.	
		3) Resolve issue of Smart Sindikaat Dam to utilize water for sustainable youth projects.	Responsibility of Department Water Affairs.
		4) Overdue accounts: A portion should be deducted from account holder when purchasing electricity instead of cutting the electricity service.	NO
		5) Utilization of new cemetery.	There is a need for a designated area for cemeteries; full cemeteries already closed and Mziwabantu Cemetery nearing full capacity. Will then utilize new cemetery.
		6) Establish a play park for Jansenville.	Need to promote integrated settlements. An open space must be identified that would accommodate all communities.
		7) Improvement of firefighting service (through training of staff/youth) and fleet.	
		8) Beautification of town and streets.	Municipal employees, EPWP and CWP to be utilised optimally.
		9) Establishment of Pave making project for the Youth.	Municipality had a similar project but it was under-utilized and municipality had to sell it.
		10) Upgrading of Netball field (as part of project of contractor for the housing project).	Maintenance of ablution facilities.
		11) Maintenance and security of stadium.	Have a dedicated person who does function.



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WARD NO.	AREA/TOWN	PRIORITY IDENTIFIED 2020/21	FEEDBACK
		12) Curb vandalism to municipal buildings and property in co-operation with SAPS.	Community should assist municipality to curb vandalism.
		13) Fencing of graveyard with devil fork.	Resources would be used to develop new cemeteries.
		14) Provision of land for government officials to farm on.	Need to communicate to Dept Agriculture.
		15) Provision of wood and paraffin to indigent households who does not have access to electricity.	No cashflow currently. When cash reserves improve it can be provided to indigent households that has no electricity.
		16) Promote farming as key economic sector for Britstown.	
		17) Avail and selling of land for farming as an income for the municipality.	Municipality do have commonage land to be leased for farming.
		18) Roll out of skills development programmes for Youth e.g. Traffic / Law enforcement / Process Controllers etc.	
		19) Sportsground	
		20) Agricultural College	Request to be facilitated to relevant sector departments.
		21) Plan for eradication of asbestos roofs	Funding to be requested from COGHSTA as Council does not have funds for this massive project.

CHAPTER 4

4.8.2 COMMUNITY AND STAKEHOLDER PRIORITIES: 2019-2020

The following table provides an overview on the progress of projects / issues identified during 2019/2020. These community projects were noted and will be prioritized by the various wards for implementation through their ward funds.

Ward	Area	Priority Identified during 2019/20	Progress & status
1	Montana, Kareeville, Sunrise	1) Housing Development	Project is continuing.
		2) Revitalization of houses	Ward projects have been suspended due to cash flow challenges.
		3) Storm water drainage via MIG (entire ward); in Ceder & Wilger Streets	Done. Third phase stopped during Feb/March 2020 due to contractor who pulled out (contracted not enough to complete project).
		4) Upgrading & fencing of cemetery	Project will still be considered. Still lobbying for funding.
		5) Recreation facilities i.e. upgrading of Merino Sport Complex	Project in progress.
		6) Youth Development (skills / opportunities)	Partnership with enterprise development through solar initiatives.
		7) Job creation	Few people were employed, EPWP, housing project but still a major challenge in all wards. Ongoing.
		8) Refuse removal throughout the ward problematic-illegal dumping	Continuous.
		9) Availability of sites	Service sites to be discussed in committee meeting and only 57 sites will be available for all wards.
		10) Lighting in dark areas	High mast light installation was done.
2	Residential, New Bright, Happy Valley, Extension20, Klein Kareeville, Extension 7	1) Refuse removal / littering e.g. improvement by providing communities with black plastic bags	Bags project is finished.
		2) Housing Development	Project is continuing.
		3) SMME Development, restructuring of tenders	Emthanjeni and Department of Small Business Development supported SMMEs across the municipality with equipment. Continuous.
		4) Skills & Youth Development	Partnership with enterprise development through Solar initiatives.



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Ward	Area	Priority Identified during 2019/20	Progress & status
		5) Crime prevention i.e. issues of vandalism, police services	Reported to SAPS
		6) Development of Shopping Mall	Council had terminated this initiative.
		7) Tarring of Jacqueline Street	Project is progressing slowly due to limitation of funds.
		8) Fencing of substation in De Aar-East : proposal from community on what material is needed	Council is considering the proposal but will be informed by availability of funds.
		9) "Gatvol" informal dwelling i.e. no service delivery	Constant engagements were done and they are informed of council position.
3	Nonzwakazi	1) Upgrading of electricity infrastructure	Done
		2) Speed humps in Streets 1, 2, 10 & 11	Not done due to lack of funds.
		3) Upgrade of Nonzwakazi Community Hall i.e. maintenance + lighting	No budget for this project. Will maybe be considered for next financial year. Hall will remain not upgraded until funding will be available.
		4) Ward project i.e. revitalization of toilets	Ward projects have been suspended due to cash flow challenges.
		5) SMME Development	Emthanjeni and Department of Small Business Development supported SMMEs across the municipality with equipment. Continuous support.
		6) Job creation	Few people were employed, EPWP, housing project but still a major challenge in all wards.
		7) Revamping of Youth Centre	SCM process was completed. Private funding utilized for project
		8) Ablution facilities at cemeteries & graveling of road near cemetery	No progress.
		9) Learnerships & internships	Young people are constantly taken in number of those initiatives. Programmes: Solar geyser project, etc.
		10) Revitalization of Nonzwakazi Stadium	Still lobbying for funding and submitted business plans for funding.
		11) Recreation and Golf course	No progress as this will need lot of work and funding.



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Ward	Area	Priority Identified during 2019/20	Progress & status
4	Leeuwenshof, Barcelona, Malay Camp, Portion of Nonzwakazi, Macarena and farms	1) Upgrading of road in front of Multi-Purpose Centre	Continuous scraping is needed. Road is not promulgated.
		2) Refuse containers	Black bags helpful, Malay Camp (no refuse collection). Will not be able to provide wheelie bins (Too costly)
		3) Sport facilities	Removed. Below flood line
		4) Fencing of substation near Bellary Farm	Council is considering the proposal but will be informed by availability of funds.
		5) Gravel road	Scraping of streets is done as per request. Continual
		6) Housing development	Project is continuing.
		7) Revitalization of toilets	Ward projects have been suspended due to cash flow challenges.
		8) Graveyards not maintained and no ablution facilities in Barcelona graveyard	Quarterly maintenance programme in place.
		9) Ward committee issue i.e. foreigners accused of providing drugs to minors	Ward fund had been suspended. Tuck-shop team will deal with the matter.
		10) High mast light behind St Johns	No progress due to funding.
		11) Speed humps i.e. corner in Wentworth street	Ward projects have been suspended due to cash flow challenges.
		12) Space for food garden	Space near clinic to be utilized for food garden. Had discussion with Dept. Health who agreed to have project there. Currently engaging Infrastructure Dept. for water connection / tap / water tank.
5	Louisville, Town area & part of Waterdal	1) Refurbishment of Schreiner House	No budget for the project.
		2) Street lights	Due to electricity bill the main street lights should be changed to solar. Maintenance of streetlights must be done on a regular basis.
		3) Stands / open spaces overgrown with weeds	Busy with follow up on sites as to why it's not yet developed and are levied for rates & tax. Some are private owned land.
		4) Alien plants (prosopis)	No progress made.
		5) Stopping of the trucks in town	Tuck-shop team will deal with the matter.
		6) High mast lighting i.e. Louisville Park	No budget
		7) Tarring of Rev Swart Street	The project is in progress.
		8) Tarring of Henry Botha (in-house)	The project is in progress.



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Ward	Area	Priority Identified during 2019/20	Progress & status
6	Kwezi, Nompumelelo, Joe Slovo Park, Tornadoville, Hanover (town)	1) Clinic / health services i.e. 1 X ambulance, 1 X full-time nurse & assistant	Manager appointed and there's progress.
		2) SMME Development e.g. securing of business sites is a challenge	Business sites are available for disposal not for free.
		3) SCATEC Solar i.e. issue of Community Trust	SCATEC was informed to respond on the matter.
		4) Illegal dumping i.e. requests for recycling site-ongoing	No progress.
		5) Storm water drainage i.e. down touch contractor not doing a good job	Done
		6) Youth development i.e. need for a youth centre challenge	SCATEC is assisting the community.
		7) Recreational facilities i.e. upgrading of sport complex	No progress.
		8) Pedestrian crossing for crèche kids to be developed	No progress.
		9) Street Paving and Curbing	No funds.
		10) Dark areas. Street lighting requested.	Done.
		11) Hanover Electrical Network	18 households will be electrified during 2020/21 financial year.
		12) Upgrading of Kwezi Sports Ground	The project is completed.
7	Jansenville, Mziwabantu, Britstown (town) and Proteaville	1) Job creation e.g. permanent employment	Few people were employed, EPWP, Housing project but still a major challenge in all wards.
		2) Recreational facilities e.g. upgrading of sport complex (more ablution facilities needed) & need for netball field	No funding
		3) Erecting of notice boards in parks & devils fork fencing	Work in progress
		4) Youth development & Resources needed at Youth centre.	Office is operational to assist on this matter.
		5) Vegetable garden	Dr JJ Marrow is using the site for farming (Vegetables & poultry)
		6) Sanitation i.e. sewerage problematic (ongoing)	Problem is address constantly with understanding of those



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Ward	Area	Priority Identified during 2019/20	Progress & status
			challenges. In progress. Currently trying to resolve the issue of sewerage overflow to start with connections of households to sewerage systems.
		7) Request of business sites	No funds for SDF. Parked – will be addressed in future financial years.
		8) Traffic i.e. speed humps, unlicensed vehicles / motorist	Ward projects have been suspended due to cash flow challenges.
		9) Housing Development i.e. un-serviced sites, title deeds still outstanding	Title deeds are distributed. Barzani Developments will service sites.
		10) Firefighting services i.e. volunteer learners	Parked – will be addressed in future financial years.
		11) Conversion of hostel into a community centre	Demolished
		12) 236 Bantu street i.e. no flush toilet facilities	There is a flush toilet facility but the old lady is requesting for one to be built closer to the house in order for her not to go out at nights.
		13) Completion of Lubicon Project e.g. installation of Sewer Reticulation & Pump Station in Britstown	Project is completed.
		14) Construction of Britstown Oxidation Ponds	The project is completed.
		15) Upgrading of park in Britstown	Continuous renovation.
		16) Fencing of graveyard	Outstanding. Fencing in town, Jansenville & Mziwabantu.
		17) Dark areas in Jansenville - lighting is required	Existing high mast lights was serviced and bulbs should be installed.
		18) Paving of streets	No funding.
		19) Construction of 481 households to the sewer reticulation network in Britstown - phase 3	BBT Construction currently busy. The project is on progress, 480 out of 481 house connections are completed & functional.
8	Town area, Waterdal, portion of Nonzwakazi	1) Upgrading of station & Sinjaal streets	No progress.
		2) Tarring of Lubbe Street, Street 1 & 2 (gravel for the streets)	No funding. Will be included for implementation in future financial years.
		3) Speed hump for Van Riebeeck street, street 1&2	Ward projects have been suspended due to cash flow challenges.
		4) Recreational facilities e.g. parks + ablution facilities	Rose Park development in progress. Currently in process of



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Ward	Area	Priority Identified during 2019/20	Progress & status
			advertising for alienation of the land.
		5) Rezoning i.e. Waterdal	Private plots as per zoning.
		6) Asbestos	Municipality will consider applying for funding to remove asbestos roofs (houses affected for Solar Geysers). 88 beneficiaries must be identified for the launch of the project.
		7) Waterdal Refurbishment / Upgrading of 6.6kv-11kv network	Project funding had been stopped by department of energy because the area is not for indigent but rather private plots.
		8) Gravel to be offloaded in the ward	Technical Department to assist needy people.



CHAPTER 4

4.9. SECTOR PLANS

Introduction

The integration phase is the phase of ensuring internal strategy consistency with regards to:

- Strategic vision and objectives;
- Financial and institutional resources contexts;
- Policy or legal requirements.

All integrated plans and/or operational strategies that Emthanjeni Municipality has compiled or is in the process of compiling are listed below:

Water Services Development Plan

The Document was finalized in 2007 and adopted by the Council. It is reviewed on an annual basis.

Capital Investment Programme

Capital Investment Policy is included with the Budget of the municipality.

Performance Management System

The PMS serves as yardstick to measure indicators of Municipal Manager and Senior Managers in order to perform on those indicators as stipulated in performance agreements. The council had adopted PMS Policy Framework but labour (unions) disapproved this idea they proposed rather PMS be implemented to every employee and that was not possible as the municipality will not have the capacity and resource to implement in such way and this was put on hold. The reviewed PMS Framework for 2020/21 had to delete the senior manager position for further engagement with labour.

Attached is copy of draft PMS Top Layer & Department municipal scorecard which is operationalized to assist the process of SDBIP and those performance Agreements.

Macro Organizational Structure

The process of organogram review had been table to LLF for consultation and engagements will continue with possibility to finalise during first quarter of the financial year. Attach is the organogram of 2016 which is still operational.

Integrated Spatial Development Framework (SDF) and Land Use Scheme (LUS)

The existing SDF was evaluated by the Department of Rural Development and Land Reform and was found to require revision due to various shortcomings and also the requirement to comply with SPLUMA. The municipal Land Use Scheme also outdated but we still used for purpose of projects which are submitted to tribunal for approval. LUS is a critical document for development in order to establish whether it does meet the standard.

The municipality had also applied to the Minister of Rural Development via SALGA for exception as will not be complying by the end June 2020 as required by SPLUMA regulation. Some of the reasons for not complying are financial limitation in reviewing both documents and we further try to request sector departments like Rural Development, COGTA and Treasury with the inclusion of SALGA. Furthermore, we did engage the four IPP operating in our municipal are for assistance but all turn us down. We are in the process of source a service provider whose prepare to assist within the next three years as informed by our financial limitation to compile SDF & LUS in phases unless we get any assistance in speeding up the process.

The deadlines for the implementation of this SPLUMA had to be June 2020 but municipality was not ready and applied to SALGA and the Minister for exemption and is currently awaiting for the response.



CHAPTER 4

Integrated Institutional Plan

Part of the Institutional Programme is capacity building amongst officials and Councillors. It is acknowledged that the dynamic environment of local government poses new challenges on a daily basis to the officials and Councillors of the Municipality. The Municipality has appointed an official who is responsible for skills development and the skills development programmes.

HIV/Aids Strategy and Policy

The Municipality does have an adopted HIV / Aids Policy for Councillors and officials. The municipality is reviewing the policy annually in order to respond to present challenges especially education and outreach programs.

Disaster Management Plan 2017/2018

The Municipality does have an adopted Disaster Management Plan in place. The unit responsible is traffic who works with the District Municipality as this is more a district competency.

Environmental Management Plan

The Plan was adopted by Council implementation remains a challenge for the Municipality.

Integrated Waste Management Plan

The municipality does have an adopted Integrated Waste Management Plan in place. It is reviewed on an annual basis.

Local Economic Strategy

The Municipality with the help of the Northern Cape Department Economic Development the Local Economic Strategy was reviewed and approved by council on late 2018. During 2019, we had tried to educate municipal staff and familiarised different stakeholders by printing the strategy and distributed for their knowledge in order to use the information to venture into opportunities as reflected in the strategy. The municipality also during 2019/20 intended to have a launch but due to Coronavirus this was cancel.

The strategy furthermore had been shared with IPP companies in order to invest on opportunities and pursue SMME to concentrate on those sectors as preferable areas for funding.

Integrated Transport Plan 2018/2023

The Department of Transport Safety and Liaison assisted the municipality with the development of an Integrated Transport Plan 2018/2023. The plan was already been adopted by Council.



CHAPTER 4

Municipal Human Settlements Sector Plan

The 2020/21 Human Settlement Plan (HSP) was reviewed and approved by Council. The Municipal Human Settlements was adopted by Council as part of their Integrated Development Plan and is a document that is written and aligned with the provisions of the National Housing Code, 2009 Part 3, Volume 3. The review of this Municipal Human Settlements Plan (MHSP) is a plan that attempts to give a detailed state of affairs directly concerning tenure in the Emthanjani Local Municipality.

Tourism Strategy

The Council has adopted a 10-year Tourism Plan (2010-2020). The funding of the Strategy activities remains a challenge as the results it becomes difficult for its implementation. The tourism Office also suffer as there's no materials and information for the public, this is to municipality no more attending big events like INDABA for showcasing and getting information.

There's no sizeable number of tourists coming to the area we only support students with information for purpose of their assignments which present is depleted.

Five (5) Year Financial Plan

The Capital Programme of the Municipality is included as an annexure. All Budget policies are adopted annually. It includes the Budget Policy, Customer Care, Indigent, Supply Chain Management, Cash and Investment, Credit Control and Debt Collection, Rates and Tariffs.



CHAPTER 5

CHAPTER 5: MUNICIPAL ACTION PLAN FOR 2021-20222 FINANCIAL YEAR

5.1 INTRODUCTION

This section consists out of the following two sections:

Section 1: Projects 2021-2022 Financial Year

This section describes the various projects that will have been implemented during the next five-year IDP cycle and is divided into three sub-sections, namely

- Projects of a statutory/strategic nature and/or policy design/review
- Projects carried over from the previous financial year as some projects are either multi-year projects or could not be completed in the 2020/21 financial year and is carried over into the new financial year
- New projects

Section 2: Financial Viability of the Municipality

The municipality can only implement projects successfully and therefore achieve its strategic objectives given the extent of the financial viability of the municipality. This section gives a brief overview of the anticipated financial viability for each financial year starting with the 2021/22 financial year.

5.2 LIST OF FUNDED PROJECTS FOR 2021/22

This section contains an updated list of funded projects for the 2021/2022 financial year.

PROJECT DESCRIPTION	DIVISION	WARD	TOTAL PROJECT COST	FUNDING SOURCE	PROJECT STATUS	BUDGET 2021/2022	BUDGET 2022/2023
EEDSM Program (replacement of streetlights with LED lights)	Electricity	ALL	R11 000 000,00	EEDSM	Construction	R3 000 000,00	R4 000 000,00



CHAPTER 5

PROJECT DESCRIPTION	DIVISION	WARD	TOTAL PROJECT COST	FUNDING SOURCE	PROJECT STATUS	BUDGET 2021/2022	BUDGET 2022/2023
Northern scheme (development of 12 boreholes)	Water	1,2,3,4,5 &8	R33 658 639,30	WSIG	Registered	R8 000 000,00	R11 000 000,00
Britstown- Construction of internal Sewer reticulation for Mziwabantu	Sanitation	7	R12 596 000,00	MIG	Not Registered	R12 596 000,00	
Electrification of stands in De Aar	Electricity	1&2	R26 352 000,00	INEP	Registered	R4 000 000,00	R4 000 000,00
Paving of street	Roads	TBC	R1 389 000,00	IG	Registered	R1 389 000,00	
Procurement of new De Aar West electricity transformer and refurbishment of existing De Aar West transformer.	Electricity	5	R13 000 000,00	Borrowing		R13 000 000,00	
Total			R97 995 639,30			R41 985 000,00	R12 596 050,00

5.3.1 PROJECTS PROGRESS : 2020/21

Cost Centre Name	Ward	Project Name	Indicator	Target	Funding Source	2020/21	Status
Infrastructure	6	Upgrading of Kwezi Sport Ground	100% completed	100%	MIG	R2 388 200	The project has been completed.
Housing		Emthanjeni area- De Aar 2386 Phase 1,2 400	100% completed	100%	COGHSTA		CONTINUE



CHAPTER 5

Cost Centre Name	Ward	Project Name	Indicator	Target	Funding Source	2020/21	Status
		Structure continue					
Infrastructure/Development	5	Merino Park Stadium	Upgrading of Merino Park Stadium	Project 100% upgraded	Mulilo	R1M	Completed
Water		Repair and Refurbishment of Water Infrastructure				R 1 210 600.00	Tender awarded
Infrastructure		Tarring of Henry Botha Street	100% tarred	100%	Public Works (EPWP-IG)	R1 380 000	
Electricity	6	Electrification of 18 houses in Hanover	18 installations	18	INEP	R1 010 000	Reduced funding. Project continues.
Sanitation	7	Connection of 481 households to the sewer reticulation network in Britstown	481 households connected to sewer reticulation network	481	MIG	R6 221 751.23	The project is completed.
COVID 19		Sanitization project-COVID-19			MIG	R 477 000.00	The project is completed.
Electricity	5 & 8	Installation of energy saving lights	70% of budget spend	70%	EEDSM	R3 600 000	Project start date March 2021 till June 2021.

5.3.2 LIST OF UNFUNDED PROJECTS

Cost Centre Name	Ward	Project Name	Indicator	Target	Funding Source	2021/22
Sanitation		Sewerage Pumps replacement – De Aar electrical maintenance	Replace sewerage pumps	1	Emthanjeni	
Community Services	1-8	Acquiring of refuse bins for the entire community	Complete acquiring of refuse bins		Emthanjeni External funds	
Sanitation	6	Waterborne sewerage for Hanover, Phase 2	Approved business plan	1	MIG	



CHAPTER 5

Cost Centre Name	Ward	Project Name	Indicator	Target	Funding Source	2021/22
Infrastructure		Water pipeline from the Orange River to Britstown (Van Der Kloof Pipeline)	Complete water pipeline from Orange river to Britstown	1	DWA, MIG Funding	
Infrastructure	1-5	Rehabilitation of old reticulation network in De Aar and replace old steel pipes in the CBD	Rehabilitate reticulation network in De Aar	1	MIG, DWA	
Community Services	1-8	Establishment of Community recycling Stations	Establish community recycling stations	100%	Emthanjeni, DENC	
Infrastructure	1-8	Study about the capacity of existing Land fill sites and identification of new sites	Complete study re capacity of land fill sties	1	Emthanjeni, MIG	
Infrastructure	3, 5, 6, 7	Upgrading of Swimming pools and maintenance (Central De Aar, Oasis)	Upgrade swimming pool	90%	Emthanjeni, DSAC, DSD, DWA	
Parks	3,4,5,6,7	Refurbishment & maintenance of Sports grounds	Refurbish sport grounds	100%	External funds, Emthanjeni	
Building	All	Maintenance of municipal buildings	municipal maintenance	100%	Emthanjeni	
LED: Tourism		Upgrading of Tourism amenities	Repairs to Tourism amenities	100%	Emthanjeni	
Parks	All	Parks and garden equipment	Obtain parks and garden equipment	100%	Emthanjeni	
Infrastructure / Development	5	Proposed Development Warehouse Hub and Manufacturing of cement pillars	Development Projects	2	PPP, Private Sector	
Housing/Community Services	1-8	Building of Houses in Emthanjeni (backlog) [4114]	Complete building of houses	100%	COGHSTA	
Housing		Housing subsidies for rural labourers in Emthanjeni municipal area [350]	Complete housing subsidies for rural labourers	100%	COGHSTA, DALRRD	
Housing		De Aar 2 386 and Hanover 195 (services – electrification, water and sewerage)	Complete servicing for houses in De Aar and Hanover	100%	COGHSTA, Dept. of Energy, Water Affairs	
Roads		Upgrading of divisional roads in the municipal area	Upgrade divisional roads	Km	PKSDM	
Electricity		Provision of sufficient street lights for	No of street lights	50		



CHAPTER 5

Cost Centre Name	Ward	Project Name	Indicator	Target	Funding Source	2021/22
		dark areas				
Electricity	1-8	Street Lighting in the Emthanjeni area (backlog exist)	No of street lights		Emthanjeni, MIG	
Infrastructure	5	Upgrading of De Aar West Sport Facilities-2010 legacy project	Upgrading of De Aar West sport facility	1	Dept. of Education	
Roads	6	Tar of access road between N1 and N10	Tar access road between N 1 and N10	100%	EPWP	
Community Services	1-8	Kareeville cemetery			Emthanjeni, DENC	
Community Services	1-8	Study into the capacity of existing cemeteries and the possibility of extensions (EIA)	Report with recommendations to council	1	DENC, Emthanjeni	
Infrastructure		Upgrading and development of De Aar landing strip- realization of Airport	Upgrade and develop De Aar landing strip	1	DEDT, DBSA, DTI, MIG	
LED		Arts and Crafts Village Tourism hub	Complete Arts & Crafts Village Tourism Hub	1	Emthanjeni, DSAC, Private, DEDT	
Infrastructure	5	Study in Housing Needs area	Complete study in Housing needs	1	Private	
Infrastructure	1	Construction of Community hall for Ward 1	Construct community hall	1	MIG, DPW	
Community Services	1-8	Upgrading and improvement of municipal parks	Upgrade & improvement of municipal parks	100%	Emthanjeni	
Development/Community Services	1-8	Upgrading & maintenance of parks, open space and walk-ways within the Emthanjeni Municipality/ Freedom Parks	Upgrade & maintenance of parks, open space and walkways	100%	DENC	
Infrastructure	1,3,4,6,7	New streets Phase 2	% completed	100%	MIG	
Infrastructure	All	Tarring street starting with one street per ward	% completed	100%	MIG	
Development	5	Development of Shopping Mall	Construction of Shopping Mall	100%	Private Total	
Development	5	Rail Revitalization Project with	% completed	100%	DTSL, Private Emthanjeni,	



CHAPTER 5

Cost Centre Name	Ward	Project Name	Indicator	Target	Funding Source	2021/22
		Transnet (Housing, SMME)			Transnet	
Development/ Infrastructure		Conference and Accommodation facility(opportunity)	Construction of Conference and Accommodation facility.	100%	DEDT, Private	
Development	1-8	Support to Emerging Farmers	Support programmes implemented.	100%	DRDLR, Private sector	
Financial Services		Upgrading of Financial Management System	Functional Financial Management System	100%	Emthanjeni	
Financial Services		Upgrading of Data Connection (3G and Storage)	Upgrade to faster speed data connection	100%	Emthanjeni	
Financial Services		Office Space for Finance Staff		100%	Emthanjeni	
Financial Services		Capacitating of Staff	No of skills development programmes implemented	Number	Emthanjeni	
Development	1-8	Energy Tool Kits		Number	DRDLR	
Corporate Service	All	Upgrading & maintenance of Community halls	Upgrade and maintenance of Community Halls	100%	Emthanjeni/Pri	
Corporate Service	All	Maintenance of Commonage	Submission of business plan for maintenance of commonage infrastructure.	1	Emthanjeni	June 2022
Corporate Service	all	Repairs to other buildings of the municipality (De Aar weather station, Schreiner house)	Report on the maintenance of municipal buildings.	100%	Private	
Traffic Services, Road	1-8	Establishment of routes for cycling and pedestrians	No of routes established	km	Emthanjeni, DTSLT	
Traffic Services		Upgrading of Fire Station	Business plan developed and submitted to potential funders	1	Emthanjeni, PKSDM, COGHSTA, Private	
Traffic Services, Roads	3,5	Transnet subway paint and safety rails	Safety rails in subway	1	Emthanjeni, Transnet	
Community/ Infrastructure	1-8	Address areas with poor lighting (Crime Hotspots)	No of areas with better lighting		Emthanjeni, SAPS, Transnet, DTSL	
Corporate Services	All	Review Spatial Development Framework & Land Use Scheme	SDF & LUS submitted to Council	1		



CHAPTER 5

Cost Centre Name	Ward	Project Name	Indicator	Target	Funding Source	2021/22
		submit to Council end June				
Community Services		Decrease substance abuse & crime through public awareness campaigns	No of campaigns	1		
Mayor		Implement gender development programmes	No of programs	1		
Mayor		Commemoration of Youth Day	Youth Day commemorated	1		
OFTM/Youth	1-8	Skills Development programme for young/ emerging contractors	No of skills development programmes	1	NYDA, LGSETA	
OFTM/Youth	1-8	Skills development programme for young people sewing, designing	No of skills development programmes	1	ELM, DOL, SETA's, KHULA, NEF	
Office of the Mayor (OFTM)	1-8	Development of amusement stations for young people	Amusement centre for youth established	1	Emthanjeni, NYDA	
OFTM: Youth		Upgrade Youth Advisory Centre	Youth advisory Centre upgraded	1	Emthanjeni, NYDA	

Table 83: Unfunded Projects 2021/22



CHAPTER 5

5.4 SECTION 2: CONSOLIDATED FINANCIAL REVIEW

This section gives an overview of the Financial Viability of the municipality as the implementing agent for the IDP. In essence this section will also contain multi-year budgets with a 3-year commitment and a strategy for municipal revenue generation, external grants over a medium or long-term including the final budget. A very cautious and conservative approach were followed during the budget preparations. The current payment patterns of consumers played a crucial role in our budget approach. The Anticipated Budgeted Revenue for the majority of services has decrease from the previous year. This relates to the current economic conditions that exist nationally and within Emthanjeni Municipality. The general increment of service tariffs and levies was followed as per MFMA guidelines. The general apathy of non-payment for municipal services by the consumers will impact severely on service delivery and will contribute to non-payment of creditors and service providers. Continuous Credit Control Mechanisms and the enforcement of credit control policies together with all budgetary policies cannot be more emphasized as it will impact negative or positive on the operations of the municipality. The budget has been prepared on the basis of sustainable delivery and financial viability and cost effectiveness to render municipal services to its communities, residents and consumers on an ongoing, unstoppable basis. Payment for services by consumers cannot be emphasized more or enough. The following is a brief exposition of related process in the formulation of the final budget.

5.4.1 BUDGET SUMMARY 2021/22

Total Revenue

Total revenue projected before tariff adjustments amount to **R333 687 825 Million**. The major revenue items are as follows:

Property rates

Total projected property rates amount to **R39 824 078 Million** before any rate increases the different proposed rate increases, ranging from 5%.

Service charges

Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the Municipality's revenue budget. It constitutes a reasonable amount of total revenue before any tariff increases. Municipalities are advised to structure their 2021/22 electricity tariffs based on the approved 14.6% NERSA (National Energy Regulator of South Africa) guidelines discussion document and approval will have an impact on this final tariffs. The basic fee for electricity will increase by 4%. Conventional and Prepaid electricity tariffs will be increased by 14.6% for both 1 – 600kWh and >601kWh.

A new Small Scale Embedded Generation (SSEG) tariff charge will be introduced and will be levied after NERSA approves the tariffs. It may not be in the 2021/22 financial year but will be implemented as soon as approval is received.

Revenue by source

The different proposed tariff increases in water, sanitation and refuse revenue ranging from 4%. Electricity tariff is tabled at 14.6% as per NERSA Draft guideline.



CHAPTER 5

Expenditure by type

- Total expenditure excluding capital expenditure amounts to **R338 486 687 Million**.
- 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.

Employee related costs

Employee related cost increased from **R 87 750 623 Million (2020/21)** to **R 93 350 859 Million (2021/22)**. There has been an increase of more than **R 5 Million**. A -4% provision for Annual increase has been made and a 2,5% notch increment for all employees. No increase was budgeted for Senior Managers. Emthanjeni Municipality should apply for exemption for salary increases as per SALGBC guidelines and criteria if the final salary negotiations will be more than 4%. The total salary package includes the salary of all the current personnel and some vacant positions. Not all posts on the approved organogram have been budgeted for in the 2021/2022 financial year. If we have to budget for all the positions, our salary budget will take up more than 70% of the municipal operating budget. Efficient and effective alignment of staff, should be undertaken to ensure overall productivity of staff within the municipality. Council should consider a staff productivity assessment or investigation to determine whether the municipality has the right and competent staff within the municipality as a whole. The salary budget needs to be monitored as we must really assess the current staff and positions. The productivity of staff needs to be prioritized as much more work must be done on this issue. New appointments must be reconsidered as the wage bill is increasing at an alarming rate. The salary percentage to the Operating Budget is 32% and to the total capital and operating budget is $\pm 29,1\%$.

Councillor Remuneration

Councillor Remuneration amounts for R6 715 414 for the 2021/22 financial year (R6 488 323 in 2020/2021). Councillor remuneration has been provided a 3,5% increase on the current Public Office Bearers Act. The councillor remuneration percentage to the total capital and operating budget is $\pm 2,10\%$. The total salaries and wages, social contributions and councillor remuneration is 31,2% in relation to the total capital and operating budget.

Bulk purchase

Bulk purchases have significantly increased over the period **2020/21 to 2021/22** period. Bulk Purchases for Water and Electricity amounts to R85 054 923. Electricity amounts to R82 035 237 for 2021/22 financial year (R71 643 805 in 2020/2021). This increase represents mainly the Eskom's tariff increment as approved guidelines issued by NERSA. Water amounts to R3 019 685 (R2 895 192 in 2020/2021). The water contract with the water farmers should be finalized as soon as possible.

5.4.2 CAPITAL BUDGET

The capital budget for **2020/21 was R39 082 000** and the **2021/22 is R41 985 000**. Projects per funding source includes:

1. Capital Grants	R 27 596 000
1.1 Municipal Infrastructure Grant	R 12 596 000
1.2 Integrated National Electricity Programme (INEP)	R 4 000 000



CHAPTER 5

1.3	EEDSM	R 3 000 000
1.4	Water Services Infrastructure Grant	R8 000 000
1.5	Expanded Public Works Programme (EPWP)	R 1 389 000
2.	Own Capital Funding	R 0
3.	Borrowed Capital	R13 000 000
3.1	Electricity (New and upgrade of transformer in De Aar East)	R13 000 000
3.2	Vehicle augmentation (Rental or Finance lease payments)	R12 000 000
4.	Public Donations	R0

5.4.3 FINANCIAL VIABILITY

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area Namely: Municipal Financial Viability and Management.

Description	Basis of calculation	2015/16	2016/17	2017/2018	2018/19	2019/20
		Audited outcome	Audited outcome	Audited outcome	Audited outcome	Audited outcome
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	0.90	0.46	0.55	-0.83%	-0.86%
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	47.60	0.39	0.39	21.77%	27.66%
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	2.77	0.04	0.04	4.39%	0.11%

Table 86: National KPI's for financial viability and management (Source: Annual Report 2019/20)

An important factor considered by investors in relocating to an area, is the ability of the authorities to demonstrate adequate provision of services, financial discipline, affordable tariffs, adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally accepted accounting practices and unqualified audit reports.



CHAPTER 5

5.4.4 REVENUE RAISING STRATEGIES

The municipality will strive to increase its revenue by implementing the following strategies:

Strategy 1:	The guidance on how to improve the payment ratio of the area can be found in the credit control and debt collection policy. This policy highlights the procedures to be followed in the collection of all moneys owed to the Municipality.
Strategy 2:	To ensure through Local Economic Development that employment opportunities are generated which will enable families to start paying for services.
Strategy 3:	To create a climate for investment in the area, this will in turn also generate employment opportunities.
Strategy 4:	To ensure that the figures in respect of families that qualify in terms of the indigent policy, are correct so as to qualify for an increased amount from national government.
Strategy 5:	To introduce a system through which services payment by employed people is guaranteed by having such payments deducted by their employers before salaries are paid out.
Strategy 6:	The installation of prepaid meters is essential in securing future payment for services by residents.
Strategy 7:	To enlarge the revenue base of the municipality by ensuring that all properties are correctly zoned. (The property rates tariffs are based on the zoning)

5.4.5 EXPENDITURE MANAGEMENT STRATEGIES

The municipality will strive to curb its expenditure by implementing the following strategies:

Strategy 1:	To reduce expenditure on non-core functions, by considering Public Private Partnerships.
Strategy 2:	To limit operating and capital expenditure to essential items.
Strategy 3:	To investigate and limit water and electricity losses.
Strategy 4:	To limit employee related expenditure, by introducing a fingerprint time and attendance system.
Strategy 6:	To reduce interest and redemption expenditure by exploring alternative ways (possible grant funding) to pay off the long-term loans.

5.4.6 ASSET MANAGEMENT STRATEGIES

A GRAP compliant asset register forms the back bone to any system of asset management. In addition to an effective maintenance program, it is also critical that adequate, comprehensive insurance coverage is in place at all times.

The municipality will be examining all its inventory and equipment to ensure that redundant and unused items are disposed of according to prescription. This will ensure a more accurate asset register as well as reduce risk and therefore insurance costs.

In order to comply with audit and financial disclosure requirements, often-used items and consumables will be taken onto inventory and managed accordingly. Council has an adopted Asset Management Policy.



CHAPTER 6

CHAPTER 6: PERFORMANCE MANAGEMENT

Performance Management is prescribed by chapter of the Municipal System Act, Act 32 of 2000 and the Municipal Planning and Performance Management Regulations, August 2001. Section 7 (1) of the aforementioned regulation states that “A Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance, planning, monitoring, measurement, review and reporting”. This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance. The municipality adopted a performance management framework that council will approve before end of June 2020 and will be review when this financial year began to insect necessary changes.

6.1 INTRODUCTION

The Integrated Development Plan enables the achievement of the planning stage of the performance management. Performance management then fulfils the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is therefore vitally important for any organisation to periodically review its own performance as well as that of its employees.

6.2 PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System implemented at the municipality is intended to provide a comprehensive step by step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PM System serves as primary mechanism to monitor, review and improve the implementation of the municipality IDP and eventually the budget. The performance policy framework was approved by Council which provided for performance implementation monitoring and evaluation at organisational and individual levels.

6.3 ORGANISATIONAL PERFORMANCE

The organisation performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set our consolidated service delivery targets and provides and overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

The departmental SDBIP captures the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides the detail of each outcome for which the senior management is responsible for, in other words, a comprehensive picture of the performance of each directorate/sub-directorate.



CHAPTER 6

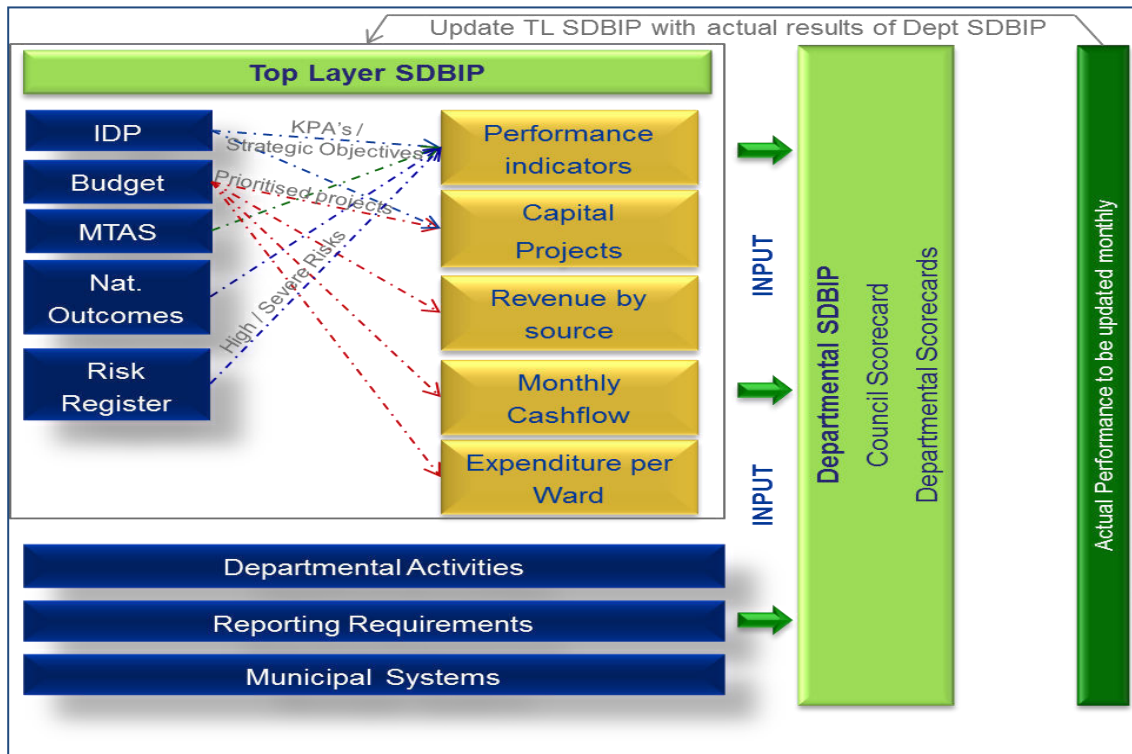


Figure: Organizational performance

6.4 INDIVIDUAL PERFORMANCE FOR SECTION 57 MANAGERS

The municipality is in the process of implementing a performance management system for all its senior managers but will abandon cascading to second level of management. This has led to a specific focus on service delivery and means that:

- Each manager has to develop a scorecard which is based on the balanced scorecard model;
- At the beginning of each financial year all the senior managers (Section 57 employees) sign Performance Agreements.

6.5 INDIVIDUAL PERFORMANCE

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations of this Act maintains indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

CHAPTER 6

6.6 PERFORMANCE REPORTING

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

Quarterly Reports

Reports on the performance in terms of the Top Level SDBIP are generated from the system and submitted to Council. This report is published on the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first six months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustment of KPI's, if necessary.

The format of the report must comply with the section 72 requirements. This report is submitted to Council for approval before 25 January of each year and published on the municipal website.

Annual Assessment

The performance of the financial year should be assessed at year-end in terms of section 46 of the MSA. The performance in terms of the annual targets set will be documented in the Annual Performance Report and the report will be finalized and submitted to the Office of the Auditor General by 30 August annually. This report will be included in the Annual Report of the municipality. The Annual Report is submitted to Council for approval before 25 January of each year and published for comments on the municipal website.

CHAPTER 6

DRAFT TOP LAYER SDBIP 2021/22 OF EMTHANJENI MUNICIPALITY

Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL1	Municipal Manager	Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.	Develop Risk based audit plan (RBAP) for 2022/23 and submit to the Audit Committee by 30 June 2022	RBAP for 2022/23 submitted to the Audit Committee by 30 June 2022	Whole Municipal Area: All	Municipal Manager	Minutes of the audit committee	Number	1	0	0	0	1
TL2	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2022	Number of people employed (newly appointed)	Whole Municipal Area: All	Snr Manager Corporate Services	Payday report (Name: Basic detail EE), Equity Report & appointment letter	Number	1	0	0	0	1
TL3	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	0.1% of the personnel budget spent on training as per the approved Skills Development Plan by 30 June 2022 [(Actual total training expenditure/total personnel budget)x100]	% of the personnel budget spent on training by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Report "V525 Consolidated Statement of Fin Performance" for actual expend/V470 Estimates Ledger Report for budget expend generated	Percentage	0,10%	0	0	0	0,1



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL4	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Review the EEP and submit to the Portfolio Committee by 30 June 2022	EEP reviewed and submitted to the Portfolio Committee by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Minutes of meeting	Number	1	0	0	0	1
TL5	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Limit vacancy rate to 15% of budgeted posts by 30 June 2022 [(Number of funded posts vacant divided by budgeted funded posts)x100]	[(Number of funded posts vacant divided by budgeted funded posts)x100]	Whole Municipal Area: All	Snr Manager Corporate Services	Report on Employment statistics	Percentage	15,00%	0	15	0	15
TL6	Corporate Services	Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.	Host a LED summit by June 2022	LED summit hosted by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Attendance register	Number	1	0	0	0	1
TL7	Corporate Services	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	60% of the maintenance budget for Community Halls spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved Community Halls maintenance budget spent by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	60,00%	0	10	50	60



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL8	Corporate Services	Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.	Review the Risk Committee and sent appointment letters to members by 31 March 2022	Risk Committee reviewed and appointment letters sent to members by 31 March 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Appointment letters sent to members	Number	1	0	0	0	1
TL9	Corporate Services	Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.	Review the Risk Strategy and submit to the Risk Committee by 30 June 2022	Risk Strategy reviewed and submitted to the Risk Committee by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Minutes of meeting of Risk Committee	Number	1	0	0	0	1
TL10	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Review the Delegation of Powers and submit to Council by 30 June 2022	Delegation of Powers reviewed and submitted to Council by 30 June 2022	Whole Municipal Area: All	Snr Manager Corporate Services	Minutes of the Council meeting	Number	1	0	0	0	1



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL11	Corporate Services	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Submit quarterly reports to the HR Portfolio Committee on the implementation of the COVID-19 response plan	Number of reports submitted	Whole Municipal Area: All	Snr Manager Corporate Services	Proof of submission	Number	4	1	1	1	1
TL12	Community Services	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Review and sign a MOU with the Department of Defence by 30 June 2022 for support with fire brigade services	MOU reviewed and signed by 30 June 2022	Whole Municipal Area: All	Snr Manager Community Services	Signed MOU	Number	1	0	0	0	1
TL13	Community Services	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Review the disaster management plan that includes contingency plans and submit to Council by 30 June 2022	Disaster management plan reviewed and submitted to Council by 30 June 2022	Whole Municipal Area: All	Snr Manager Community Services	Minutes of the Council meeting	Number	1	0	0	0	1
TL14	Community Services	Provision of access to all basic services rendered to residents within the available resources.	Conduct quarterly housing consumer education programs	Number of housing consumer education programs conducted	Whole Municipal Area: All	Snr Manager Community Services	Attendance register	Number	4	1	1	1	1



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL15	Community Services	Provision of access to all basic services rendered to residents within the available resources.	Conduct a quarterly verification of the housing needs register	Number of verification of the housing needs register conducted	Whole Municipal Area: All	Snr Manager Community Services	Signed off verification	Number	4	1	1	1	1
TL16	Community Services	Provision of access to all basic services rendered to residents within the available resources.	Review the Human Settlement Plan and submit to Council by 30 June 2022	Human Settlement Plan reviewed and submitted to Council by 30 June 2022	Whole Municipal Area: All	Snr Manager Community Services	Minutes of the Council meeting	Number	1	0	0	0	1
TL17	Community Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the maintenance budget of waste management spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of the budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Community Services	Financial Report	Percentage	60,00%	0	10	50	60
TL18	Community Services	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	70% of approved budget spent by 30 June 2021 for the upgrading of buildings and fencing in the Emthanjeni municipal area {(Actual expenditure divided by the total approved budget) x 100}	% of the budget spent by 30 June 2021 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Senior Manager: Community Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	70%	0	0	0	70



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL19	Community Services	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Submit a business plan to potential funders for the upgrading of the Fire Brigade by 30 June 2022	Business plan submitted by 30 June 2022	Whole Municipal Area: All	Snr Manager Community Services	Proof of submission	Number	1	0	0	0	1
TL20	Community Services	Provision of access to all basic services rendered to residents within the available resources.	40% of approved budget spent by 30 June 2021 for the acquisition of Fleet {(Actual expenditure divided by the total approved budget) x 100}	% of approved budget spent	Whole Municipal Area: All	Snr Manager Community Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	40%	0	0	0	40
TL21	Financial Services	Provision of access to all basic services rendered to residents within the available resources.	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2022	Number of residential properties which are billed for water or have pre paid meters as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Age Analysis Detail Report (V550) and the B102 Services Detail Report from the ABAKUS financial system	Number	8000	8000	8000	8000	8000



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL22	Financial Services	Provision of access to all basic services rendered to residents within the available resources.	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2022	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Age Analysis Detail Report (V550) and the B102 Services Detail Report from the ABAKUS financial system	Number	6000	6000	6000	6000	6000
TL23	Financial Services	Provision of access to all basic services rendered to residents within the available resources.	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2022	Number of residential properties which are billed for sewerage as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Age Analysis Detail Report (V550) and the B102 Services Detail Report from the ABAKUS financial system	Number	7200	7200	7200	7200	7200
TL24	Financial Services	Provision of access to all basic services rendered to residents within the available resources.	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2022	Number of residential properties which are billed for refuse removal as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Age Analysis Detail Report (V550) and the B102 Services Detail Report from the ABAKUS financial system	Number	7200	7200	7200	7200	7200



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL25	Financial Services	Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor	Provide free basic services to indigent households as at 30 June 2022	Number of indigent households receiving free basic services as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Indigent Master	Number	3 000	3000	3000	3000	3000
TL26	Financial Services	Provision of access to all basic services rendered to residents within the available resources.	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2022 {(Actual amount spent on projects /Total amount budgeted for capital projects)X100}	% of capital budget spent by 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Annexure B of the Financial Statements	Percentage	70,00%	0	15	0	70
TL27	Financial Services	Maintaining a financially sustainable and viable Municipality	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June 2022 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grants)	Debt coverage as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Annual Financial Statements, supported by figures as per the ABAKUS financial system	Percentage	35	0	0	0	35



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL28	Financial Services	Maintaining a financially sustainable and viable Municipality	Financial viability measured in terms of the outstanding service debtors as at 30 June 2022 (Total outstanding service debtors minus provision for bad debt)/ (revenue received for services)	% of outstanding service debtors as at 30 June 2022	Whole Municipal Area: All	Snr Manager Financial Services	Annual Financial Statements, supported by figures as per the ABAKUS financial system	Percentage	45,00%	0	0	0	45
TL29	Financial Services	Maintaining a financially sustainable and viable Municipality	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2022 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	Whole Municipal Area: All	Snr Manager Financial Services	Annual Financial Statements, supported by figures as per the ABAKUS financial system	Number	0,05	0	0	0	0,05
TL30	Financial Services	Maintaining a financially sustainable and viable Municipality	Submit the annual financial statements to the Auditor-General by 31 August 2021	Statements submitted to the AG by 31 August 2021	Whole Municipal Area: All	Snr Manager Financial Services	Confirmation of receipt of the statements	Number	1	1	0	0	0



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL31	Financial Services	Maintaining a financially sustainable and viable Municipality	Achievement of a payment percentage of above 70% by 30 June 2022 $\{(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue \times 100\}$	Payment % achieved	Whole Municipal Area: All	Snr Manager Financial Services	Age Analysis Detail Report (V550) and the General Ledger (V450) generated from the ABAKUS Financial System	Percentage	70,00%	70	70	70	70
TL32	Financial Services	Maintaining a financially sustainable and viable Municipality	Prepare and submit the adjustments budget to Council by the 28 February 2022	Adjustments budget submitted by 28 February 2022	Whole Municipal Area: All	Snr Manager Financial Services	Minutes of the Council meeting	Number	1	0	0	1	0
TL33	Financial Services	Maintaining a financially sustainable and viable Municipality	Prepare and submit the draft budget to Council by 31 March 2022	Draft budget submitted by 31 March 2022	Whole Municipal Area: All	Snr Manager Financial Services	Minutes of the Council meeting	Number	1	0	0	1	0
TL34	Financial Services	Maintaining a financially sustainable and viable Municipality	Prepare and submit the final budget to Council by 31 May 2022	Final budget submitted by 31 May 2022	Whole Municipal Area: All	Snr Manager Financial Services	Minutes of the Council meeting	Number	1	0	0	0	1
TL35	Infrastructure Services	Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.	Create temporary jobs - FTE's in terms of EPWP by 30 June 2022 (Person days / FTE (230 days))	Number of FTE's created	Whole Municipal Area: All	Snr Manager Infrastructure Services	Appointment contracts & EPWP MIS system report	Number	61	0	0	0	61



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL36	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the water maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved water maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	60,00%	0	10	50	60
TL37	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	Limit unaccounted for water to 22% by 30 June 2022 [(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified) x 100]	% unaccounted water by 30 June 2022	Whole Municipal Area: All	Snr Manager Infrastructure Services	V754 "I & E" ABAKUS report and notes to the AFS	Percentage	22,00%	0	0	0	22
TL38	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	Achieve a 90% water quality quarterly as per SANS 241 requirements for all water sampling points	% water quality level	Whole Municipal Area: All	Snr Manager Infrastructure Services	Pathcare Lab test results and DWS Blue Drop System	Percentage	90,00%	90	90	90	90



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL39	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the waste water maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved waste water maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	60,00%	0	10	50	60
TL40	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the roads and stormwater maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved roads and stormwater maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	60,00%	0	10	50	60
TL41	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	Limit % electricity unaccounted for to 18% by 30 June 2022 [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased] x 100]	% of electricity unaccounted for at 30 June 2022	Whole Municipal Area: All	Snr Manager Infrastructure Services	V754 "I & E" ABAKUS report and notes to the AFS	Percentage	18,00%	0	0	0	18



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL42	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the recreational and swimming pool maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved recreational areas and swimming pool maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	60,00%	0	10	50	60
TL43	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	60% of the electricity maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	% of approved electricity maintenance budget spent by 30 June 2022 ((Actual expenditure divided by the approved budget)x100)	Whole Municipal Area: All	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	60,00%	0	10	50	60
TL44	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the acquisition of Fleet {(Actual expenditure divided by the total approved budget) x 100}	% of approved budget spent	Whole Municipal Area: All	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	70%	0	0	0	70



CHAPTER 6

Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL46	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 to install energy saving lights {(Actual expenditure divided by the total approved budget) x 100}	% of approved budget spent	Whole Municipal Area: All	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	70,00%	0	15	0	70
TL47	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the development of 12 boreholes in De Aar (Northern scheme) {(Actual expenditure divided by the total approved budget) x 100}	% of approved budget spent	Whole Municipal Area: 1,2,3,4,5 & 8	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	70,00%	0	15	0	70
TL48	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the construction of internal Sewer reticulation for Mziwabantu in Britstown {(Actual expenditure divided by the total approved budget) x 100}	% of approved budget spent	Whole Municipal Area: 7	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	70,00%	0	15	0	70



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Ref	Department	Strategic Objective	KPI	Unit of Measurement	Ward	KPI Owner	POE	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL49	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the electrification of stands in De Aar {(Actual expenditure divided by the total approved budget) x 100}	% of approved budget spent	Whole Municipal Area: 1&2	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	70,00%	0	15	0	70
TL50	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the paving of Street {(Actual expenditure divided by the total approved budget) x 100}	% of approved budget spent	Whole Municipal Area: TBC	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	70,00%	0	15	0	70
TL52	Infrastructure Services	Provision of access to all basic services rendered to residents within the available resources.	70% of approved budget spent by 30 June 2022 for the procurement of new De Aar West electricity transformer and refurbishment of existing De Aar West transformer {(Actual expenditure divided by the total approved budget) x 100}	% of approved budget spent	Whole Municipal Area: 5	Snr Manager Infrastructure Services	Report "V525 Consolidated Statement of Financial Performance" for actual expenditure/V470 Estimates Ledger Report for budget expenditure generated -ABAKUS Financial System	Percentage	70,00%	0	15	0	70



CHAPTER 6

CHAPTER 7: INTERGOVERNMENTAL SECTOR PLANS

7.1 PROJECTS: OTHER TIERS OF GOVERNMENT AND PRIVATE SECTOR

The IDP contains previous information from various sector departments (National and provincial) residing in the Municipal Area. Those projects are inputs for the financial year as reflected in the table below. This is essential for departments to forward their projects as part of integrated planning and implementation of programmes and projects, all those programmes and projects are planned by departments for implementation.

Sector Plans from various intergovernmental Departments

Department	Ward/Area	Project	Target Date (where available)
Department of Health	District delivery areas	<ul style="list-style-type: none"> • Reduce Loss to follow Increase Viral Load suppression for HIV pte & Smear conversión for TB pte • Reduce lost to follow up of all chronic patients remaining in care • Reduce Maternal & Neonatal deaths • Improve Immunization coverage • Improve on School Health Programme • Improve on the Management of Non-communicable Diseases (Blood Pressure, Diabetes ect.) 	2019/20 -2021
SASSA	Whole district	Food parcels to needy learners Social grants to school going age children School Uniform	2020/21
SEDA	ELM Pixley Ka Seme District Municipality	Support rendering institution to SMME's	Continuous

Sector Plans



LIST OF ACRONYMS

LIST OF ACRONYMS

AG	Auditor General
DBSA	Development Bank of South Africa
DEAT	Department of Environment Affairs and Tourism
DHSS	Department of Health and Social Services
DLA	Department of Land Affairs
DLG&H	Department of Local Government and Housing
DM	District Municipality
DMA	District Management Area
DME	Department of Mineral and Energy
DoL	Department of Labour
DoRT	Department of Roads and Transport
DPLG	Department of Provincial and Local Government
DPW	Department of Public Works
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EDU	Department of Education
EFF	External Financing Fund (Ad Hoc)
EHS	Environmental Health Services
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EMP	Environmental Management Plan
EPIP	Environmental Protection and Infrastructure Programme
EPWP	Expanded Public Work Programme
FBS	Free Basic Services
FMG	Finance Management Grant
GIS	Geographic Information System

LIST OF ACRONYMS

HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HOD	Head of Department
ICT	Information and Communication Technology
IDP	Integrated Development Planning
IEM	Integrated Environmental Management
IGR	Intergovernmental Relations
INEP	Integrated National Electricity Program
IT	Information Technology
SCM	Supply Chain Management