

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	854	854	900	949	1,000
Transfers recognised - operational	1,505	2,491	7,762	119,808	119,808	119,808	146,456	110,535	71,182
Other own revenue	20,380	30,491	41,243	15,982	15,982	15,982	17,576	45,393	52,679
Total Revenue (excluding capital transfers and contributions)	22,030	33,421	49,524	136,645	136,645	136,645	164,932	156,877	124,862
Employee costs	15,388	17,447	24,079	27,888	27,888	27,888	30,126	32,193	33,931
Remuneration of councillors	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	799	1,206	987	1,921	1,921	1,921	1,978	2,038	2,148
Finance charges	5	0	-	4	4	4	4	4	5
Inventory consumed and bulk purchases	310	570	1,238	1,481	1,481	1,481	1,703	1,959	2,064
Transfers and grants	411	100	197	321	321	321	369	424	447
Other expenditure	7,443	12,038	27,414	102,519	102,519	102,519	127,990	116,509	82,267
Total Expenditure	24,355	31,361	53,916	134,134	134,134	134,134	162,171	153,127	120,861
Surplus/(Deficit)	(2,325)	2,060	(4,391)	2,510	2,510	2,510	2,761	3,750	4,000
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	-	2,510	2,510	2,510	2,761	3,750	4,000
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)	-	491	13,811	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(2,325)	2,550	9,420	5,020	5,020	5,020	5,522	7,500	8,000
Taxation	(558)	602	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	(1,767)	1,948	9,420	5,020	5,020	5,020	5,522	7,500	8,000
Capital expenditure & funds sources									
Capital expenditure	324	4,078	1,929	2,510	2,510	2,510	2,761	3,750	4,000
Transfers recognised - capital	-	4,078	(1,425)	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	324	-	3,354	2,510	2,510	2,510	2,761	3,750	4,000
Total sources of capital funds	324	4,078	1,929	2,510	2,510	2,510	2,761	3,750	4,000

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	22,444	2,882	2,882	2,882	2,968	3,057	3,184
Total non current assets	2,174	2,108	2,795	2,510	2,510	2,510	5,521	7,500	4,000
Total current liabilities	3,465	6,448	13,812	4,433	4,433	4,433	4,429	4,586	4,788
Total non current liabilities	–	–	–	–	–	–	–	–	–
Community wealth/Equity	(582)	1,366	11,427	958	958	958	4,060	5,971	2,396
Cash flows									
Net cash from (used) operating	(2,631)	5,362	13,797	(10,881)	(10,881)	(10,881)	4,740	5,788	5,520
Net cash from (used) investing	(351)	(1,742)	(1,651)	(2,510)	(2,510)	(2,510)	(2,761)	(3,750)	(4,000)
Net cash from (used) financing	–	–	–	(1,272)	(1,272)	(1,272)	(1,935)	(1,993)	(1,459)
Cash/cash equivalents at the year end	367	3,987	16,133	1,470	1,470	1,470	1,514	1,559	1,620

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	854	854	900	949	1,000
Interest earned - outstanding debtors										
Dividends received										
Fines, penalties and forfeits										
Licences and permits										
Agency services		124	620	1,752	7,933	7,933	7,933	4,000	4,000	4,000
Transfers and subsidies		1,505	2,491	7,762	117,298	117,298	117,298	143,695	106,785	67,182
Other revenue		20,248	29,869	39,491	8,049	8,049	8,049	13,576	41,393	48,679
Gains		8	2	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		22,030	33,421	49,524	134,135	134,135	134,135	162,172	153,127	120,862
Expenditure By Type										
Employee related costs		15,388	17,447	24,079	27,888	27,888	27,888	30,126	32,193	33,931
Remuneration of councillors										
Debt impairment	4									
Depreciation & asset impairment		799	1,206	987	1,921	1,921	1,921	1,978	2,038	2,148
Finance charges	5	5	0	-	4	4	4	4	4	5
Bulk purchases - electricity	2									
Inventory consumed	5	310	570	1,238	1,481	1,481	1,481	1,703	1,959	2,064
Contracted services		3,631	7,472	20,620	79,461	79,461	79,461	103,021	80,905	44,740
Transfers and subsidies		411	100	197	321	321	321	369	424	447
Other expenditure	3	3,798	4,567	6,793	23,058	23,058	23,058	24,969	35,604	37,527
Losses		14	-	-	-	-	-	-	-	-
Total Expenditure		24,355	31,361	53,916	134,134	134,134	134,134	162,171	153,127	120,861
Surplus/(Deficit)		(2,325)	2,060	(4,391)	0	0	0	1	0	0

ANNEXURE Z

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)		-	-	-	2,510	2,510	2,510	2,761	3,750	4,000
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	491	13,811	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)										
Surplus/(Deficit) after capital transfers & contributions		(2,325)	2,550	9,420	2,510	2,510	2,510	2,761	3,750	4,000
Taxation		(558)	602	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year		(1,767)	1,948	9,420	2,510	2,510	2,510	2,761	3,750	4,000

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	16,133	172	172	172	177	183	183
Call investment deposits		23	1,694		1,297	1,297	1,297	1,336	1,377	1,437
Consumer debtors		-	-	5,813	-	-	-	-	-	-
Other debtors		308	1,683	498	1,377	1,377	1,377	1,418	1,460	1,525
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-
Inventory		33	35	-	35	35	35	36	38	39
Total current assets		708	5,706	22,444	2,882	2,882	2,882	2,968	3,057	3,184
Non current assets										
Long-term receivables	3	-	-	-	-	-	-	-	-	-
Investments		-	-	-	-	-	-	-	-	-
Investment property		-	-	-	-	-	-	-	-	-
Investment in Associate		-	-	-	-	-	-	-	-	-
Property, plant and equipment	1	351	308	1,384	1,496	1,496	1,496	4,405	5,994	2,394
Biological		-	-	-	-	-	-	-	-	-
Intangible		1,221	1,800	1,411	1,014	1,014	1,014	1,116	1,506	1,606
Other non-current assets		602	-	-	-	-	-	-	-	-
Total non current assets		2,174	2,108	2,795	2,510	2,510	2,510	5,521	7,500	4,000
TOTAL ASSETS		2,882	7,814	25,240	5,392	5,392	5,392	8,489	10,557	7,184
LIABILITIES										
Current liabilities										
Bank overdraft		-	-	-	-	-	-	-	-	-
Borrowing		-	-	-	1,272	1,272	1,272	1,345	1,398	1,459
Consumer deposits		-	-	-	-	-	-	-	-	-
Trade and other payables		2,086	5,419	11,542	2,086	2,086	2,086	2,149	2,213	2,311
Provisions	3	1,378	1,029	2,270	1,075	1,075	1,075	935	975	1,017
Total current liabilities		3,465	6,448	13,812	4,433	4,433	4,433	4,429	4,586	4,788
Non current liabilities										
Borrowing		-	-	-	-	-	-	-	-	-
Provisions	3	-	-	-	-	-	-	-	-	-
Total non current liabilities		-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES		3,465	6,448	13,812	4,433	4,433	4,433	4,429	4,586	4,788
NET ASSETS	2	(582)	1,366	11,427	958	958	958	4,060	5,971	2,396
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)		(582)	1,366	11,427	958	958	958	4,060	5,971	2,396
Reserves		-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2	(582)	1,366	11,427	958	958	958	4,060	5,971	2,396

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		225	3,358	679	1,014	1,014	1,014	1,116	1,506	1,606

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		225	3,358	679	1,014	1,014	1,014	1,116	1,506	1,606
<i>Water Rights</i>		–	–	–	–	–	–	–	–	–
<i>Effluent Licenses</i>		–	–	–	–	–	–	–	–	–
<i>Solid Waste Licenses</i>		–	–	–	–	–	–	–	–	–
<i>Computer Software and Applications</i>		225	3,358	679	1,014	1,014	1,014	1,116	1,506	1,606
<i>Load Settlement Software Applications</i>		–	–	–	–	–	–	–	–	–
<i>Unspecified</i>		–	–	–	–	–	–	–	–	–
Computer Equipment		99	607	56	231	231	231	253	365	415
Computer Equipment		99	607	56	231	231	231	253	365	415
Furniture and Office Equipment		–	114	1,194	1,265	1,265	1,265	1,392	1,879	1,979
Furniture and Office Equipment		–	114	1,194	1,265	1,265	1,265	1,392	1,879	1,979
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	324	4,078	1,929	2,510	2,510	2,510	2,761	3,750	4,000

Funded by:										
National Government										
Provincial Government										
Parent Municipality		–	4,078	(1,425)	–	–	–	–	–	–
District Municipality										
Transfers recognised - capital		–	4,078	(1,425)	–	–	–	–	–	–
Borrowing	3									
Internally generated funds		324	–	3,354	2,510	2,510	2,510	2,761	3,750	4,000
Total Capital Funding	4	324	4,078	1,929	2,510	2,510	2,510	2,761	3,750	4,000

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	15,304	15,304	17,576	45,393	49,680
Transfers and Subsidies - Operational		21,724	35,283	60,925	88,314	88,314	88,314	143,695	106,785	67,182
Transfers and Subsidies - Capital		–	–	940	2,260	2,260	2,260	2,761	3,750	4,000
Interest		145	439	520	854	854	854	900	949	1,000
Dividends								–	–	–
Payments	2									
Suppliers and employees		(24,647)	(30,997)	(45,993)	(117,609)	(117,609)	(117,609)	(160,188)	(151,084)	(116,338)
Finance charges		(5)	(0)	–	(4)	(4)	(4)	(4)	(4)	(5)
Dividends paid								–	–	–
Transfers and Grants								–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		(2,631)	5,362	13,797	(10,881)	(10,881)	(10,881)	4,740	5,788	5,520
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)							
Payments										
Capital assets				(1,675)	(2,510)	(2,510)	(2,510)	(2,761)	(3,750)	(4,000)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(351)	(1,742)	(1,651)	(2,510)	(2,510)	(2,510)	(2,761)	(3,750)	(4,000)
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)	(1,935)	(1,993)	(1,459)
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	–	–	(1,272)	(1,272)	(1,272)	(1,935)	(1,993)	(1,459)
NET INCREASE/ (DECREASE) IN CASH HELD	1	(2,981)	3,620	12,145	(14,663)	(14,663)	(14,663)	44	45	61
Cash/cash equivalents at the year begin:	2	3,348	367	3,987	16,133	16,133	16,133	1,470	1,514	1,559
Cash/cash equivalents at the year end:	2	367	3,987	16,133	1,470	1,470	1,470	1,514	1,559	1,620

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
Entity 1 - Buffalo City Metro Development Agency										
1. To collect and disseminate robust tourism, market, research, and intelligence.	1.1. Number of research reports developed.	N/A	TIM Theoretical base developed.	TIM Strategy and implementation plan developed.		TIM Research.		1 research output developed (TIM).	2 Research outputs developed (TIM and visitor volume).	2 Research outputs developed (TIM and visitor volume).
	1.2. Number of Tourists from the point a facility is rolled-out into the market.	N/A	N/A	N/A		N/A		Facility end user report developed.	Facility end user report developed.	Facility end user report developed.
	1.3. Amount of impact to Tourism (Return on Investment (ZAR)).	N/A	N/A	N/A		N/A		Facility Return on Investment Report.	Facility Return on Investment Report.	Facility Return on Investment Report.
2. Developing and enabling signature events and tourism products - creating an enabling environment for tourism product development and hosting signature events.	1.4. Number of world class tourism products developed	N/A	N/A	TIM Strategy and implementation plan developed.		Content development for routes.		Route development.	Route development.	Route development.
	1.5. Number of opportunities created for tourism product development.	N/A	N/A	N/A		4 opportunities created for product development.		6 opportunities created for product development.	6 opportunities created for product development.	6 opportunities created for product development.
	1.6. Number of events attracted to BCMDA facilities	N/A	N/A	N/A		N/A		8 events attracted to BCMDA facilities.	12 events attracted to BCMDA facilities.	12 events attracted to BCMDA facilities.
3. Number of cutting-edge investment Research reports.	1.7. Number of investment research reports.	N/A	N/A	N/A		N/A		1 investment research report	2 investment research report	3 investment research report
4. Increased investment in Tourism, Property, and Industrial sectors.	1.8. Number of investment deals concluded.	N/A	N/A	N/A		2 deals concluded		1 deal concluded	1 deal concluded	1 deal concluded
	1.9. Value of investment deals concluded.	N/A	N/A	N/A		R1.8 billion		R1.5 billion	R1.5 billion	R1.5 billion
5. Sustainable and profitable investment portfolio for BCMDA.	1.10. Level of return on investments.	N/A	N/A	N/A		N/A		8% return on investment	8% return on investment	8% return on investment
	1.11. Number of sustainable socio-economic projects initiated and completed.	N/A	N/A	6 projects supported		6 projects supported		8 projects supported	8 projects supported	8 projects supported
6. To revitalize local [both urban and rural] spaces within the Metro.	1.12. Number of spaces revitalized [rural and urban].	N/A	N/A	N/A		Implementation of the Bhisho Business Improvement Initiative		Implementation of the King Williams Town Business Improvement Initiative	Implementation of a Business Improvement Initiative in a selected Rural Node	Implementation of a Business Improvement Initiative in a selected Rural Node
7. To implement integrated initiatives to beachfront development.	1.13. Number of beach sites renovated.	N/A	N/A	N/A		Implementation of the Integrated Beach Front development programme in Kidds Beach		Implementation of the Integrated Beach Front development programme in Nahoon Beach	Implementation of the Integrated Beach Front development programme in Bonza Bay	Implementation of the Integrated Beach Front development programme in Gonubie
8. To develop acquired land.	1.14. Number of property development projects completed.	N/A	N/A	N/A		Implementation of the Court Crescent Recreational Park and Water World Water Park and Marina Glen B		Completion of the Court Crescent Recreational Park and Water World Water Park and Marina Glen B	Implementation of a Council approved land parcel	Implementation of a Council approved land parcel
9. To facilitate the development of strategic projects through partnerships.	1.15. Number of private property investments that get all the necessary approvals from both local and provincial government.	N/A	N/A	N/A		Facilitate the planning and implementation of strategic projects at Sleeper Site, Marina Glen A, Seaview Terrace, Water World Hotel Site, Victoria Grounds		Facilitate the planning and implementation of strategic projects at Sleeper Site, Marina Glen A, Seaview Terrace, Water World Hotel Site, Victoria Grounds	Facilitate the planning and implementation of strategic projects at Sleeper Site, Marina Glen A, Seaview Terrace, Water World Hotel Site, Victoria Grounds	Facilitate the planning and implementation of strategic projects at Sleeper Site, Marina Glen A, Seaview Terrace, Water World Hotel Site, Victoria Grounds

ANNEXURE Z

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
10. To sustainably manage all facilities in the portfolio of the Agency.	1.16. Fees / Profit earned from property management.	N/A	N/A	N/A		BCMDA Office Space		BCMDA Office Space, Court Crescent, Water World Water Park and Marina Glen B	BCMDA Office Space, Court Crescent, Water World Water Park and Marina Glen B	BCMDA Office Space, Court Crescent, Water World Water Park and Marina Glen B
11. Research Output	1.17. Number of research collateral developed and completed.	N/A	N/A	N/A		Feasibility Studies for all land parcels, property and market studies, precinct planning		Feasibility Studies for all land parcels, property and market studies, precinct planning	Feasibility Studies for all land parcels, property and market studies, precinct planning	Feasibility Studies for all land parcels, property and market studies, precinct planning
12. Enable inclusive participation in Tourism (rural, township, youth, etc) through tourism product development.	1.18. Number of engagements on tourism products packaged for designated groups.	N/A	N/A	N/A		N/A		4 engagements held with designated groups on opportunities in the tourism sector	4 engagements held with designated groups on opportunities in the tourism sector	4 engagements held with designated groups on opportunities in the tourism sector
13. Enable inclusive tourism, property, and industrial economic sector through investments.	1.19. Number of tourism, property and industrial sector investment deals concluded for designated groups.	N/A	N/A	N/A		N/A		15 designated groups participating in the tourism, property, and industrial sectors	15 designated groups participating in the tourism, property, and industrial sectors	15 designated groups participating in the tourism, property, and industrial sectors
	1.20. Value (monetary) of tourism, property and industrial sector investment deals concluded for designated groups.	N/A	N/A	N/A		N/A		R450 million(30% of R1.5 million)	R450 million(30% of R1.5 million)	R450 million(30% of R1.5 million)
	1.21. Number of projects with direct impact and improvement to marginalised groups (direct impact e.g. jobs creation, improvement in poverty levels, number of people positively impacted by interventions)	N/A	N/A	N/A		1 project (waste management programme implemented in Duncan Village)		1 project (waste management programme implemented in Duncan Village)e	1 project (waste management programme implemented in Duncan Village)	1 project (waste management programme implemented in Duncan Village)e
	1.22. Number of Community Development projects supported by CSI	N/A	N/A	N/A		Minimum of 3 projects		Minimum of 3 projects	Minimum of 3 projects	Minimum of 3 projects
	1.23. Number of areas where safety and security interventions implemented as part of BIDS	N/A	N/A	N/A		Minimum of 3 projects		Minimum of 3 projects	Minimum of 3 projects	Minimum of 3 projects
1.24. Health of financial ratios		N/A	N/A	N/A		N/A		Liquidity = 2:1 Debt Coverage = 1:1 Operating Cost Coverage = 2:1 Solvency = 1:1 Profit margin = 5%	Liquidity = 2:1 Debt Coverage = 1:1 Operating Cost Coverage = 2:1 Solvency = 1:1 Profit margin = 5%	Liquidity = 2:1 Debt Coverage = 1:1 Operating Cost Coverage = 2:1 Solvency = 1:1 Profit margin = 5%
	1.25. Implementation of a Financial Sustainability Strategy		N/A	N/A		Council Approval of Financial Sustainability Strategy & Implementation and Monitoring of Financial Sustainability		Implementation and Monitoring of Financial Sustainability	Implementation and Monitoring of Financial Sustainability	Implementation and Monitoring of Financial Sustainability

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
14. Financial sustainability						Strategy & Implementation and Monitoring of Financial Sustainability Strategy		Strategy	Strategy	Strategy
	1.26. Compliance on financial planning, administration and reporting requirement	100% compliance	100% compliance	100% compliance		100% compliance		100% compliance	100% compliance	100% compliance
	1.27. Improved Audit Outcome	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion without findings		Unqualified Audit Opinion without findings		Unqualified Audit Opinion without findings	Unqualified Audit Opinion without findings	Unqualified Audit Opinion without findings
	1.28. Expenditure incurred	106% YTD Expenditure has been achieved	84% YTD Expenditure has been achieved	85% YTD Expenditure has been achieved.		97% Spending of grant from the City		97% Spending of grant from the City	97% Spending of grant from the City	97% Spending of grant from the City
	1.29. Improved percentage implementation of recommendations from External and Internal Audit Reports	100 % Implementation of recommendations from External and Internal Audit reports	100 % Implementation of recommendations from External and Internal Audit reports	100 % Implementation of recommendations from External and Internal Audit reports		100 % Implementation of recommendations from External and Internal Audit reports		100 % Implementation of recommendations from External and Internal Audit reports	100 % Implementation of recommendations from External and Internal Audit reports	100 % Implementation of recommendations from External and Internal Audit reports
	1.30. % LEVEL ONE BBBEE expenditure on procurement of goods and services	42%	35%	83%		75%		75%	75%	75%
15. Effective corporate services to support the organization mandate	1.31. Agency performance level	N/A	N/A	N/A		100 % Performance Level Achievement		100 % Performance Level Achievement	100 % Performance Level Achievement	100 % Performance Level Achievement
	1.32. Level of wellness of the employees	N/A	N/A	N/A		100% Employee Wellness		100% Employee Wellness	100% Employee Wellness	100% Employee Wellness
	1.33. Competitiveness of reward systems	N/A	N/A	N/A		Salary Competitive ratio		Salary Competitive ratio	Salary Competitive ratio	Salary Competitive ratio
16. Efficient and effective Information Technology and Knowledge Management capability to support the other outcomes and creating internal processes to support functions - to drive digital transformation in the city	1.34. Level of global connectedness [Number of systems/solutions deployed]	N/A	N/A	N/A		4 Systems/Solutions deployed		4 Systems/Solutions deployed	4 Systems/Solutions deployed	4 Systems/Solutions deployed
	1.35. Amount of contribution to relevant research platforms on relevant work [Number of research platforms adopted]	N/A	N/A	N/A		2 Research Platforms adopted		2 Research Platforms adopted	2 Research Platforms adopted	2 Research Platforms adopted
	1.36. Amount of contribution to Smart City programme [Number of smart city initiatives implemented]	N/A	N/A	N/A		2 Smart City Initiatives implemented		2 Smart City Initiatives implemented	2 Smart City Initiatives implemented	2 Smart City Initiatives implemented
17. Effective and sound corporate governance	1.37. Governance maturity level	N/A	N/A	N/A		Level 4: Institutionalized		Level 4: Institutionalised	Level 5: Mature	Level 5: Mature
18. Transversal research capability - Capacitated and capable research capability to ensure that investment decisions are informed by sound research	1.38. Number of reports and data sets that supports sound decision making made available to partners	N/A	N/A	N/A		3 reports and datasets made available to partners		3 reports and datasets made available to partners	3 reports and datasets made available to partners	3 reports and datasets made available to partners
19. Effective and efficient management of stakeholder engagement and client orientation	1.39. Number of companies / institutions / individuals to whom you have sent information and received feedback	N/A	N/A	N/A		5 companies / institutions / individuals engaged		5 companies / institutions / individuals engaged	5 companies / institutions / individuals engaged	5 companies / institutions / individuals engaged
	Value derived from Stakeholder Management [Number of engagements converted to Strategic Partnerships]	N/A	N/A	N/A		2 engagements converted to Strategic Partnerships		2 engagements converted to Strategic Partnerships	2 engagements converted to Strategic Partnerships	2 engagements converted to Strategic Partnerships

ANNEXURE Z

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
Employee costs	Employee costs/Total Revenue - capital revenue		69.8%	52.2%	48.6%	21%	21%	21%	19%	21%	28%
Remuneration	Total remuneration/(Total Revenue - capital revenue)		70.3%	51.3%	48.6%	20.8%	20.8%	20.8%	18.6%	21.0%	28.1%
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)		2,932,105.7	-	32.7	13.2	13.2	8.7	9.3	31.7	-
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	0.0	0.0	0.0

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		Tier balance	n/a	N/A	Ongoing	-	-	-	n/a	23	807	(39,910)	40,377	1,297

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	14,505	15,129	15,129	15,129	16,401	17,571	18,520
Pension and UIF Contributions		622	718	524	1,230	1,230	1,230	1,334	1,429	1,506
Medical Aid Contributions		–	–							
Overtime		–	–							
Performance Bonus		447	552	625	742	742	742	804	862	908
Motor Vehicle Allowance		60	120	120	134	134	134	145	155	163
Cellphone Allowance		–	–							
Housing Allowances		–	48	48	53	53	53	58	62	65
Other benefits and allowances		–	–							
Payments in lieu of leave		296	373							
Long service awards		–	–							
Post-retirement benefit obligations	1	–	–	737	563	563	563	610	654	689
Sub Total - Other Staff of Entities		8,247	9,586	16,559	17,851	17,851	17,851	19,352	20,732	21,852
% increase			0	0	0	0	0	0	0	5.4%
Total Municipal Entities remuneration		15,496	17,152	24,079	27,888	27,888	27,888	30,126	32,193	33,931

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

Summary of Personnel Numbers	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	6	-	6	8	-	8
Municipal entity employees	4	-	-	-	-	-	-	-	-	-
CEO and Senior Managers	2	4	-	4	4	-	4	5	-	4
Other Managers	6	7	2	5	8	3	5	11	5	6
Professionals		1	1	-	1	1	-	1	1	-
Finance		-	-	-	-	-	-	-	-	-
Spatial/town planning		-	-	-	-	-	-	-	-	-
Information Technology		1	1	-	1	1	-	1	1	-
Roads		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Water		-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Other		4	4	-	2	2	-	1	1	-
Technicians		-	-	-	-	-	-	-	-	-
Finance		-	-	-	-	-	-	-	-	-
Spatial/town planning		-	-	-	-	-	-	-	-	-
Information Technology		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Water		-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Clerks (Clerical and administrative)		2	2	-	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		24	9	15	26	11	15	31	12	18
% increase			(62.5%)	66.7%	73.3%	(26.7%)	-	106.7%	(61.3%)	50.0%
Total entity employees headcount	5	4	1	3	-	-	-	-	-	-
Finance personnel headcount	7	4	3	1	4	1	3	5	2	3
Human Resources personnel headcount	7	-	-	-	5	4	1	5	4	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	86	83	93	75	63	56	68	83	44	90	81	79	900	949	1,000
Interest earned - outstanding debtors													-	-	-
Dividends received													-	-	-
Fines, penalties and forfeits													-	-	-
Licences and permits													-	-	-
Agency services	370	328	312	259	95	311	286	34	237	247	522	998	4,000	4,000	4,000
Transfers and subsidies	37,849	20,002	991	762	575	46,471	388	589	25,290	5,762	2,342	2,673	143,695	106,785	67,182
Other revenue	428	1,039	286	482	464	1,007	402	456	6,943	911	459	699	13,576	41,393	48,679
Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	38,733	21,452	1,683	1,578	1,197	47,845	1,144	1,162	32,514	7,011	3,405	4,449	162,172	153,127	120,862
Operating Expenditure By Type															
Employee related costs	2,211	2,244	2,663	2,362	2,317	3,172	2,494	2,419	2,726	2,446	2,491	2,579	30,126	32,193	33,931
Remuneration of Board Members													-	-	-
Debt impairment													-	-	-
Depreciation & asset impairment	103	210	245	58	150	312	155	133	155	151	156	151	1,978	2,038	2,148
Finance charges	0	0	0	0	1	-	0	0	0	0	0	0	4	4	5
Bulk purchases - electricity													-	-	-
Inventory consumed	10	67	183	275	60	249	162	146	157	153	66	174	1,703	1,959	2,064
Contracted services	5,460	6,933	8,695	8,736	9,045	11,497	6,480	7,078	10,467	9,189	8,479	10,961	103,021	80,905	44,740
Transfers and subsidies	80	26	3	24	35	24	36	37	23	32	10	39	369	424	447
Other expenditure	2,215	1,918	1,858	1,903	1,915	4,050	2,579	1,651	689	2,594	1,820	1,777	24,969	35,604	37,527
Losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	10,080	11,398	13,647	13,358	13,523	19,305	11,908	11,463	14,218	14,567	13,023	15,681	162,171	153,127	120,861

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>													-	-	-

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

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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															
<i>Outdoor Facilities</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	95	95	107	229	131	128	174	141	238	372	198	(794)	1,116	1,506	1,606
Servitudes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and Rights	95	95	107	229	131	128	174	141	238	372	198	(794)	1,116	1,506	1,606
<i>Water Rights</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															
<i>Effluent Licenses</i>												-	-	-	-
<i>Solid Waste Licenses</i>												-	-	-	-
<i>Computer Software and Applications</i>	95	95	107	229	131	128	174	141	238	372	198	(794)	1,116	1,506	1,606
<i>Load Settlement Software Applications</i>												-	-	-	-
<i>Unspecified</i>												-	-	-	-
Computer Equipment	22	22	24	52	30	29	40	32	54	84	45	(180)	253	365	415
Computer Equipment	22	22	24	52	30	29	40	32	54	84	45	(180)	253	365	415
Furniture and Office Equipment	119	119	134	286	163	159	217	176	297	464	247	(990)	1,392	1,879	1,979
Furniture and Office Equipment	119	119	134	286	163	159	217	176	297	464	247	(990)	1,392	1,879	1,979
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	236	236	266	567	323	316	431	350	589	920	490	(1,964)	2,761	3,750	4,000

CASH FLOW FROM OPERATING ACTIVITIES

Receipts															
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges												-	-	-	-
Other revenue												17,576	17,576	45,393	49,680
Government - operating	-	-	-	-	-	-	-	-	-	-	-	143,695	143,695	106,785	67,182
Government - capital												2,761	2,761	3,750	4,000
Interest												900	900	949	1,000
Dividends												-	-	-	-
Payments															
Suppliers and employees	-	-	-	-	-	-	-	-	-	-	-	(160,188)	(160,188)	(151,084)	(116,338)
Finance charges												(4)	(4)	(4)	(5)
Dividends paid												-	-	-	-
Transfers and Grants												-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	4,740	4,740	5,788	5,520
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												(2,761)	(2,761)	(3,750)	(4,000)
NET CASH FROM/(USED) INVESTING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	(2,761)	(2,761)	(3,750)	(4,000)
CASH FLOWS FROM FINANCING ACTIVITIES															
Receipts															
Short term loans												-	-	-	-
Borrowing long term/refinancing												-	-	-	-
Increase (decrease) in consumer deposits												-	-	-	-
Payments															
Repayment of borrowing												(1,935)	(1,935)	(1,993)	(1,459)
NET CASH FROM/(USED) FINANCING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	(1,935)	(1,935)	(1,993)	(1,459)
NET INCREASE/ (DECREASE) IN CASH HELD	-	-	-	-	-	-	-	-	-	-	-	44	44	45	61
Cash/cash equivalents at the year begin:												1,470	1,470	1,514	1,559
Cash/cash equivalents at the year end:												1,514	1,514	1,559	1,620

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>		225	3,358	679	1,014	1,014	1,014	1,116	1,506	1,606
Servitudes										
Licences and Rights		225	3,358	679	1,014	1,014	1,014	1,116	1,506	1,606
<i>Water Rights</i>										
<i>Effluent Licenses</i>										
<i>Solid Waste Licenses</i>										
<i>Computer Software and Applications</i>		225	3,358	679	1,014	1,014	1,014	1,116	1,506	1,606
<i>Load Settlement Software Applications</i>										
<i>Unspecified</i>										
<u>Computer Equipment</u>		99	607	56	231	231	231	253	365	415
Computer Equipment		99	607	56	231	231	231	253	365	415
<u>Furniture and Office Equipment</u>		–	114	1,194	1,265	1,265	1,265	1,392	1,879	1,979
Furniture and Office Equipment		–	114	1,194	1,265	1,265	1,265	1,392	1,879	1,979
<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	324	4,078	1,929	2,510	2,510	2,510	2,761	3,750	4,000

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>		-	-	-	-	-	-	-	-	-
Computer Equipment										
<u>Furniture and Office Equipment</u>		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment										
<u>Machinery and Equipment</u>		-	-	-	4,535	4,535	4,535	5,216	5,998	6,322
Machinery and Equipment		-	-	-	4,535	4,535	4,535	5,216	5,998	6,322
<u>Transport Assets</u>		-	-	-	12	12	12	13	15	16
Transport Assets		-	-	-	12	12	12	13	15	16
<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		-	-	-	4,550	4,550	4,550	5,233	6,018	6,343

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									
Intangible Assets		603	999	794	1,325	1,325	1,325	1,365	1,406	1,482
Servitudes										
Licences and Rights		603	999	794	1,325	1,325	1,325	1,365	1,406	1,482
<i>Water Rights</i>										
<i>Effluent Licenses</i>										
<i>Solid Waste Licenses</i>										
<i>Computer Software and Applications</i>		603	981	794	1,325	1,325	1,325	1,365	1,406	1,482
<i>Load Settlement Software Applications</i>										
<i>Unspecified</i>		-	19	-	-	-	-	-	-	-
Computer Equipment		178	189	119	368	368	368	379	391	412
Computer Equipment		178	189	119	368	368	368	379	391	412
Furniture and Office Equipment		18	18	75	227	227	227	234	241	254
Furniture and Office Equipment		18	18	75	227	227	227	234	241	254
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 Depreciation by Asset Class/Sub-class		799	1,206	987	1,921	1,921	1,921	1,978	2,038	2,148

Buffalo City Development Agency - Supporting Table SD9 Detailed capital budget

R thousand	Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	2021/22 Medium Term Revenue & Expenditure Framework				
													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>																	
Buffalo City Development Agency																	
	Planning And Development	Capital:Non-Infrastructure:New:Computer Equipment	-	NEW	An efficient, effective and development-oriented	Growth		Computer Equipment	Computer Equipment	BUFFALO CITY METROPOLIT	0	0	56	231	507	731	415
	Planning And Development	Capital:Non-Infrastructure:New:Furniture And Office Eq	-	NEW	An efficient, effective and development-oriented	Growth		Furniture And Office Equipment	Furniture And Office Equipment	BUFFALO CITY METROPOLIT	0	0	1,194	1,265	2,783	3,757	1,979
	Planning And Development	Capital:Non-Infrastructure:New:Intangible Assets:Com	-	NEW	An efficient, effective and development-oriented	Growth		Licences And Rights	Computer Software And Applications	BUFFALO CITY METROPOLIT	0	0	679	1,014	2,231	3,012	1,606
	Entity Capital expenditure												1,929	2,510	5,521	7,500	4,000

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			
Total					-