

Buffalo City Development Agency - Table D1 Budget Summary

Description	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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 thousands									
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-
Investment revenue	145	439	520	854	401	401	467	491	515
Transfers recognised - operational	22,075	34,571	60,925	90,574	148,008	148,008	135,059	108,550	71,207
Other own revenue	153	61,569	1,891	15,304	11,098	11,098	12,399	15,727	12,640
Total Revenue (excluding capital transfers and contributions)	22,373	96,579	63,336	106,732	159,507	159,507	147,925	124,769	84,362
Employee costs	15,512	17,586	24,249	25,929	26,597	26,597	30,607	32,453	33,979
Remuneration of councillors	900	750	1,635	1,959	1,886	1,886	-	-	-
Depreciation & asset impairment	799	1,187	936	1,297	1,379	1,379	995	943	1,228
Finance charges	5	0	-	4	4	4	4	4	4
Inventory consumed and bulk purchases	-	-	-	-	-	-	727	768	805
Transfers and grants	-	-	-	-	-	-	-	-	-
Other expenditure	7,139	11,838	27,095	75,283	127,662	127,662	114,393	89,321	46,979
Total Expenditure	24,355	31,361	53,916	104,472	157,529	157,529	146,725	123,489	82,996
Surplus/(Deficit)	(1,982)	65,218	9,420	2,260	1,978	1,978	1,200	1,280	1,366
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	351	1,742	1,675	2,260	1,978	1,978	1,200	1,280	1,366
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	(1,631)	66,960	11,095	4,520	3,956	3,956	2,400	2,560	2,733
Taxation	(538)	602	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	(1,093)	66,358	11,095	4,520	3,956	3,956	2,400	2,560	2,733
Capital expenditure & funds sources									
Capital expenditure	351	1,742	1,675	2,260	1,978	1,978	1,200	1,280	1,366
Transfers recognised - capital	351	1,742	1,675	2,260	1,978	1,978	1,200	1,280	1,366
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-
Total sources of capital funds	351	1,742	1,675	2,260	1,978	1,978	1,200	1,280	1,366

Description	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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 thousands									
Financial position									
Total current assets	708	5,706	22,505	2,882	5,697	5,697	8,652	10,095	8,888
Total non current assets	2,174	2,108	2,795	3,443	3,370	3,370	2,071	2,551	2,689
Total current liabilities	3,465	6,448	12,980	5,177	5,177	5,177	7,336	4,878	6,389
Total non current liabilities	–	–	833	–	–	–	–	–	–
Community wealth/Equity	(582)	1,366	11,488	1,148	3,890	3,890	3,387	7,768	5,189
Cash flows									
Net cash from (used) operating	(2,630)	5,362	13,797	3,532	3,250	3,250	2,195	2,223	2,594
Net cash from (used) investing	(351)	(1,742)	(1,651)	(2,260)	(1,978)	(1,978)	(1,200)	(1,280)	(1,366)
Net cash from (used) financing	–	–	–	(1,272)	(1,272)	(1,272)	–	–	–
Cash/cash equivalents at the year end	367	3,987	16,133	1,470	4,285	4,285	5,280	6,223	7,451

Buffalo City Development Agency - Table D2 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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 thousands										
Revenue by Source	1									
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		145	439	520	854	401	401	467	491	515
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-	-
Agency services		-	-	-	2,896	7,870	7,870	4,000	3,768	-
Transfers and subsidies		21,724	32,829	60,925	88,314	146,030	146,030	133,859	107,270	69,840
Other revenue		153	643	1,891	12,408	3,229	3,229	8,399	11,959	12,640
Gains		-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		22,022	33,911	63,336	104,472	157,529	157,529	146,725	123,489	82,996
Expenditure By Type										
Employee related costs		15,512	17,586	24,249	25,929	26,597	26,597	30,607	32,453	33,979
Remuneration of councillors		900	750	1,635	1,959	1,886	1,886	-	-	-
Debt impairment	4	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment		799	1,187	936	1,297	1,379	1,379	995	943	1,228
Finance charges	5	5	0	-	4	4	4	4	4	4
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-
Inventory consumed	5	-	-	-	-	-	-	727	768	805
Contracted services		-	-	18,993	-	-	-	106,138	80,569	37,804
Transfers and subsidies		-	-	-	-	-	-	-	-	-
Other expenditure	3	7,139	11,838	8,102	75,283	127,662	127,662	8,255	8,752	9,175
Losses		-	-	-	-	-	-	-	-	-
Total Expenditure		24,355	31,361	53,916	104,472	157,529	157,529	146,725	123,489	82,996
Surplus/(Deficit)		(2,333)	2,550	9,420	0	0	0	-	-	-

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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 thousands										
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		351	1,742	1,675	2,260	1,978	1,978	1,200	1,280	1,366
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		(1,982)	4,292	11,095	2,260	1,978	1,978	1,200	1,280	1,366
Taxation		(538)	602	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year		(1,444)	3,690	11,095	2,260	1,978	1,978	1,200	1,280	1,366

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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 thousands	1									
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
<i>Improved Property</i>		-	-	-	-	-	-	-	-	-
<i>Unimproved Property</i>		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<i>Improved Property</i>		-	-	-	-	-	-	-	-	-
<i>Unimproved Property</i>		-	-	-	-	-	-	-	-	-
Other assets		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
<i>Municipal Offices</i>		-	-	-	-	-	-	-	-	-
<i>Pay/Enquiry Points</i>		-	-	-	-	-	-	-	-	-
<i>Building Plan Offices</i>		-	-	-	-	-	-	-	-	-
<i>Workshops</i>		-	-	-	-	-	-	-	-	-
<i>Yards</i>		-	-	-	-	-	-	-	-	-
<i>Stores</i>		-	-	-	-	-	-	-	-	-
<i>Laboratories</i>		-	-	-	-	-	-	-	-	-
<i>Training Centres</i>		-	-	-	-	-	-	-	-	-
<i>Manufacturing Plant</i>		-	-	-	-	-	-	-	-	-
<i>Depots</i>		-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
<i>Staff Housing</i>		-	-	-	-	-	-	-	-	-
<i>Social Housing</i>		-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		252	1,578	405	1,160	1,009	1,009	800	840	883

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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 thousands	1									
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		252	1,578	405	1,160	1,009	1,009	800	840	883
<i>Water Rights</i>		-	-	-	-	-	-	-	-	-
<i>Effluent Licenses</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Licenses</i>		-	-	-	-	-	-	-	-	-
<i>Computer Software and Applications</i>		252	1,578	405	1,160	1,009	1,009	800	840	883
<i>Load Settlement Software Applications</i>		-	-	-	-	-	-	-	-	-
<i>Unspecified</i>		-	-	-	-	-	-	-	-	-
Computer Equipment		99	148	76	400	570	570	320	354	390
Computer Equipment		99	148	76	400	570	570	320	354	390
Furniture and Office Equipment		-	15	1,194	700	400	400	80	86	93
Furniture and Office Equipment		-	15	1,194	700	400	400	80	86	93
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total capital expenditure on assets	1	351	1,742	1,675	2,260	1,978	1,978	1,200	1,280	1,366

Funded by:										
National Government										
Provincial Government										
Parent Municipality		351	1,742	1,675	2,260	1,978	1,978	1,200	1,280	1,366
District Municipality										
Transfers recognised - capital		351	1,742	1,675	2,260	1,978	1,978	1,200	1,280	1,366
Borrowing	3									
Internally generated funds										
Total Capital Funding	4	351	1,742	1,675	2,260	1,978	1,978	1,200	1,280	1,366

Buffalo City Development Agency - Table D4 Budgeted Financial Position

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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 thousands										
ASSETS										
Current assets										
Cash		344	2,293	1	172	172	172	172	172	172
Call investment deposits		23	1,694	16,131	1,297	4,113	4,113	5,108	6,050	7,278
Consumer debtors		-	-	-	-	-	-	-	-	-
Other debtors		308	1,683	6,311	1,377	1,377	1,377	3,311	3,811	1,377
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-
Inventory		33	35	61	35	35	35	61	61	61
Total current assets		708	5,706	22,505	2,882	5,697	5,697	8,652	10,095	8,888
Non current assets										
Long-term receivables	3	-	-	-	-	-	-	-	-	-
Investments		-	-	-	-	-	-	-	-	-
Investment property		-	-	-	-	-	-	-	-	-
Investment in Associate		-	-	-	-	-	-	-	-	-
Property, plant and equipment	1	351	308	1,384	1,994	1,858	1,858	1,198	1,126	1,075
Biological		-	-	-	-	-	-	-	-	-
Intangible		1,221	1,800	1,411	1,449	1,512	1,512	873	1,425	1,614
Other non-current assets		602	-	-	-	-	-	-	-	-
Total non current assets		2,174	2,108	2,795	3,443	3,370	3,370	2,071	2,551	2,689
TOTAL ASSETS		2,882	7,814	25,300	6,325	9,067	9,067	10,723	12,646	11,577
LIABILITIES										
Current liabilities										
Bank overdraft		-	-	-	-	-	-	-	-	-
Borrowing		-	-	-	1,272	1,272	1,272	-	-	-
Consumer deposits		-	-	-	-	-	-	-	-	-
Trade and other payables		2,086	5,419	11,542	2,086	2,086	2,086	5,542	2,875	4,286
Provisions	3	1,378	1,029	1,438	1,819	1,819	1,819	1,794	2,003	2,103
Total current liabilities		3,465	6,448	12,980	5,177	5,177	5,177	7,336	4,878	6,389
Non current liabilities										
Borrowing		-	-	-	-	-	-	-	-	-
Provisions	3	-	-	833	-	-	-	-	-	-
Total non current liabilities		-	-	833	-	-	-	-	-	-
TOTAL LIABILITIES		3,465	6,448	13,812	5,177	5,177	5,177	7,336	4,878	6,389
NET ASSETS	2	(582)	1,366	11,488	1,148	3,890	3,890	3,387	7,768	5,189
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)		(582)	1,366	11,488	1,148	3,890	3,890	3,387	7,768	5,189
Reserves		-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2	(582)	1,366	11,488	1,148	3,890	3,890	3,387	7,768	5,189

Buffalo City Development Agency - Table D5 Budgeted Cash Flow

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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 thousands										
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates		-	-	-	-	-	-	-	-	-
Service charges		-	-	-	-	-	-	-	-	-
Other revenue		153	638	(2,595)	15,304	11,099	11,099	12,399	15,727	12,640
Transfers and Subsidies - Operational		21,724	35,283	61,865	88,314	146,030	146,030	133,859	107,270	69,840
Transfers and Subsidies - Capital		-	-	-	2,260	1,978	1,978	1,200	1,280	1,366
Interest		145	439	520	854	401	401	467	491	515
Dividends		-	-	-	-	-	-	-	-	-
Payments										
Suppliers and employees	2	(24,647)	(30,997)	(45,993)	(103,196)	(156,253)	(156,253)	(145,726)	(122,542)	(81,763)
Finance charges		(5)	(0)	-	(4)	(4)	(4)	(4)	(4)	(4)
Dividends paid		-	-	-	-	-	-	-	-	-
Transfers and Grants		-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		(2,630)	5,362	13,797	3,532	3,250	3,250	2,195	2,223	2,594
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		-	-	24	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		(351)	(1,742)	(1,675)	-	-	-	-	-	-
Payments										
Capital assets		-	-	-	(2,260)	(1,978)	(1,978)	(1,200)	(1,280)	(1,366)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(351)	(1,742)	(1,651)	(2,260)	(1,978)	(1,978)	(1,200)	(1,280)	(1,366)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-
Payments										
Repayment of borrowing		-	-	-	(1,272)	(1,272)	(1,272)	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	(1,272)	(1,272)	(1,272)	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	1	(2,981)	3,620	12,145	(0)	(0)	(0)	995	943	1,228
Cash/cash equivalents at the year begin:	2	3,348	367	3,987	1,470	4,286	4,286	4,285	5,280	6,223
Cash/cash equivalents at the year end:	2	367	3,987	16,133	1,470	4,285	4,285	5,280	6,223	7,451

Buffalo City Development Agency - Supporting Table SD1 Measurable performance targets

Performance target description	Unit of measurement	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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
<i>Insert measure/s description</i>		-	-	-	-	-	-	-	-	-
Establishment of city improvement district	Security and Safety services	-	-	-	2,728	2,728	2,728	3,120	3,240	3,360
	services rendered	-	-	-	-	-	-	-	-	-
Property Finance Advisory services	Property Finance Advisory	-	-	-	1,000	2,500	2,500	2,500	3,000	2,200
Implementation of a Financial Sustainability Strategy	% Collection of Project	-	-	-	-	-	-	-	-	-
Implementation of a revised organisational structure	Filled vacancies	-	-	-	25,687	22,428	22,428	29,022	30,876	32,412
Implementation of the Risk Register and Internal Audit	Functional Internal Audit and	-	-	-	198	218	218	425	500	600
Unqualified Audit Report without findings	Improved audit outcome	-	-	-	959	-	-	959	1,055	1,161
Implementation of Enterprise Architecture/Master	25% Implementation of	-	-	-	800	849	849	500	540	583
		-	-	-	-	-	-	-	-	-
Implementation of a Waste Management Programme	60% expenditure of	-	-	-	3,071	5,321	5,321	-	-	-
Project preparation & packaging (Transactional Advisors)	Project preparation &	-	-	-	1,000	2,000	2,000	-	-	-
Monitor mSCOA compliance	100% mSCOA compliance	-	-	-	489	289	289	353	433	433
Talent management (Learning & Growth)	99.00%	-	-	-	863	798	798	820	893	930
Ensure Performance contracts and work plans for all	Performance Assessments	-	-	-	1,182	1,182	1,182	955	1,346	1,413
Board & committee meetings organised and recorded	Board and Committee	-	-	-	2,516	2,391	2,391	2,417	2,430	2,444
Board Secretariat functions and legal support matters	Effective Board Secretariat	-	-	-	100	100	100	103	103	103
SMME Development Strategy developed	Development of Strategy	-	-	-	200	400	400	-	-	-
Research study on transport and logistics network	1 Research study on	-	-	-	-	-	-	-	-	-
Market Research Index developed	1 Market Research Index	-	-	-	-	200	200	300	350	350
Implementation of a Marketing Demand Creation, plan	100% Development of	-	-	-	-	-	-	-	-	-
BCMM Investment conferences held	1 Investment Conference	-	-	-	400	100	100	500	550	550
NPO's trained on CSI Programme	3 NPO's trained	-	-	-	64	64	64	100	107	107
Implementation of a Corporate Social Investment (CSI)	3 NPO's funded	-	-	-	200	200	200	200	200	100
Implementation of a Corporate Social Investment (CSI)	Sponsorships/donation	-	-	-	150	150	150	100	150	150
Environmental Upgrade on Marina Glen B	Environmental Upgrade on	-	-	-	1,000	1,630	1,630	1,247	1,732	1,396
Plan (IBP) in different areas	Integrated Beachfront	-	-	-	1,000	1,546	1,546	1,100	1,500	5,000
Commencement of project implementation (upgrade and Crescent	Phase 1: upgrading	-	-	-	16,764	85,379	85,379	31,370	10,000	-
Strategy (BIDS)	Phase 1: upgrading	-	-	-	14,280	42,231	42,231	18,630	18,100	-
	Implementation Phase 1 of	-	-	-	1,180	1,944	1,944	1,000	1,000	1,000
Develop an Annual Performance Report	Developed Annual	-	-	-	10	10	10	13	150	150
Number of BCMDA input BCMM Annual Report	Number of BCMDA input	-	-	-	50	50	50	52	55	55
Business Cases on Duncan Village Route Development	No. of tourism routes	-	-	-	700	900	900	700	500	-
Development Programme (ICDP) for BCMM	Fully developed ICDP	-	-	-	950	1,100	1,100	800	700	693

Performance target description	Unit of measurement	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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
etc.	Project Preparation	-	-	-	500	500	500	500	-	612
Implementation Tourism Infrastructure Masterplan (TIM)	100% implementation of TIM	-	-	-	1,000	400	400	800	1,000	1,000
Number of interpretive boards designed	1 interpretive board design	-	-	-	750	100	100	800	800	800
		-	-	-	-	-	-	-	-	-
EAP (Wellness) program developed	Developed and Implemented	-	-	-	500	300	300	350	350	350
Compliance with Health and Safety Standards	100 % Compliance with	-	-	-	-	300	300	373	399	429
Implementation of litigation matters attended to within	Attending to litigation	-	-	-	500	300	300	300	300	300
Public Art Programme	Number of Public Art	-	-	-	400	600	600	1,000	3,300	2,000
Development of Investor Support Programme		-	-	-	300	300	300	-	-	-
Participation in Investor Promotion Missions		-	-	-	100	100	100	-	-	-
Number of Marketing and Communication services	Communication services	-	-	-	450	650	650	1,900	2,550	2,120
Support to Co-operatives - Implementation of Funding for	Support to Co-operatives -	-	-	-	700	-	-	-	800	800
Smart City Strategy developed	Smart City Strategy	-	-	-	300	-	-	200	216	233
Upgrading of Server Infrastructure	Infrastructure	-	-	-	-	-	-	-	-	-
Implementation of Boardroom Video Equipment System	Video Equipment System	-	-	-	-	-	-	-	-	-
Support to Co-operatives - Implementation of Funding for	Implementation of Funding	-	-	-	200	200	200	-	-	-
Implementation of Duncan Village Buy-Back Centre and		-	-	-	10,278	2,569	-	7,708	30,960	8,435

Buffalo City Development Agency - Supporting Table SD2 Financial and non-financial indicators

Description of indicator	Basis of calculation	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating Expenditure		0%	0%	0%	0%	0%	0%	0%	0%	0%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing / Funds & Reserves		0%	0%	0%	0%	0%	0%	0%	0%	0%
Liquidity											
Current Ratio	Current assets / current liabilities		0.20	0.88	1.73	0.56	1.10	1.10	1.18	2.07	1.39
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors > 90 days		0.20	0.88	1.73	0.56	1.10	1.10	1.18	2.07	1.39
Liquidity Ratio	Monetary Assets / Current Liabilities		0.11	0.62	1.24	0.28	0.83	0.83	0.72	1.28	1.17
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts / Last 12 Mths Billing			0%	0%	0%	0%	0%	0%	0%	0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue		1%	5%	10%	1%	1%	1%	2%	3%	2%
Longstanding Debtors Reduction Due To Recovery	Debtors > 12 Mths Recovered / Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))		100%	100%	100%	100%	100%	100%	100%	100%	100%
Creditors to Cash and Investments			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Funding of Provisions											
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions										
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	1									
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		70.4%	51.9%	38.3%	25%	17%	17%	21%	26%	41%
Remuneration	Total remuneration/(Total Revenue - capital revenue)		70.4%	50.6%	0.0%	26.7%	18.1%	18.1%	20.9%	26.3%	40.9%
Repairs & Maintenance	R&M/Total Revenue - capital revenue		0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)		0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)		42,521.9	-	-	12.7	9.0	2,683.6	2,958.5	3,729.2	-
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services		0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure		3%	0.2	0.5	0.0	0.0	0.0	0.1	0.1	0.1

Buffalo City Development Agency - Supporting Table SD3 Budgeted Investment Portfolio

Investments by Maturity	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal	Investment Top Up	Closing Balance
Name of institution & investment ID		Yrs/Months												
First National Bank - 62098719358		1 year	fixed deposit	N/A	Ongoing	-	-	-	n/a	194	429	(39,524)	39,896	995
	1					-	-	-		194		(39,524)	39,896	995

Buffalo City Development Agency - Supporting Table SD4 Board member allowances and staff benefits

Summary of Employee and Board Member remuneration	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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
		A	B	C	D	E	F	G	H	I
R thousands										
Remuneration										
Board Members of Entities										
Basic Salaries and Wages		-	-	-	-	-	-	-	-	-
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance		-	-	-	-	-	-	-	-	-
Cellphone Allowance		-	-	-	-	-	-	-	-	-
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	-	-	-	-	-	-	-	-
Board Fees		900	750	-	1,959	1,886	1,886	1,850	1,853	1,857
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards	1	-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations		-	-	-	-	-	-	-	-	-
Sub Total - Board Members of Entities		900	750	-	1,959	1,886	1,886	1,850	1,853	1,857
% increase			(0)		#DIV/0!	#DIV/0!	#DIV/0!	(0)	0	0.2%
Senior Managers of Entities										
Basic Salaries and Wages		5,131	5,757	-	7,984	6,475	6,475	8,226	8,637	9,069
Pension and UIF Contributions		541	570	-	799	640	640	823	863	906
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		450	474	-	474	474	474	356	452	475
Motor Vehicle Allowance		228	14	-	-	-	-	-	-	-
Cellphone Allowance		-	-	-	-	-	-	-	-	-
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	-	-	-	-	-	-	-	-
Payments in lieu of leave		-	-	-	258	495	495	197	219	230
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	1	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Entities		6,349	6,815	-	9,515	8,085	8,085	9,601	10,172	10,680
% increase			0		#DIV/0!	#DIV/0!	#DIV/0!	0	0	5.0%
Other Staff of Entities										

Summary of Employee and Board Member remuneration	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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
		A	B	C	D	E	F	G	H	I
R thousands										
Basic Salaries and Wages		6,822	7,775	–	13,731	15,940	15,940	16,271	17,115	17,980
Pension and UIF Contributions		622	718	–	1,369	1,159	1,159	1,671	1,753	1,836
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		447	552	–	708	708	708	599	894	939
Motor Vehicle Allowance		60	120	–	180	180	180	180	180	180
Cellphone Allowance		–	–	–	–	–	–	–	–	–
Housing Allowances		–	48	–	48	48	48	48	48	48
Other benefits and allowances		–	–	–	–	–	–	–	–	–
Payments in lieu of leave		296	373	–	378	477	477	387	438	460
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	1	–	–	–	–	–	–	–	–	–
Sub Total - Other Staff of Entities		8,247	9,586	–	16,414	18,512	18,512	19,157	20,427	21,443
% increase			0		#DIV/0!	#DIV/0!	#DIV/0!	0	0	5.0%
Total Municipal Entities remuneration		15,496	17,152	–	27,888	28,483	28,483	30,607	32,453	33,979

Buffalo City Development Agency - Supporting Table SD5 Summary of personnel numbers

Summary of Personnel Numbers Number	Ref	2019/20			Current Year 2020/21			Budget Year 2021/22		
		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	3	6	-	6	8	-	8	8	-	8
Municipal entity employees	4	-	-	-	-	-	-	-	-	-
CEO and Senior Managers	2	4	-	4	5	-	4	5	-	5
Other Managers	6	8	3	5	11	5	6	13	5	8
Professionals		1	1	-	1	1	-	2	1	1
Finance		-	-	-	-	-	-	-	-	-
Spatial/town planning		-	-	-	-	-	-	-	-	-
Information Technology		1	1	-	1	1	-	2	1	1
Roads		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Water		-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Other		2	2	-	1	1	-	2	1	-
Technicians		-	-	-	-	-	-	-	-	-
Finance		-	-	-	-	-	-	-	-	-
Spatial/town planning		-	-	-	-	-	-	-	-	-
Information Technology		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Water		-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Clerks (Clerical and administrative)		5	5	-	5	5	-	5	5	-
Service and sales workers		-	-	-	-	-	-	-	-	-
Skilled agricultural and fishery workers		-	-	-	-	-	-	-	-	-
Craft and related trades		-	-	-	-	-	-	-	-	-
Plant and Machine Operators		-	-	-	-	-	-	-	-	-
Elementary Occupations		-	-	-	-	-	-	-	-	-
Total Personnel Numbers		26	11	15	31	12	18	35	12	22
% increase			(57.7%)	36.4%	106.7%	(20.0%)	20.0%	94.4%	(65.7%)	83.3%
Total entity employees headcount	5	-	-	-	-	-	-	-	-	-
Finance personnel headcount	7	4	1	3	5	2	3	7	4	3
Human Resources personnel headcount	7	5	4	1	5	4	1	6	5	1

Buffalo City Development Agency - Supporting Table SD6 Budgeted monthly cash and revenue/expenditure

Description	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 thousands															
Operating 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	39	39	39	39	39	39	39	39	39	39	39	38	467	491	515
Interest earned - outstanding debtors													-	-	-
Dividends received													-	-	-
Fines, penalties and forfeits													-	-	-
Licences and permits													-	-	-
Agency services	355	355	355	355	355	355	355	355	355	355	355	99	4,000	3,768	-
Transfers and subsidies	38,033						66,965					28,860	133,859	107,270	69,840
Other revenue	-	3,649						3,649				1,100	8,399	11,959	12,640
Gains												-	-	-	-
Total Revenue (excluding capital transfers and contributions)	38,427	4,043	394	394	394	394	67,359	4,043	394	394	394	30,098	146,725	123,489	82,996
Operating Expenditure By Type															
Employee related costs	2,165	2,165	2,465	2,465	2,465	2,465	2,465	2,465	2,465	2,465	2,465	4,093	30,607	32,453	33,979
Remuneration of Board Members	-	308		308			308		308		308	(1,541)	-	-	-
Debt impairment												-	-	-	-
Depreciation & asset impairment	83	83	83	83	83	83	83	83	83	83	83	83	995	943	1,228
Finance charges	2											2	4	4	4
Bulk purchases - electricity												-	-	-	-
Inventory consumed												727	727	768	805
Contracted services												106,138	106,138	80,569	37,804
Transfers and subsidies												-	-	-	-
Other expenditure	3,407	9,407	9,407	9,407	9,407	7,407	3,407	9,407	9,407	3,407	7,407	(73,222)	8,255	8,752	9,175
Losses												-	-	-	-
Total Expenditure	5,657	11,963	11,955	12,263	11,955	9,955	6,263	11,955	12,263	5,955	10,263	36,279	146,725	123,489	82,996

Capital expenditure by Asset Class/Sub-class

Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Roads Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Roads</i>												-	-	-	-
<i>Road Structures</i>												-	-	-	-
<i>Road Furniture</i>												-	-	-	-
<i>Capital Spares</i>												-	-	-	-
Storm water Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Drainage Collection</i>												-	-	-	-

ANNEXURE Z

Description	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 thousands															
Storm water Conveyance												-	-	-	-
Attenuation												-	-	-	-
Electrical Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Power Plants												-	-	-	-
HV Substations												-	-	-	-
HV Switching Station												-	-	-	-
HV Transmission Conductors												-	-	-	-
MV Substations												-	-	-	-
MV Switching Stations												-	-	-	-
MV Networks												-	-	-	-
LV Networks												-	-	-	-
Capital Spares												-	-	-	-
Water Supply Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dams and Weirs												-	-	-	-
Boreholes												-	-	-	-
Reservoirs												-	-	-	-
Pump Stations												-	-	-	-
Water Treatment Works												-	-	-	-
Bulk Mains												-	-	-	-
Distribution												-	-	-	-
Distribution Points												-	-	-	-
PRV Stations												-	-	-	-
Capital Spares												-	-	-	-
Sanitation Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pump Station												-	-	-	-
Reticulation												-	-	-	-
Waste Water Treatment Works												-	-	-	-
Outfall Sewers												-	-	-	-
Toilet Facilities												-	-	-	-
Capital Spares												-	-	-	-
Solid Waste Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Landfill Sites												-	-	-	-
Waste Transfer Stations												-	-	-	-
Waste Processing Facilities												-	-	-	-
Waste Drop-off Points												-	-	-	-
Waste Separation Facilities												-	-	-	-
Electricity Generation Facilities												-	-	-	-
Capital Spares												-	-	-	-
Rail Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rail Lines												-	-	-	-
Rail Structures												-	-	-	-
Rail Furniture												-	-	-	-
Drainage Collection												-	-	-	-

ANNEXURE Z

Description	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 thousands															
<i>Storm water Conveyance</i>												-	-	-	-
<i>Attenuation</i>												-	-	-	-
<i>MV Substations</i>												-	-	-	-
<i>LV Networks</i>												-	-	-	-
<i>Capital Spares</i>												-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Sand Pumps</i>												-	-	-	-
<i>Piers</i>												-	-	-	-
<i>Revetments</i>												-	-	-	-
<i>Promenades</i>												-	-	-	-
<i>Capital Spares</i>												-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Data Centres</i>												-	-	-	-
<i>Core Layers</i>												-	-	-	-
<i>Distribution Layers</i>												-	-	-	-
<i>Capital Spares</i>												-	-	-	-
Community Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Halls</i>												-	-	-	-
<i>Centres</i>												-	-	-	-
<i>Crèches</i>												-	-	-	-
<i>Clinics/Care Centres</i>												-	-	-	-
<i>Fire/Ambulance Stations</i>												-	-	-	-
<i>Testing Stations</i>												-	-	-	-
<i>Museums</i>												-	-	-	-
<i>Galleries</i>												-	-	-	-
<i>Theatres</i>												-	-	-	-
<i>Libraries</i>												-	-	-	-
<i>Cemeteries/Crematoria</i>												-	-	-	-
<i>Police</i>												-	-	-	-
<i>Parks</i>												-	-	-	-
<i>Public Open Space</i>												-	-	-	-
<i>Nature Reserves</i>												-	-	-	-
<i>Public Ablution Facilities</i>												-	-	-	-
<i>Markets</i>												-	-	-	-
<i>Stalls</i>												-	-	-	-
<i>Abattoirs</i>												-	-	-	-
<i>Airports</i>												-	-	-	-
<i>Taxi Ranks/Bus Terminals</i>												-	-	-	-
<i>Capital Spares</i>												-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Indoor Facilities</i>												-	-	-	-

ANNEXURE Z

Description	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 thousands															
Outdoor Facilities													-	-	-
Capital Spares													-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Monuments													-	-	-
Historic Buildings													-	-	-
Works of Art													-	-	-
Conservation Areas													-	-	-
Other Heritage													-	-	-
Investment properties	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Improved Property													-	-	-
Unimproved Property													-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Improved Property													-	-	-
Unimproved Property													-	-	-
Other assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Municipal Offices													-	-	-
Pay/Enquiry Points													-	-	-
Building Plan Offices													-	-	-
Workshops													-	-	-
Yards													-	-	-
Stores													-	-	-
Laboratories													-	-	-
Training Centres													-	-	-
Manufacturing Plant													-	-	-
Depots													-	-	-
Capital Spares													-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Housing													-	-	-
Social Housing													-	-	-
Capital Spares													-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets													-	-	-
Intangible Assets	-	167	-	-	-	267	-	-	367	-	-	(0)	800	840	883
Servitudes													-	-	-
Licences and Rights	-	167	-	-	-	267	-	-	367	-	-	(0)	800	840	883
Water Rights													-	-	-

ANNEXURE Z

Description	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 thousands															
<i>Effluent Licenses</i>												-	-	-	-
<i>Solid Waste Licenses</i>												-	-	-	-
<i>Computer Software and Applications</i>		167				267			367			(0)	800	840	883
<i>Load Settlement Software Applications</i>												-	-	-	-
<i>Unspecified</i>												-	-	-	-
Computer Equipment	-	-	-	-	210	-	-	110	-	-	-	-	320	354	390
Computer Equipment					210			110				-	320	354	390
Furniture and Office Equipment	-	-	80	-	-	-	-	-	-	-	-	-	80	86	93
Furniture and Office Equipment			80									-	80	86	93
Machinery and Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Machinery and Equipment												-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport Assets												-	-	-	-
Land	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Land												-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals												-	-	-	-
Total capital expenditure	-	167	80	-	210	267	-	110	367	-	-	-	1,200	1,280	1,366

CASH FLOW FROM OPERATING ACTIVITIES

Receipts															
Property rates												-	-	-	-
Service charges												-	-	-	-
Other revenue	355	4,004	355	355	355	355	355	4,004	355	355	355	1,199	12,399	15,727	12,640
Government - operating	38,033	-	-	-	-	-	66,965	-	-	-	-	28,860	133,859	107,270	69,840
Government - capital	-	-	167	80	-	210	267	-	110	367	-	-	1,200	1,280	1,366
Interest	39	39	39	39	39	39	39	39	39	39	39	38	467	491	515
Dividends												-	-	-	-
Payments															
Suppliers and employees	(5,543)	(11,851)	(11,676)	(12,071)	(11,843)	(9,633)	(5,884)	(11,843)	(12,041)	(5,476)	(10,151)	(37,714)	(145,726)	(122,542)	(81,763)
Finance charges	(2)											(2)	(4)	(4)	(4)
Dividends paid												-	-	-	-
Transfers and Grants												-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES	32,882	(7,808)	(11,116)	(11,597)	(11,449)	(9,029)	61,741	(7,800)	(11,537)	(4,716)	(9,757)	(7,619)	2,195	2,223	2,594
CASH FLOWS FROM INVESTING ACTIVITIES															

ANNEXURE Z

Description	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 thousands															
Receipts															
Proceeds on disposal of PPE												-	-	-	-
Decrease (Increase) in non-current debtors												-	-	-	-
Decrease (increase) other non-current receivables												-	-	-	-
Decrease (increase) in non-current investments												-	-	-	-
Payments															
Capital assets	-	-	(167)	(80)		(210)	(267)	-	(110)	(367)	-	-	(1,200)	(1,280)	(1,366)
NET CASH FROM/(USED) INVESTING ACTIVITIES	-	-	(167)	(80)	-	(210)	(267)	-	(110)	(367)	-	-	(1,200)	(1,280)	(1,366)
CASH FLOWS FROM FINANCING ACTIVITIES															
Receipts															
Short term loans												-	-	-	-
Borrowing long term/refinancing												-	-	-	-
Increase (decrease) in consumer deposits												-	-	-	-
Payments															
Repayment of borrowing	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	1,232	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	1,232	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	32,770	(7,920)	(11,394)	(11,789)	(11,561)	(9,351)	61,363	(7,912)	(11,759)	(5,194)	(9,869)	(6,387)	995	943	1,228
Cash/cash equivalents at the year begin:		32,770	24,850	13,456	1,666	(9,895)	(19,246)	42,117	34,205	22,445	17,251	(155,334)	4,285	5,280	6,223
Cash/cash equivalents at the year end:	32,770	24,850	13,456	1,666	(9,895)	(19,246)	42,117	34,205	22,445	17,251	7,382	(161,721)	5,280	6,223	7,451

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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	1									
<u>Intangible Assets</u>		252	1,578	405	1,160	1,009	1,009	800	840	883
Servitudes										
Licences and Rights		252	1,578	405	1,160	1,009	1,009	800	840	883
<i>Water Rights</i>										
<i>Effluent Licenses</i>										
<i>Solid Waste Licenses</i>										
<i>Computer Software and Applications</i>		252	1,578	405	1,160	1,009	1,009	800	840	883
<i>Load Settlement Software Applications</i>										
<i>Unspecified</i>										
<u>Computer Equipment</u>		99	148	76	400	570	570	320	354	390
Computer Equipment		99	148	76	400	570	570	320	354	390
<u>Furniture and Office Equipment</u>		–	15	1,194	700	400	400	80	86	93
Furniture and Office Equipment		–	15	1,194	700	400	400	80	86	93
<u>Machinery and Equipment</u>		–	–	–	–	–	–	–	–	–
Machinery and Equipment										
<u>Transport Assets</u>		–	–	–	–	–	–	–	–	–
Transport Assets										
<u>Land</u>		–	–	–	–	–	–	–	–	–
Land										
<u>Zoo's, Marine and Non-biological Animals</u>		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals										
Total Capital Expenditure on new assets	1	351	1,742	1,675	2,260	1,978	1,978	1,200	1,280	1,366

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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	1									
<u>Intangible Assets</u>		-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights		-	-	-	-	-	-	-	-	-
<i>Water Rights</i>										
<i>Effluent Licenses</i>										
<i>Solid Waste Licenses</i>										
<i>Computer Software and Applications</i>										
<i>Load Settlement Software Applications</i>										
<i>Unspecified</i>										
<u>Computer Equipment</u>		-	-	3	10	-	10	21	22	24
Computer Equipment				3	10		10	21	22	24
<u>Furniture and Office Equipment</u>		-	-	-	10	-	10	21	22	24
Furniture and Office Equipment					10		10	21	22	24
<u>Machinery and Equipment</u>		-	-	-	-	-	-	-	-	-
Machinery and Equipment										
<u>Transport Assets</u>		-	-	-	-	-	-	-	-	-
Transport Assets										
<u>Land</u>		-	-	-	-	-	-	-	-	-
Land										
<u>Zoo's, Marine and Non-biological Animals</u>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
Total expenditure on repairs and maintenance of assets		-	-	303	30	-	20	341	64	152

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			Medium Term Revenue and 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	1									
<u>Intangible Assets</u>		-	-	742	844	908	908	552	431	694
Servitudes										
Licences and Rights		-	-	742	844	908	908	552	431	694
<i>Water Rights</i>										
<i>Effluent Licenses</i>										
<i>Solid Waste Licenses</i>										
<i>Computer Software and Applications</i>				742	844	908	908	552	431	694
<i>Load Settlement Software Applications</i>										
<i>Unspecified</i>										
<u>Computer Equipment</u>		-	-	119	165	223	223	214	275	291
Computer Equipment				119	165	223	223	214	275	291
<u>Furniture and Office Equipment</u>		-	-	75	287	248	248	229	237	244
Furniture and Office Equipment				75	287	248	248	229	237	244
<u>Machinery and Equipment</u>		-	-	-	-	-	-	-	-	-
Machinery and Equipment										
<u>Transport Assets</u>		-	-	-	-	-	-	-	-	-
Transport Assets										
<u>Land</u>		-	-	-	-	-	-	-	-	-
Land										
<u>Zoo's, Marine and Non-biological Animals</u>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<u>Total Depreciation by Asset Class/Sub-class</u>		-	-	936	1,297	1,379	1,379	995	943	1,228

Buffalo City Development Agency - Supporting Table SD9 Detailed capital budget

R thousand												2021/22 Medium Term Revenue & Expenditure Framework				
Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Audited Outcome 2019/20	Current Year 2020/21 Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Entities:																
<i>List all capital projects grouped by Entity</i>																
Entity: BCMDA																
Intangible Assets	Strategic Management Software (Hosted software solution)	N/A	New	ive, accountable, effective and efficient local government			Non-revenue Generating	Computer Software and Applications	BCMDA Offices			-	-	-	-	-
Furniture and Office Equipment	Occupational Health and Safety_First Aid	N/A	New	A long and healthy life for all South Africans			Non-revenue Generating	Unspecified	BCMDA Offices			-	-	-	-	-
Computer Equipment	Computer Equipment	N/A	New	ive, accountable, effective and efficient local government			Computer Equipment	Unspecified	BCMDA Offices			76	400	320	354	390
Furniture and Office Equipment	Furniture and Office Equipment_Acquisitions	N/A	New	ive, accountable, effective and efficient local government			Furniture and Office Equipment	Unspecified	BCMDA Offices			1,194	700	80	86	93
Intangible Assets	Implementation of Enterprise Backup and Recovery Software	N/A	New	ive, accountable, effective and efficient local government			Non-revenue Generating	Computer Software and Applications	BCMDA Offices			-	-	-	-	-
Intangible Assets	Enterprise wide Antivirus and Internet Protection	N/A	New	ive, accountable, effective and efficient local government			Non-revenue Generating	Computer Software and Applications	BCMDA Offices			-	-	-	-	-
Intangible Assets	Procurement and Implementation of ePDMS	N/A	New	ive, accountable, effective and efficient local government			Non-revenue Generating	Computer Software and Applications	BCMDA Offices			-	-	-	-	-
Recreational Facility	Upgrading and expansion of the current facility	N/A	Upgrading	competitive and responsive economic infrastructure network			Sport and Recreation Facilities	Outdoor Facilities	Waterworld			-	-	-	-	-
Recreational Facility	Upgrading and expansion of court cresent land into a multi-use recreational area	N/A	Upgrading	competitive and responsive economic infrastructure network			Sport and Recreation Facilities	Outdoor Facilities	Court Cresent			-	-	-	-	-
Intangible Assets	Procurement and Implementation of EDMS	N/A	New	ive, accountable, effective and efficient local government			Non-revenue Generating	Computer Software and Applications	BCMDA Offices			-	-	-	-	-
Intangible Assets	Compter Software and Other (mSCOA)	N/A	New	ive, accountable, effective and efficient local government			Non-revenue Generating	Computer Software and Applications	BCMDA Offices			405	360	300	300	300
Intangible Assets	Implementation of Enterprise Architecture/Master System	N/A	New	ive, accountable, effective and efficient local government			Non-revenue Generating	Computer Software and Applications	BCMDA Offices			-	800	500	540	583

Buffalo City Development Agency - Supporting Table SD11 External mechanisms

External mechanism Name of organisation	Ref	Period of agreement 1	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2
R thousands		Years/months			
Buffalo City Metropolitan Development Agency		not specific	Financial Assistance	not specific	98,469
Department of Environmental Affairs		not specific	Financial Assistance- Retention Fees	June 2022	440
LGSETA		ongoing	Mandatory Grant	ongoing	22
National Treasury - Neighbourhood Development Programme		3 years	Buy-back centre and waste management	'June 2023	7,708
					106,639