

CITY OF JOHANNESBURG

**DRAFT MEDIUM-TERM BUDGET
2020/21 TO 2022/23**

MARCH 2020

Table of Contents	Page No
PART1- ANNUAL BUDGET	
1.1. EXECUTIVE SUMMARY	9
1.2. OPERATING BUDGET FRAMEWORK	12
1.3. CAPITAL EXPENDITURE	17
1.4. ANNUAL BUDGET TABLES	19
1.5. TARIFF SETTING	42
1.6. COUNCIL RESOLUTIONS	61
PART 2- SUPPORTING DOCUMENTATION	
2.1. OVERVIEW OF ANNUAL BUDGET PROCESS	64
2.2. OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH IDP	66
2.3. MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS	74
2.4. BUDGET RELATED POLICIES	87
2.5. OVERVIEW OF BUDGET ASSUMPTIONS	90
2.6. OVERVIEW OF BUDGET FUNDING	93
2.7. EXPENDITURE ON GRANTS	104
2.8. MONTHLY TARGETS FOR REVENUE, EXPENDITURE AND CASH FLOW	105
2.9. LEGISLATION COMPLIANCE STATUS	111
2.10. OTHER SUPPORTING DOCUMENTS	113
2.11. MEDIUM TERM BUDGET PER CLUSTER, DEPARTMENT AND MUNICIPAL ENTITY	123

List of Tables

No	Description
Table A1	Consolidated Budget Summary
Table A2	Consolidated Budgeted Financial Performance (revenue and expenditure by standard classification)
Table A3	Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)
Table A4	Consolidated Budgeted Financial Performance (revenue and expenditure)
Table A5	Consolidated Budgeted Capital Expenditure by vote, (standard classification and funding)
Table A6	Consolidated Budgeted Financial Position
Table A7	Consolidated Budgeted Cash Flows
Table A8	Consolidated Cash- backed Reserves/ Accumulated Surplus Reconciliation
Table A9	Consolidated Asset Management
Table A10	Consolidated Basic Service Delivery Measurement
SA1	Supporting detail to Budget Financial Performance
SA2	Consolidated Matrix Financial Performance
SA3	Supporting detail to Budget Financial Position
SA4	Reconciliation of IDP strategic objectives and Budget (Operating revenue)
SA5	Reconciliation of IDP strategic objectives and Budget (Operating expenditure)
SA6	Reconciliation of IDP strategic objectives and Budget (Capital expenditure)
SA7	Measurable performance objectives
SA8	Performance indicators and benchmarks
SA9	Social, economic and demographic statistics and assumptions
SA10	Funding measurement
SA11	Property rates summary
SA12 and SA13	Property rates by category
SA14	Household bills
SA15	Investment particulars by type
SA16	Investment particulars by maturity
SA17	Borrowing
SA18	Transfers and grant receipts
SA19	Expenditure on transfers and grant programme
SA21	Transfers and grants made by the municipality

SA22	Summary councillor and staff benefits
SA23	Salaries, allowances and benefits (political office bearers, Councillors and senior managers)
SA24	Summary of personnel numbers
SA25	Budgeted monthly revenue and expenditure
SA26	Budgeted monthly revenue and expenditure by municipal vote
SA27	Budgeted revenue and expenditure by standard classification
SA28	Budgeted monthly capital expenditure by municipal vote
SA29	Budgeted monthly capital expenditure by standard classification
SA30	Consolidated budgeted monthly cash flow
SA31	Aggregated entity budget
SA32	List of external mechanisms
SA34	Consolidated capital expenditure by asset class
SA35	Consolidated future financial implications of the capital budget

Abbreviations and Acronyms

ALCO	Assets and Liabilities Committee
Budget Lekgotla	A planning forum aimed at identifying key spending priorities for the City for a specific planning cycle.
BSC	Budget Steering Committee
BRT	Bus Rapid Transit, a project initiated to improve public transport within the City.
CAPEX	Capital expenditure, spending on municipal assets such as land, buildings, roads, etc.
CFO	Chief Financial Officer
CIF	Capital Investment Framework
CIMS	Capital Investment Management System, a system used to prioritise capital projects in the City
CM	City Manager
CoJ	City of Johannesburg
CPI	Consumer Price Index.
DED	Department of Economic Development, one of the City's core departments
DMTN	Domestic Medium-Term Note.
DoRA	Division of Revenue Act
EM	Executive Mayor
ESP	Expanded Social Package
FBE	Free basic electricity
FBS	Free basic services
FBW	Free basic water
GAAP	Generally Accepted Accounting Practice
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognised Accounting Practice
GDS	Growth and Development Strategy, the City's long- term strategy for development.
GDP	Gross domestic product
GMS	Growth Management Strategy, the City's strategy for the management of growth within the City.
HSDG	Human Settlement Development Grant
IBT	Inclining Block Tariff
IDP	Integrated Development Plan, a strategic document detailing the City's medium- term plan for development.
IGR	Intergovernmental relations
Kl	kiloliter
Km	kilometer
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local economic development
MEs	Municipal entities, companies in which the City is the sole shareholder, established to provide services to residents on behalf of the City.

MBRR	Municipal Budgeting and Reporting Regulations
MFMA	Municipal Finance Management Act, Act 56 of 2003, legislation providing a framework for financial management in local government
MIG	Municipal Infrastructure Grant
MMC	Member of the Mayoral Committee
MPRA	Municipal Properties Rates Act
MSA	Municipal Systems Act, Act 32 of 2000
MTB	Medium Term Budget, a three-year financial plan of a municipality
MTEF	Medium- term Expenditure Framework
NERSA	National Electricity Regulator South Africa
NGO	Non- governmental organisations
NT	National Treasury of South Africa
OPEX	Operating expenditure, spending on the day to day operational activities such as salaries and wages, repairs and maintenance, general expenses
PBO	Public benefit organisations
PMS	Performance Management System
PPP	Public- Private Partnerships
RSC	Regional Services Council
SA	South Africa
SALGA	South African Local Government Association
SARB	South African Reserve Bank
SDBIP	Service Delivery and Budget Implementation Plan, a detailed plan containing quarterly performance targets and monthly budget estimates
SMME	Small, Micro and Medium Enterprises
VOTE	Segments (Departments/Municipal Entities/Programmes) into which a budget is divided for the appropriation of funds

List of Votes

Economic Development
Environment and Infrastructure
Transport Department
Community Development
Health
Social Development
Group Forensic Investigation Services
Ombudsman
City Manager
Speaker: Legislative Arm of Council
Group Information Communication Technology
Group Finance
Group Corporate and Shared Services
Housing
Development Planning
Public Safety
Municipal Entities Accounts
City Power
Johannesburg Water
Pikitup
Johannesburg Roads Agency
Metrobus
Johannesburg Parks and Zoo
Johannesburg Development Agency
Johannesburg Property Company
Metropolitan Trading Company
Joburg Market
Johannesburg Social Housing Company
Joburg City Theatres

Purpose

The purpose of this document is to submit the 2020/21 Medium Term Budget for information and consultation.

The Budget has been compiled within the framework of the Municipal Financial Management Act (MFMA), Municipal Budget and Reporting Regulations (MBRR), MFMA Circulars No 51, 54, 55, 59, 66, 67, 70, 74, 75, 78, 79, 82, 85, 86, 89, 91, 94, 97 and 98.

PART 1 – ANNUAL BUDGET

1.1 EXECUTIVE SUMMARY

The establishment of the Government of Local Unity through multi-party arrangements in 2019/20 financial year revives the implementation of the Gauteng Development Strategy 2040 (GDS 2040) as the City's strategic guide in responding to the needs of its residents. Key to this process is the revival of outcome-based planning approach and the revival of clusters as central pillars in the governance of the City. All programs are expected to respond to the thirteen priority programs as per the mandate of the GLU, and organizational reporting should be managed through clusters. Among spending priorities, the revival of the City's annual capital budget spending of R10 billion annually and the intelligence that informs the City's financial development plan is revived. Operational spending should be contained to release resources for the development of service delivery and economic development infrastructure. This means managing the consequences of decisions previously made and re-orientating programs towards the GDS 2040. The City's 'world class vision', and the enhancement of the City's operating model are re-instated as central pillars guiding 'Joburg in the South African local government space. In achieving this, the GDS outcomes were defined to the most elementary level- the input and activities required to walk the path defined.

The two strategic Makgotlas held with the City's executive management team on 13-15 December 2019, and 18-19 February 2019, respectively were used to refresh memories on the contents of the GDS 2040 and unpack the mandate of the GLU and its programs. These sessions further complemented in-year technical streams of work developed and managed by the administration. The Budget Steering Committee was held in January 2020 and formalized budget proposals in line with the resources at the disposal of the organization. The budget allocations and programmes become output to that process, and the pledge the City provides to the residents of Johannesburg.

The City remains committed to aggressive service delivery, enhancing and reviving economic nodes and precincts, aiming at improving its service standard levels, responsive to the challenges facing youth, gender, and economic development, de-risking the unemployed and creating opportunities, and improving the stature of the organization locally and internationally. Through the above mentioned processes, the political and administrative sections of leadership defined the envisaged destination. The programmes proposed seek to improve the quality of life of Johannesburg residents, put relevance of the digital and information age to residents, respond to the neglected areas of the society, and develop the necessary organizational capability.

Any developing nation cannot ignore the concept of 'smart cities', orientation, the relevance of the fourth industrial revolution, vulnerability to the effects of climate change, and the continued resurgence of social ills such as substance and drug abuse, migration and informality, and destitute. Within resources at the disposal of the City, the proposed budget allocations re-emphasize accelerated service delivery, strengthening law enforcement, reducing illegality, financial sustainability, human settlement, decent jobs and opportunities, and respond to fighting corruption, gender based violence, youth empowerment and land invasion. In allocating capital spending, the city is guided by its spatial planning that recognises the weaknesses of the current

arrangement and define the envisaged future City. Every project for which an allocation is made should find relevance in the city's spatial plan. There is a desire to improve the marginalized areas and enhance economic activity. The inner-city node is revived albeit through an expanded definition. Attempts are made to contribute to the new City "Lanseria" announced in the President's State of Nation Address of 2020. However, there are areas identified as requiring immediate attention: re-enforcement of the organizational information technological capacity, delivery of housing units, biasness towards certain category or ratepayers, structuring service delivery models to community empowerment, intergovernmental coordination and responding to economic and social challenges. Details of such programmes are contained in the IDP chapters.

Not much has changed in the environment the City is operating in characterised by low economic growth, high levels of unemployment particularly the youth), constrained public finances, rising household and public debt levels, energy challenges, and skills mismatch. The upsurge of volatile climate, the increase of non-communicable diseases, poverty, lawlessness, and poor infrastructure levels decrease the City's response to the kind of development desired. In spite of this, programmes had been put in place to strengthen the city's fiscal capacity, re-orientate the economy, and respond decisively on dilapidated infrastructure and service delivery issues. There has been a reprioritisation process to elevate financial sustainability as one of the drivers of the City's success, and the City's financial teams remain focused in resource mobilisation, the development of the necessary organisational capability to execute its programmes and managing stakeholder expectations in a functional municipality. Measures will be introduced to contain costs and edge the organisation towards more cost efficiency measures.

Electricity and energy challenges remain a major risk to the economy and municipal finances in general that need to be singled out as there are general secondary effects such as reduced output, employment and economic activity. City Power is grappling with non-technical losses and therefore magnifies the impact on the cross-subsidization model. Mobility around the City and SMME's are identified as key kind of activities impacted that will continue to be impacted the most. The City is exploring options to mitigate this risk including exploring the measure proposed by the national government. It is hoped with the planned infrastructure investment, stability in supply to the residents will be improved, while gauging the optimal solution in the long run.

The City remains an economic hub and houses head quarter offices of well established companies. It is critical that it should participate in the global information technological age and empower its citizen accordingly. Internally, there will be an enhanced emphasis on improved business process with the SAP S4Hana implementation, improved availability of management information, progressive and biased Wi-Fi rollout and revival of economic development along economic nodes. Programmes have been expanded to maximise Rand-value impact, improve livelihood citywide and increase the visibility of the services citywide. Improving the customer experience, remedying process failures such as billing queries, improved data management, reducing the backlog, reducing especially the high estimations on electricity and water meters; and improving the coverage of physical meter reading remain relevant in the current setting.

In conclusion, leadership understands the road ahead and is committed to enhancing the improvement of its business processes, improvement of its service standard implementation, alignments within the

intergovernmental system, and re-orientation of the economy to job supporting initiatives. There will be sessions with various stakeholders, including communities to empower each other and create a shared vision. It is in this context that a renewed commitment from the current labour force and its structures guided by professional conduct among all employees is required for the achievement of such goals. Details of programmes and allocated expenditure follows.

1.2 OPERATING BUDGET FRAMEWORK

The proposed operating revenue budget is approximately R61.8 billion and the operating expenditure budget is totalling R59.9 billion for the 2020/21 financial year. Revenue is increasing by 8.5% and expenditure by 5.7% over the 2019/20 financial year. The table below sets out the Medium-Term Revenue and Expenditure Budget for the 2020/21- 2022/23 financial years.

	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	%	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Revenue	56 964 811	61 795 225	8.5%	64 856 871	68 670 765
Internal revenue	7 870 096	7 935 066	0.8%	8 406 896	8 862 703
Expenditure	64 834 907	69 730 291	7.6%	73 263 767	77 533 468
Internal expenditure	56 708 898	59 922 551	5.7%	62 119 562	65 283 545
	7 870 096	7 935 066	0.8%	8 406 896	8 862 703
	64 578 994	67 857 617	5.1%	70 526 458	74 146 248
Surplus (Deficit)	255 913	1 872 674		2 737 309	3 387 220
Taxation	44 089	47 700	8.2%	48 599	45 858
Surplus (Deficit) for the year	211 824	1 824 974		2 688 710	3 341 362
Capital grants and contributions	3 165 458	2 619 226		2 655 323	3 137 882
Surplus (Deficit) for the year including capital grants and contributions	3 377 282	4 444 200		5 344 033	6 479 244

The City is budgeting for a surplus (before taxation and capital grants) of R1.9 billion for 2020/21. The surplus will be applied towards the City's working capital and funding of capital investment.

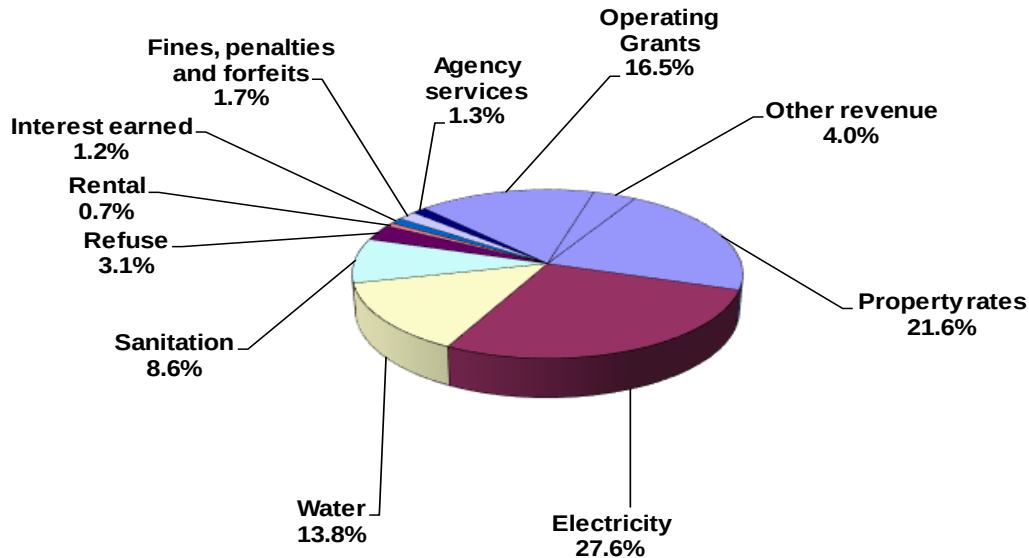
Revenue Analysis

In 2019/20, the direct revenues were budgeted at R57 billion with revenue estimated to be R61.8 billion in 2020/21.

Revenue	Adjusted Budget 2019/20 R million	Budget 2020/21 R million	%	Estimate 2021/22 R million	Estimate 2022/23 R million
Property rates	12 293	13 358	8.7%	14 051	14 726
Electricity	16 172	17 069	5.5%	16 730	17 688
Water	7 889	8 498	7.7%	9 256	10 076
Sanitation	4 692	5 286	12.6%	5 726	6 205
Refuse	1 830	1 905	4.1%	1 994	2 094
Rental	393	424	7.9%	446	461
Interest earned	694	733	5.5%	769	811
Fines, penalties and forfeits	1 005	1 059	5.4%	1 114	1 170
Agency services	779	811	4.0%	842	877
Operating Grants	9 144	10 176	11.3%	11 187	11 687
Other revenue	2 074	2 477	19.4%	2 742	2 877
Total revenue	56 965	61 795	8.5%	64 857	68 671

The increase of 8.5% in total revenue is made up of the 8.7% increase in property rates, 5.5% in electricity revenue, 7.7% increase in water revenue, 12.6% increase in sanitation revenue, 4.1% increase in refuse, 7.9% increase in rental of facilities, 5.5% increase in interest earned, 5.4% increase in fines, 4% increase agency services, 11.3% increase in operating grants and 19.6% increase in other revenue.

The graph below reflects the percentages per revenue category of the total revenue of the City.



The 2020/21 revenue budget for property rates, electricity, water, sewerage and refuse amounts to R46.1 billion and it represents approximately 74.6% of the total revenue budget of R61.8 billion.

The table below sets out the average tariff increases for 2020/21 - 2022/23 financial years.

Service	Base Year 2019/20	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Property rates	5.50%	4.90%	4.80%	4.80%
Electricity	13.07%	8.10%	5.22%	10.00%
Water	9.90%	8.60%	8.60%	8.60%
Sanitation	9.90%	8.60%	8.60%	8.60%
Refuse	7.00%	5.20%	4.70%	5.00%

The proposed tariff increases in the table above are averages, i.e. some customers may pay more and others less than the average.

Property rates: Projected property rates revenue is estimated at R13.4 billion, approximately 8.7% increase from the 2019/20 financial year. The increase is based on an average property rates tariff increase of 4.9%. The increase includes improvements made to properties, subdivisions, consolidations and new properties.

Service charges - electricity: The projected electricity revenue of R17.1 billion is approximately 5.5% increase from the 2019/20 financial year. The increase is based on a proposed average tariff increase for electricity of 8.1% and the strategic drive to reduce total electricity losses to a level of 25.5% in the 2020/21 financial year. The average bulk purchase price increase from City Power's main suppliers (Eskom, Kelvin and Ekurhuleni municipality) is assumed at 7.3%.

Service charges - water and sewerage: Projected water and sewerage charges are estimated at R13.8 billion, approximately 9.6% increase from the 2019/20 financial year. The increase is based on an average tariff increase of 8.6%, based on a proposed Rand Water tariff increase of 6.6% plus a retail margin of 2% and an estimated population growth increase of 1.2%. Furthermore, business customers are to pay a 2% surcharge on water, sewerage and sanitary services. The City is also reintroducing the first 6kl water free to all customers as from 1 July 2020.

Service charges - refuse: The projected refuse revenue of R1.9 billion is approximately 4.1% increase from the 2019/20 financial year, the increase is based on a proposed average tariff increase of 5.2% and a proposed stepped tariff to ensure affordability for lower priced properties.

Rental of facilities are increasing by approximately by 7.9% and is mainly due to the increase in rental housing units (increase of 800 rental units) and the increase in revenues on commercial and social leases.

Interest earned increased by R38.3 million in line with payment and liquidity levels of the City.

Income from fines, penalties and forfeits increased with an amount of R54.2 million or 5.4% from the 2019/20 financial year. The increase is mainly due to fine income resulting from Road Traffic Offences (AARTO) infringement notices.

Operating grants are increasing by R1 billion or 11.3% from the 2019/20 financial year. The increase mainly relates to increased allocations for the Equitable Share R493 million, Fuel Levy R410 million, and Public Transport Network (PTNG) grant funding R272.6 million.

Other revenue reflects an increase of R406.2 million or 19.6% and it mainly relates to -

- Transportation (R267.4 million) mainly due to the Public Transport Network Operating Grant (PTNOG) allocation from the National Treasury, the revenue from the Johannesburg International Transport Interchange (JITI) and the Rea Vaya Phase 1C operationalization;
- Public Safety (R58.9 million) mainly due to projected revenues for the new vehicle pound in Midrand; and
- City Power (R33.9 million) due to an increase in new connections.

The tariffs for minor services will mainly increase in line with estimated inflation of 5.2%.

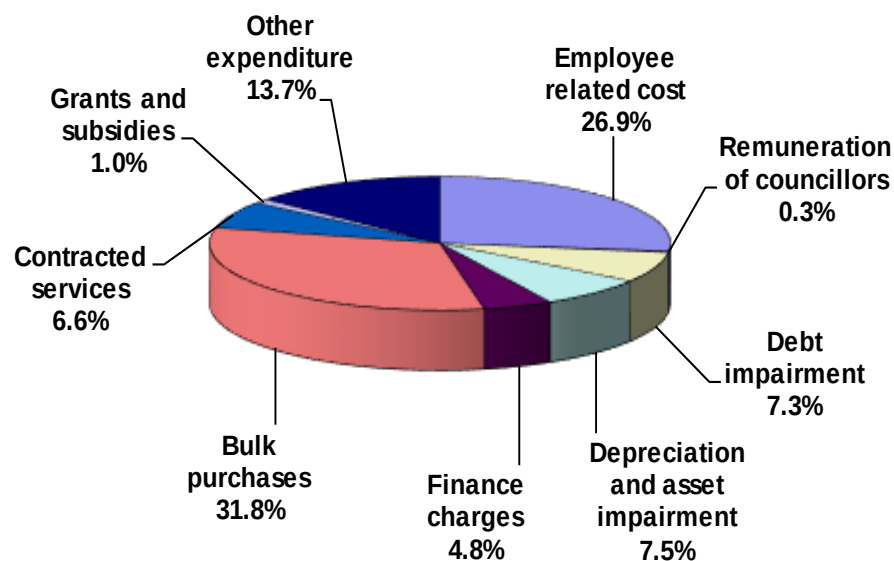
Expenditure Analysis

The City adopted the 2019/20 Adjusted Operating Budget of R56.7 billion. 2020/21 presents a budget of R59.9 billion, an increase of 5.7% from the 2019/20 adjusted budget.

Expenditure	Adjusted Budget 2019/20 R million	Budget 2020/21 R million	%	Estimate 2021/22 R million	Estimate 2022/23 R million
Employee related cost	15 303	16 135	5.4%	17 152	18 232
Remuneration of councillors	181	193	6.4%	205	218
Debt impairment	4 121	4 397	6.7%	4 591	4 893
Depreciation and asset impairment	4 267	4 493	5.3%	4 760	5 209
Finance charges	2 808	2 902	3.3%	3 034	3 182
Bulk purchases	18 063	19 030	5.4%	18 923	19 983
Contracted services	3 890	3 964	1.9%	4 172	3 898
Grants and subsidies	377	626	66.0%	658	691
Other expenditure	7 698	8 183	6.3%	8 625	8 977
Total expenditure	56 709	59 923	5.7%	62 120	65 284

The increase of 5.7% in expenditure is a result of the increase in employee related cost 5.4%, remuneration of councillors 6.4%, debt impairment 6.7% depreciation 5.3%, finance charges 3.3%, bulk purchases 5.4% (Eskom/Kelvin Power Station and Rand Water), contracted services 1.9%, grants and subsidies paid 66% (mainly for taxi compensation R270.3 million - Rea Vaya Phase 1C operationalization) and other expenditure 6.3%. Increases on expenditure are explained later in the report under each cluster per department or entity.

The graph below reflects the percentages per expenditure category of the total expenditure of the City.



Repairs and Maintenance

The City is placing a greater emphasis on preserving and maintaining its current infrastructure. Repairs and maintenance as a percentage of PPE has grown from 4.7% in 2016/17 to 5.8% in 2020/21. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. The following table is a consolidation of all the expenditures associated with repairs and maintenance:

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Repairs and maintenance expenditure by Asset Class</u>								
Roads Infrastructure	693 213	655 308	346 342	910 715	909 115	924 362	903 418	1 078 281
Storm water Infrastructure				251 200	251 200	256 700	275 674	295 000
Electrical Infrastructure	708 391	669 657	435 330	643 101	603 101	629 043	632 987	625 068
Water Supply Infrastructure	446 070	421 679	386 741	702 338	683 467	743 240	869 331	821 411
Sanitation Infrastructure	395 974	374 322	257 828	806 629	794 048	813 655	780 941	818 284
Solid Waste Infrastructure				9 128	9 128	13 449	14 114	7 207
Information and Communication Infrastructure	68 324	64 588		16 086	16 086	15 688	15 765	16 749
Community Facilities	13 890	13 131		328 761	328 761	334 568	308 208	324 053
Heritage Assets						2 158		
Other Assets	728 566	688 728	1 992 691	946 418	957 311	958 039	1 110 908	1 197 772
Total	3 054 428	2 887 412	3 418 932	4 614 376	4 552 217	4 690 902	4 911 346	5 183 825

Financial Position

The table below reflects the summary of the proposed financial position.

Financial position	Adjusted Budget 2019/20 R million	Budget 2020/21 R million	Estimate 2021/22 R million	Estimate 2022/23 R million
Total current assets	17 317	17 529	21 355	23 639
Total non current assets	83 710	88 671	91 518	95 497
Total current liabilities	15 718	14 793	17 066	16 018
Total non current liabilities	29 031	30 685	29 742	30 573
Community wealth/equity	56 277	60 722	66 066	72 545

The projected current ratio over the medium term is projected to be above 1:18. Cash reserves are used to fund capital investment, hence no material improvement in the current ratio.

Cash Flow

The table below reflects the summary of the proposed cash flow.

Cash flow	Adjusted Budget 2019/20 R million	Budget 2020/21 R million	Estimate 2021/22 R million	Estimate 2022/23 R million
Net cash from (used) operating	7 571	8 584	10 094	11 402
Net cash from (used) investing	(9 141)	(8 571)	(9 841)	(8 341)
Net cash from (used) financing	2 041	782	1 166	(212)
Cash/cash equivalents at the year begin:	5 339	5 810	6 605	8 024
Cash/cash equivalents at the year end	5 810	6 605	8 024	10 872

The cash of the City is projected to be approximately R6.6 billion at the end of the 2020/21 financial year. It will be approximately R10.9 billion in the outer year. Cash reserves are applied towards capital infrastructure spending.

To achieve financial stabilisation and long-term sustainability the City has a set of parameters within which financial planning should be aligned. These key financial indicators are included in the table below.

Key Financial Indicators						
Ratios	Actual 2018/19	Adjusted Budget 2019/20	Bench- marks	Budget 2020/21	Estimate 2021/22	Estimate 2022/23
Current ratio	1.1:1	1.1:1	1.5 - 2:1	1.2:1	1.3:1	1.5:1
Solvency ratio	2.2:1	2.3:1	Above 2:1	2.3:1	2.4:1	2.6:1
Debt to Revenue ratio	42%	43%	Below 45%	41%	41%	38%
Remuneration as % of Total Operating Expenditure ratio	26.5%	27.3%	25% - 40%	27.2%	27.9%	28.2%
Repairs and Maintenance as a % of PPE ratio	4.7%	5.9%	8%	5.8%	5.8%	5.8%
Capital cost (interest and redemption) as a % of total operating expenditure	10%	7%	6% - 8%	8%	7%	10%
Net Operating Surplus Margin	7%	0%	Above 0%	3%	4%	5%
Cash / Cost coverage (days)	47.8	35.9	30 - 90 days	39.3	48.3	65.8

1.3 CAPITAL EXPENDITURE

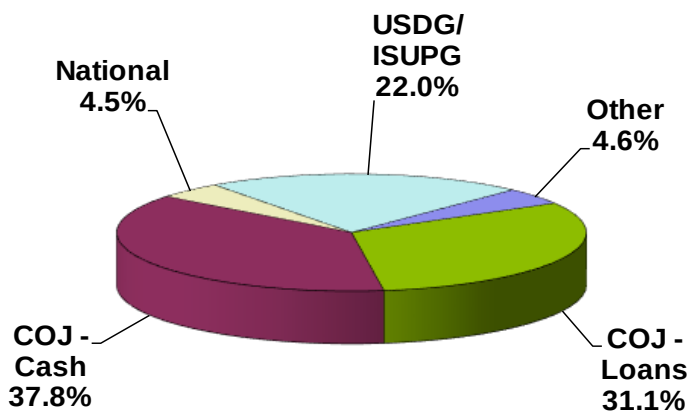
The level of capital expenditure and borrowing are based on affordability, prudential indicators and sustainability (debt ratio, current ratio, operating surplus and the impact or return of the capital investment on the operating account).

The table below reflects the medium term capital budget over the next three years.

Funding source	Org Bud 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Loan funding	2 988 369	2 620 591	2 200 000	3 000 000
CRR and surplus cash	1 578 123	3 179 205	3 800 000	3 085 336
Grants and contributions	3 187 968	2 619 226	2 655 323	3 137 882
Total	7 754 460	8 419 022	8 655 323	9 223 218

The capital budget of the City projects a spending plan of approximately R26.3 billion over the next three-year period. The capital budget for the 2020/21 financial year amounts to approximately R8.4 billion. Approximately R5.8 billion of the capital budget will be funded by the City and R2.6 billion from grants and public contributions.

Funding Sources for 2020/21



- R2.6 billion of capital will be funded from loans.
- R3.2 billion of capital will be funded through cash surpluses.
- R381.3 million will be funded from grants received from National (PTIS - R244.2 million, NDPG - R62.4 million and Integrated City Development Grant - R74.8 million).
- R1.9 billion will be funded through the Urban Settlement Development Grant (USDG).
- R389.6 million will be funded from other sources (public and bulk service contributions).

ANNUAL BUDGET TABLES

The following pages present the main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2020/21 budget and the MTB.

Table A1: Consolidated Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands								
Financial Performance								
Property rates	7 912 381	9 110 560	12 372 032	12 292 550	12 292 550	13 358 276	14 050 897	14 726 182
Service charges	24 197 278	24 291 988	26 886 904	31 199 712	30 582 947	32 758 146	33 706 584	36 062 503
Investment revenue	395 088	467 375	636 839	305 700	316 264	332 714	348 381	365 801
Transfers recognised - operational	6 835 831	7 369 073	8 062 085	9 037 510	9 144 305	10 176 125	11 187 114	11 686 973
Other own revenue	3 214 940	3 408 298	4 311 327	4 649 945	4 628 745	5 169 964	5 563 895	5 829 306
Total Revenue (excluding capital transfers and contributions)	42 555 518	44 647 295	52 269 188	57 485 417	56 964 811	61 795 225	64 856 871	68 670 765
Employee costs	10 255 081	10 684 522	12 667 744	15 085 407	15 303 199	16 135 036	17 151 550	18 232 105
Remuneration of councillors	139 593	156 206	162 088	181 408	181 408	193 019	205 179	218 105
Depreciation & asset impairment	2 998 824	3 132 794	3 258 999	4 289 935	4 266 823	4 493 251	4 759 763	5 209 353
Finance charges	2 421 815	2 525 423	2 434 266	2 807 395	2 807 622	2 901 623	3 034 160	3 182 113
Materials and bulk purchases	16 878 457	16 723 782	17 978 344	20 637 949	20 279 805	21 291 366	21 290 639	22 469 342
Transfers and grants	500 747	289 336	180 269	447 548	377 229	626 148	658 428	691 350
Other expenditure	11 143 765	11 287 819	11 756 201	13 290 036	13 492 812	14 282 109	15 019 843	15 281 177
Total Expenditure	44 338 282	44 799 883	48 437 911	56 739 678	56 708 898	59 922 551	62 119 562	65 283 545
Surplus/(Deficit)	-1 782 765	-152 588	3 831 277	745 739	255 913	1 872 674	2 737 309	3 387 220
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	2 628 843	2 413 210	2 681 480	2 745 480	2 721 970	2 229 600	2 195 395	2 705 514
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)	417 174	421 792	359 720	442 488	443 488	389 626	459 928	432 368
Surplus/(Deficit) for the year	1 263 251	2 682 415	6 872 477	3 933 707	3 421 371	4 491 900	5 392 632	6 525 102
Capital expenditure & funds sources								
Capital expenditure	7 672 032	6 888 816	7 348 007	7 754 430	7 754 430	8 419 022	8 655 323	9 223 218
Transfers recognised - capital	3 046 016	2 898 693	3 184 269	2 745 480	2 745 480	2 619 226	2 655 323	3 137 882
Borrowing	2 005 437	2 802 920	2 511 844	2 988 369	2 988 369	2 620 591	2 200 000	3 000 000
Internally generated funds	2 620 579	1 187 203	1 651 893	2 020 581	2 020 581	3 179 205	3 800 000	3 085 336
Total sources of capital funds	7 672 032	6 888 816	7 348 007	7 754 430	7 754 430	8 419 022	8 655 323	9 223 218
Financial position								
Total current assets	12 040 767	11 213 300	15 800 410	16 489 454	17 316 529	17 528 785	21 354 731	23 638 859
Total non current assets	70 286 591	75 515 861	79 629 654	82 234 156	83 709 700	88 670 502	91 518 360	95 496 828
Total current liabilities	17 230 871	14 705 862	14 716 964	16 118 368	15 717 864	14 792 632	17 065 884	16 017 721
Total non current liabilities	23 334 228	25 996 729	27 812 973	29 868 326	29 030 956	30 685 047	29 741 565	30 573 079
Community wealth/Equity	41 762 259	46 026 570	52 900 127	52 736 916	56 277 409	60 721 609	66 065 642	72 544 886
Cash flows								
Net cash from (used) operating	3 574 880	4 894 706	8 626 126	7 806 300	7 570 874	8 194 378	9 633 648	10 969 441
Net cash from (used) investing	-6 682 869	-5 392 992	-7 529 517	-8 354 228	-9 140 654	-8 181 427	-9 380 977	-7 909 001
Net cash from (used) financing	1 834 134	-357 764	2 002 745	2 180 913	2 040 500	782 278	1 165 851	-211 806
Cash/cash equivalents at the year end	3 095 910	2 239 860	5 339 214	5 924 346	5 809 934	6 605 163	8 023 685	10 872 319
Cash backing/surplus reconciliation								
Cash and investments available	5 364 812	4 292 657	6 723 986	8 725 307	7 088 373	8 793 946	9 046 209	11 727 392
Application of cash and investments	8 819 869	8 176 150	6 142 935	8 328 137	5 282 228	6 061 269	4 835 718	4 387 114
Balance - surplus (shortfall)	-3 455 057	-3 883 493	581 051	397 171	1 806 145	2 732 677	4 210 490	7 340 278
Asset management								
Asset register summary (WDV)	67 207 844	71 447 255	75 965 581	78 230 483	80 191 253	84 124 765	88 028 007	92 049 787
Depreciation	2 998 824	3 132 794	3 258 999	4 289 935	4 266 823	4 493 251	4 759 763	5 209 353
Renewal and Upgrading of Existing Assets	3 509 780			3 840 257	3 840 257	3 992 626	3 625 427	3 998 732
Repairs and Maintenance	3 054 428	2 887 412	3 418 932	4 614 376	4 552 217	4 690 902	4 911 346	5 183 825

Explanatory notes to table A1: Budget Summary

1. Table A1 is a budget summary and provides an overview of the City's budget that includes all major financial components (i.e. operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. Financial management reforms emphasise the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus is positive over the medium term;
 - b. The capital budget is approximately R8.4 billion in 2020/21 and R9.2 billion in 2022/23;
 - c. Borrowing is incorporated in the net cash from financing on the Cash Flow Budget;
 - d. Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years; and
 - e. The cash of the City is projected to be approximately R6.3 billion at the end of the 2020/21 financial year. It will be approximately R10.1 billion in the outer year.
3. The City's cash backing / surplus reconciliation over the medium-term budget shows a positive outcome, which is an indication that the City will be able to afford its commitments over the next three years.

Table A2: Consolidated Budgeted Financial Performance (revenue and expenditure by standard classification)

Functional Classification Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue - Functional								
Governance and administration	15 100 197	17 395 680	21 542 636	21 472 430	21 473 345	23 512 970	25 268 245	26 920 778
Executive and council	5 323	29 278	1 216	158	2 073	166	174	183
Finance and administration	15 094 873	17 366 401	21 541 420	21 472 272	21 471 272	23 512 804	25 268 071	26 920 595
Community and public safety	2 494 785	2 344 105	2 918 858	3 340 500	3 436 241	3 364 452	3 743 049	3 719 957
Community and social services	135 137	108 615	97 751	140 048	128 048	129 380	133 099	138 938
Sport and recreation	108 857	98 074	66 955	97 905	101 305	111 597	105 650	109 431
Public safety	647 151	649 187	1 066 420	1 458 841	1 527 787	1 531 375	1 606 129	1 686 436
Housing	1 425 515	1 294 825	1 500 823	1 450 926	1 480 319	1 403 175	1 681 681	1 588 586
Health	178 125	193 404	186 908	192 780	198 782	188 925	216 490	196 566
Economic and environmental services	2 128 594	2 148 594	2 393 503	3 104 329	3 082 485	3 313 658	3 278 670	3 546 910
Planning and development	703 889	855 535	747 054	872 369	871 565	904 570	906 348	924 186
Road transport	1 337 481	1 217 765	1 572 026	2 156 610	2 124 470	2 322 588	2 283 342	2 532 744
Environmental protection	87 224	75 166	74 422	75 350	86 450	86 500	88 980	89 980
Trading services	25 877 958	25 594 046	28 455 391	32 756 125	32 138 198	34 223 371	35 222 230	37 621 003
Energy sources	15 952 029	14 023 416	14 802 885	17 766 658	17 042 972	17 809 616	17 676 141	18 632 281
Water management	5 080 763	5 983 336	7 070 835	7 836 035	7 836 035	8 575 883	9 181 220	9 979 477
Waste water management	3 387 175	3 988 891	4 713 890	5 224 023	5 224 023	5 717 255	6 120 814	6 652 985
Waste management	1 457 990	1 598 402	1 867 782	1 929 409	2 035 168	2 120 617	2 244 055	2 356 259
Other								
Total Revenue - Functional	45 601 534	47 482 298	55 310 388	60 673 385	60 130 269	64 414 451	67 512 194	71 808 647
Expenditure - Functional								
Governance and administration	7 913 750	9 370 327	8 920 099	9 902 023	9 917 087	10 549 542	11 037 401	11 659 729
Executive and council	1 304 085	1 443 081	1 400 876	1 832 000	1 769 383	1 993 856	2 104 834	2 225 698
Finance and administration	6 609 665	7 927 246	7 519 223	7 963 590	8 044 659	8 448 349	8 819 453	9 314 368
Community and public safety	7 632 259	6 917 754	8 357 348	10 949 801	11 138 331	11 800 256	12 403 554	13 070 293
Community and social services	1 476 813	1 220 322	1 313 515	1 724 856	1 725 752	1 805 122	1 906 818	2 004 341
Sport and recreation	842 754	772 509	966 809	1 071 716	1 158 895	1 206 339	1 273 112	1 343 755
Public safety	3 190 542	2 741 363	3 960 383	5 553 612	5 548 378	5 808 875	6 155 567	6 523 872
Housing	1 299 590	1 273 104	1 094 086	1 467 293	1 563 823	1 640 020	1 724 493	1 843 796
Health	822 560	910 457	1 022 555	1 132 324	1 141 483	1 339 900	1 343 564	1 354 529
Economic and environmental services	3 929 023	3 877 831	4 310 762	5 882 215	6 001 747	6 605 514	7 129 659	7 160 323
Planning and development	980 585	938 875	1 125 271	1 441 253	1 460 987	1 554 879	1 799 491	1 915 435
Road transport	2 791 638	2 810 219	3 035 346	4 278 901	4 386 978	4 891 934	5 164 214	5 061 314
Environmental protection	156 799	128 738	150 145	162 061	153 782	158 702	165 954	183 574
Trading services	24 753 702	24 701 932	26 839 502	30 041 370	29 695 822	31 014 939	31 597 547	33 439 058
Energy sources	14 881 035	13 724 134	14 548 009	16 843 664	16 291 621	16 757 096	16 403 331	17 238 367
Water management	4 834 764	5 342 687	5 997 791	6 512 891	6 542 626	7 013 569	7 489 856	8 001 087
Waste water management	3 223 176	3 561 792	3 998 527	4 341 927	4 361 751	4 675 713	4 993 237	5 334 058
Waste management	1 814 727	2 073 319	2 295 176	2 342 888	2 499 824	2 568 561	2 711 123	2 865 546
Other								
Total Expenditure - Functional	44 228 734	44 867 845	48 427 712	56 775 409	56 752 987	59 970 251	62 168 161	65 329 403
Surplus/(Deficit) for the year	1 372 800	2 614 453	6 882 676	3 897 976	3 377 282	4 444 200	5 344 033	6 479 244

Explanatory notes to table A2: Budgeted Financial Performance (revenue and expenditure by standard classification)

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The standard classification divides the municipal services into functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enable the National Treasury to compile "whole of government" report.
2. The total revenue on this table includes capital transfers and expenditure includes taxation.

The table below reflects the surplus/(deficit) of trading services accounts.

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Electricity								
Revenue (incl. capital grants)	15 377	14 717	15 214	17 767	17 043	17 810	17 676	18 632
Expenditure	14 989	14 396	14 827	16 844	16 292	16 757	16 403	17 238
Surplus/(Deficit) for the year	388	321	387	923	751	1 053	1 273	1 394
% Surplus/(Deficit)	2.5%	2.2%	2.5%	5.2%	4.4%	5.9%	7.2%	7.5%
Water and Wastewater Management								
Revenue (incl. capital grants)	9 134	10 740	12 360	13 060	13 060	14 293	15 302	16 632
Expenditure	8 343	8 869	10 121	10 855	10 904	11 689	12 483	13 335
Surplus/(Deficit) for the year	791	1 871	2 240	2 205	2 156	2 604	2 819	3 297
% Surplus/(Deficit)	8.7%	17.4%	18.1%	16.9%	16.5%	18.2%	18.4%	19.8%
Waste management								
Revenue (incl. capital grants)	1 522	1 702	1 934	1 929	2 035	2 121	2 244	2 356
Expenditure	1 930	2 071	2 314	2 343	2 500	2 568	2 711	2 865
Surplus/(Deficit) for the year	-408	-370	-380	-413	-464	-448	-467	-509
% Surplus/(Deficit)	-26.8%	-21.7%	-19.6%	-21.4%	-22.8%	-21.1%	-20.8%	-21.6%

1. The electricity trading surplus is R1.1 billion, R1.3 billion and R1.4 billion over the medium.
2. The surplus on the water and wastewater management account are increasing over the medium term translating into a surplus of R2.6 billion, R2.8 billion and R3.3 billion for each of the respective financial years.
3. The deficit on waste management are relatively stable over the medium term from R448 million in 2020/21 to R509 million in 2022/23. The deficit of waste management is cross-subsidised by the property rates account.
4. The surpluses on the trading accounts are utilised as an internal funding source for the capital investment (asset renewal, refurbishment and the development of new asset infrastructure).

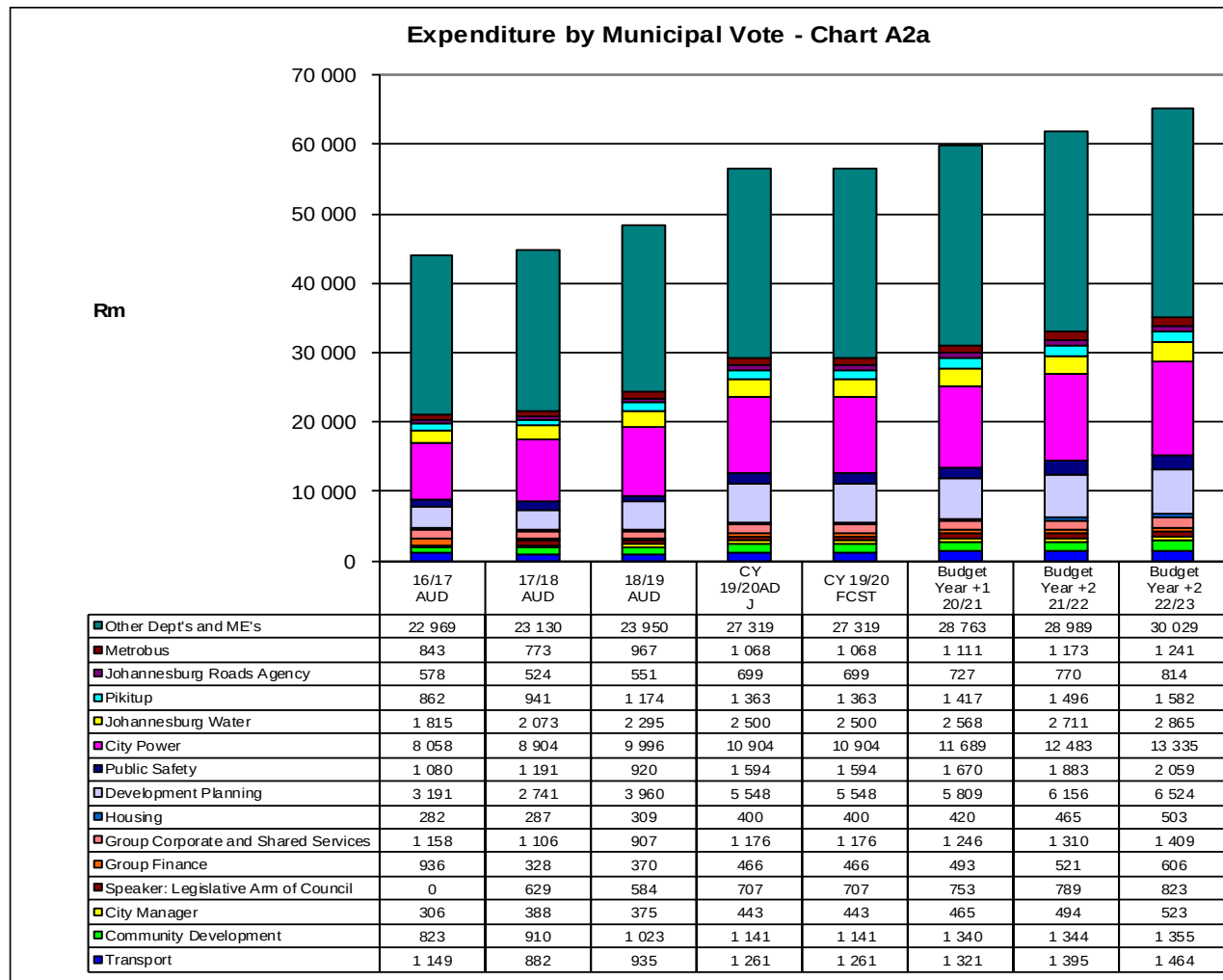
5. Table A3: Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
Revenue by Vote								
Vote 1 - Economic Development	149	1 492	1 722	23 955	23 955	19 819	–	–
Vote 2 - Environment, Infrastructure and Services	87 224	75 166	74 422	75 350	86 450	86 500	88 980	89 980
Vote 3 - Transport	1 145 862	955 787	1 191 406	1 394 278	1 327 454	1 474 931	1 577 779	1 649 600
Vote 4 - Community Development	78 709	37 250	40 697	53 719	53 719	54 717	57 652	60 534
Vote 5 - Health	178 125	193 404	186 908	192 780	198 782	188 925	216 490	196 566
Vote 6 - Social Development	3 257	11 135	1 911	655	655	689	721	757
Vote 7 - Group Forensic Investigation Services	–	–	–	–	–	–	–	–
Vote 8 - Office of the Ombudsman	–	–	–	–	–	–	–	–
Vote 9 - City Manager	5 268	29 241	1 182	158	2 073	166	174	183
Vote 10 - Speaker: Legislative Arm of Council	55	38	34	–	–	–	–	–
Vote 11 - Group Information and Communication	–	–	–	–	–	–	–	–
Vote 12 - Group Finance	14 383 482	16 677 597	20 824 787	21 098 271	21 098 271	23 111 989	24 804 651	26 440 975
Vote 13 - Group Corporate and Shared Services	25 841	15 590	19 467	7 200	6 200	13 000	13 782	7 500
Vote 14 - Housing	1 307 756	1 176 073	1 356 962	1 275 310	1 316 591	1 216 711	1 485 623	1 382 821
Vote 15 - Development Planning	178 746	177 922	209 597	228 855	201 541	238 542	236 123	235 475
Vote 16 - Public Safety	647 151	649 187	1 066 420	1 458 841	1 527 787	1 531 375	1 606 129	1 686 436
Vote 17 - Municipal Entities Accounts	657 891	661 751	675 380	776 761	777 761	860 643	748 391	925 854
Vote 18 - City Power	15 952 029	14 023 416	14 802 885	17 766 658	17 042 972	17 809 616	17 676 141	18 632 281
Vote 19 - Johannesburg Water	8 467 938	9 972 227	11 784 725	13 060 058	13 060 058	14 293 138	15 302 034	16 632 462
Vote 20 - Pikitup	1 457 990	1 598 402	1 867 782	1 929 409	2 035 168	2 120 617	2 244 055	2 356 259
Vote 21 - Johannesburg Roads Agency	84 847	152 129	245 708	189 610	221 686	191 179	201 551	212 388
Vote 22 - Metrobus	106 772	109 849	134 912	129 733	132 341	139 478	146 710	154 045
Vote 23 - Johannesburg City Parks and Zoo	108 857	98 074	66 955	67 905	70 305	71 597	75 650	79 431
Vote 24 - Johannesburg Development Agency	70 611	70 278	61 087	75 594	79 292	83 190	87 333	92 879
Vote 25 - Johannesburg Property Company	27 660	11 462	21 785	83 029	83 029	84 172	88 549	92 977
Vote 26 - Metropolitan Trading Company	73 586	191 562	32 176	49 615	49 615	52 195	54 648	57 380
Vote 27 - Joburg Market	380 797	414 282	442 472	474 350	497 162	510 824	528 244	538 452
Vote 28 - Johannesburg Social Housing Company	117 758	118 752	143 862	175 616	163 728	186 464	196 058	205 765
Vote 29 - Joburg City Theatres	53 172	60 230	55 144	85 674	73 674	73 974	74 726	77 647
Total Revenue by Vote	45 601 534	47 482 298	55 310 388	60 673 385	60 130 269	64 414 451	67 512 194	71 808 647
Expenditure by Vote to be appropriated								
Vote 1 - Economic Development	179 596	59 082	110 874	168 730	162 193	178 642	188 607	198 882
Vote 2 - Environment, Infrastructure and Services	156 799	128 738	150 145	162 061	153 782	158 702	165 954	183 574
Vote 3 - Transport	1 352 110	1 344 845	1 309 975	1 943 430	1 868 838	2 268 794	2 396 025	2 052 493
Vote 4 - Community Development	1 149 479	882 351	935 185	1 262 066	1 261 229	1 321 004	1 395 067	1 463 505
Vote 5 - Health	822 560	910 457	1 022 555	1 132 324	1 141 483	1 339 900	1 343 564	1 354 529
Vote 6 - Social Development	178 346	169 036	199 093	253 575	254 597	266 376	281 956	298 447
Vote 7 - Group Forensic Investigation Services	37 078	78 727	75 705	106 434	103 045	107 337	113 114	119 663
Vote 8 - Office of the Ombudsman	26 866	29 731	32 110	34 063	34 773	36 175	38 217	40 474
Vote 9 - City Manager	934 190	1 025 287	993 270	1 351 524	1 291 595	1 492 681	1 572 143	1 661 965
Vote 10 - Speaker: Legislative Arm of Council	305 950	388 063	375 496	446 413	443 015	465 000	494 474	523 259
Vote 11 - Group Information and Communication	–	629 261	584 131	703 894	706 715	752 514	789 389	822 916
Vote 12 - Group Finance	4 139 991	4 823 110	4 997 359	5 353 512	5 319 698	5 583 014	5 805 335	6 102 371
Vote 13 - Group Corporate and Shared Services	936 149	327 924	370 135	533 611	466 133	492 585	520 733	605 608
Vote 14 - Housing	1 158 484	1 106 286	906 753	1 091 987	1 176 307	1 246 245	1 309 834	1 408 883
Vote 15 - Development Planning	282 019	287 109	309 346	413 663	400 256	420 347	464 936	502 988
Vote 16 - Public Safety	3 190 542	2 741 363	3 960 383	5 553 612	5 548 378	5 808 875	6 155 567	6 523 872
Vote 17 - Municipal Entities Accounts	1 080 146	1 190 697	919 599	1 608 412	1 593 957	1 670 188	1 883 317	2 059 235
Vote 18 - City Power	14 881 035	13 724 134	14 548 009	16 843 664	16 291 621	16 757 096	16 403 331	17 238 367
Vote 19 - Johannesburg Water	8 057 940	8 904 479	9 996 318	10 854 818	10 904 377	11 689 282	12 483 093	13 335 145
Vote 20 - Pikitup	1 814 727	2 073 319	2 295 176	2 342 595	2 499 531	2 568 253	2 710 801	2 865 208
Vote 21 - Johannesburg Roads Agency	861 725	941 495	1 174 269	1 284 388	1 362 813	1 416 709	1 495 893	1 581 568
Vote 22 - Metrobus	577 804	523 879	551 102	598 209	699 417	726 814	770 137	813 701
Vote 23 - Johannesburg City Parks and Zoo	842 754	772 509	966 809	981 142	1 068 321	1 111 056	1 173 350	1 240 700
Vote 24 - Johannesburg Development Agency	87 727	91 852	101 222	98 696	102 716	107 570	113 966	120 823
Vote 25 - Johannesburg Property Company	453 379	877 527	572 294	603 548	800 577	833 048	879 807	930 365
Vote 26 - Metropolitan Trading Company	147 912	175 190	240 898	312 745	312 785	345 261	370 193	389 193
Vote 27 - Joburg Market	283 331	325 641	362 931	350 630	386 248	404 462	423 931	442 193
Vote 28 - Johannesburg Social Housing Company	141 106	166 818	187 333	187 901	200 113	196 627	208 245	220 019
Vote 29 - Joburg City Theatres	148 988	168 935	179 237	197 763	198 474	205 695	217 182	229 457
Total Expenditure by Vote	44 228 734	44 867 845	48 427 712	56 775 409	56 752 987	59 970 251	62 168 161	65 329 403
Surplus/(Deficit) for the year	1 372 800	2 614 453	6 882 676	3 897 976	3 377 282	4 444 200	5 344 033	6 479 244

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

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of the City.
2. Note the total revenue on this table includes capital transfers and expenditure includes taxation and excludes internal transfers.
3. The five biggest votes/budgets are City Power (R16.8 billion), Johannesburg Water (R11.7 billion), Public Safety (R5.8 billion), Group Finance (R5.6 billion) and Pikitup (R2.6 billion).

Graph: Expenditure by Municipal Vote



Graph: Expenditure by Municipal Vote (Trend)

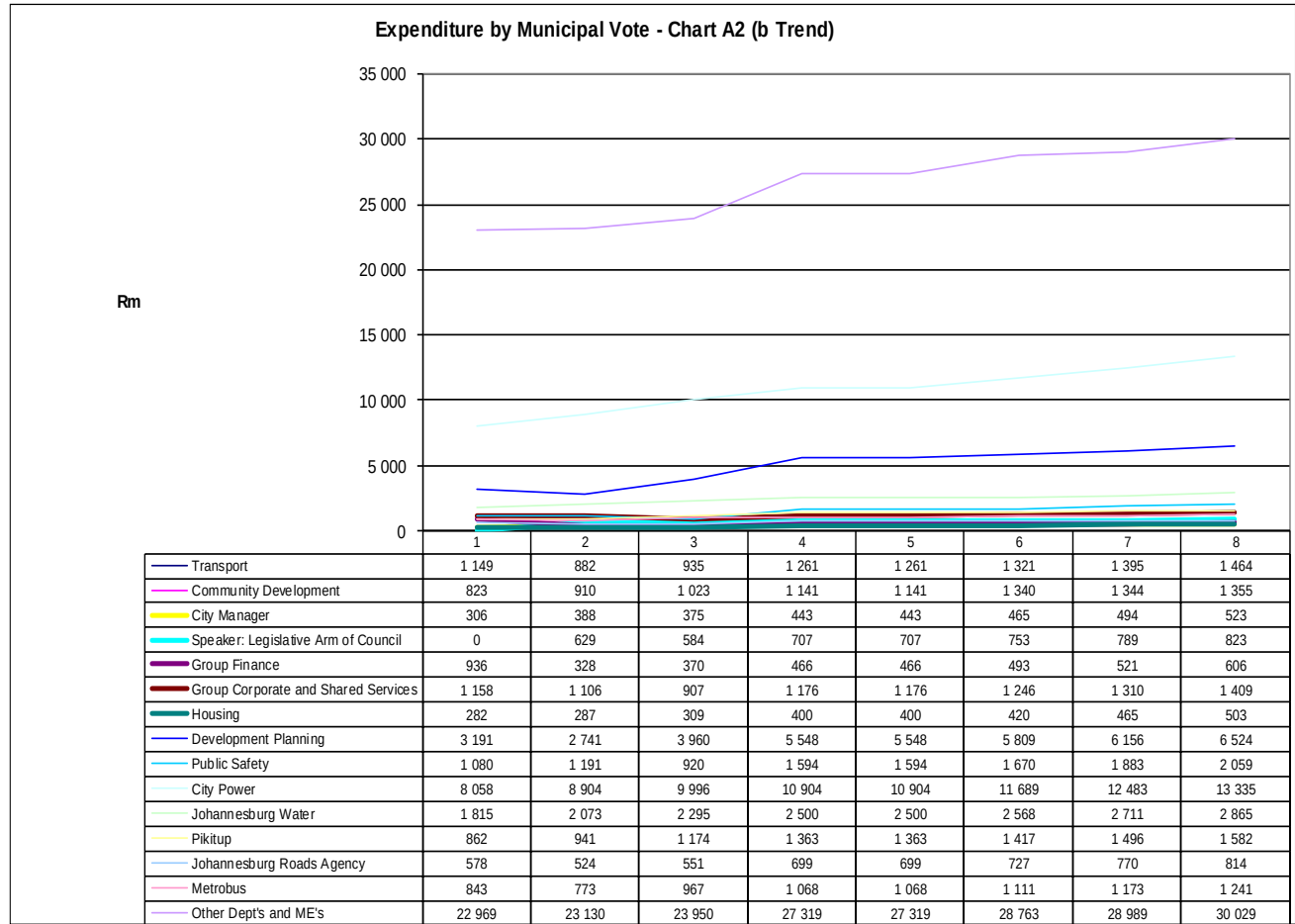


Table A4: Consolidated Budgeted Financial Performance (revenue and expenditure)

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source								
Property rates	7 912 381	9 110 560	12 372 032	12 292 550	12 292 550	13 358 276	14 050 897	14 726 182
Service charges - electricity revenue	14 649 520	13 209 621	14 076 466	16 888 897	16 171 871	17 069 246	16 729 965	17 687 836
Service charges - water revenue	5 030 125	5 996 861	7 043 361	7 888 696	7 888 696	8 498 163	9 256 012	10 076 129
Service charges - sanitation revenue	3 197 855	3 644 393	4 115 362	4 692 431	4 692 431	5 286 011	5 726 360	6 204 579
Service charges - refuse revenue	1 319 777	1 441 113	1 651 716	1 729 688	1 829 949	1 904 726	1 994 247	2 093 959
Rental of facilities and equipment	294 181	307 506	334 591	405 054	392 716	423 903	445 598	461 360
Interest earned - external investments	395 088	467 375	636 839	305 700	316 264	332 714	348 381	365 801
Interest earned - outstanding debtors	213 650	214 704	203 025	371 591	377 959	399 844	420 659	445 279
Dividends received	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	239 806	211 547	560 309	1 004 523	1 004 523	1 058 764	1 113 813	1 169 503
Licences and permits	3 648	8 202	8 196	7 503	8 282	8 391	8 246	8 310
Agency services	602 035	660 312	673 046	765 608	779 451	810 688	841 938	876 551
Transfers and subsidies	6 835 831	7 369 073	8 062 085	9 037 510	9 144 305	10 176 125	11 187 114	11 686 973
Other revenue	1 861 620	2 006 027	2 532 161	2 039 451	2 009 599	2 435 374	2 698 925	2 831 851
Gains	–	–	–	56 215	56 215	33 000	34 716	36 452
Total Revenue (excluding capital transfers and contributions)	42 555 518	44 647 295	52 269 188	57 485 417	56 964 811	61 795 225	64 856 871	68 670 765
Expenditure By Type								
Employee related costs	10 255 081	10 684 522	12 667 744	15 085 407	15 303 199	16 135 036	17 151 550	18 232 105
Remuneration of councillors	139 593	156 206	162 088	181 408	181 408	193 019	205 179	218 105
Debt impairment	3 941 275	3 483 310	4 578 189	4 136 711	4 121 463	4 396 553	4 591 063	4 892 557
Depreciation & asset impairment	2 998 824	3 132 794	3 258 999	4 289 935	4 266 823	4 493 251	4 759 763	5 209 353
Finance charges	2 421 815	2 525 423	2 434 266	2 807 395	2 807 622	2 901 623	3 034 160	3 182 113
Bulk purchases	14 978 933	15 173 013	16 535 145	18 393 191	18 062 889	19 029 828	18 922 812	19 983 123
Other materials	1 899 524	1 550 769	1 443 199	2 244 757	2 216 916	2 261 537	2 367 827	2 486 219
Contracted services	2 321 325	3 328 942	2 983 618	3 953 537	3 890 499	3 964 348	4 171 913	3 897 587
Transfers and subsidies	500 747	289 336	180 269	447 548	377 229	626 148	658 428	691 350
Other expenditure	4 806 980	4 161 944	4 156 830	5 199 788	5 480 850	5 921 207	6 256 867	6 491 033
Losses	74 186	313 623	37 564	–	–	–	–	–
Total Expenditure	44 338 282	44 799 883	48 437 911	56 739 678	56 708 898	59 922 551	62 119 562	65 283 545
Surplus/(Deficit)	(1 782 765)	(152 588)	3 831 277	745 739	255 913	1 872 674	2 737 309	3 387 220
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	2 628 843	2 413 210	2 681 480	2 745 480	2 721 970	2 229 600	2 195 395	2 705 514
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	417 174	421 792	359 720	442 488	443 488	389 626	459 928	432 368
Surplus/(Deficit) after capital transfers & contributions	1 263 251	2 682 415	6 872 477	3 933 707	3 421 371	4 491 900	5 392 632	6 525 102
Taxation	(109 549)	67 962	(10 198)	35 731	44 089	47 700	48 599	45 858
Surplus/(Deficit) after taxation	1 372 800	2 614 453	6 882 676	3 897 976	3 377 282	4 444 200	5 344 033	6 479 244
Attributable to minorities	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality	1 372 800	2 614 453	6 882 676	3 897 976	3 377 282	4 444 200	5 344 033	6 479 244
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	1 372 800	2 614 453	6 882 676	3 897 976	3 377 282	4 444 200	5 344 033	6 479 244

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

- Table A4 is a view of the budgeted financial performance in relation to the revenue and expenditure per revenue and expenditure category. Total revenue is R61.8 billion, and it represents a revenue

growth of 8.5%, 5.0% and 5.9% respectively over the 3 years. Major contributing items are the projected growth and tariff increases on property rates tax and service charges.

2. Projected property rates revenue is estimated at R13.4 billion, approximately 8.7% increase from the 2019/20 financial year. The increase is based on an average property rates tariff increase of 4.9%. The increase includes improvements made to properties, subdivisions, consolidations and new properties.
3. Service charges relating to electricity, water, sanitation, refuse removal and service charges other constitute the biggest component of the revenue basket of the City, totaling R32.8 billion for the 2020/21 financial year and increasing to R36.1 billion in 2022/23.

Service charges – electricity

The projected electricity revenue of R17.1 billion is approximately 5.5% increase from the 2019/20 financial year. The increase is based on a proposed average tariff increase for electricity of 8.1% and the strategic drive to reduce total electricity losses to a level of 25.5% in the 2020/21 financial year. The average bulk purchase price increase from City Power's main suppliers (Eskom, Kelvin and Ekurhuleni municipality) is assumed at 7.3%.

Service charges - water and sewerage

Projected water and sewerage charges are estimated at R13.8 billion, approximately 9.6% increase from the 2019/20 financial year. The increase is based on an average tariff increase of 8.6%, based on a proposed Rand Water tariff increase of 6.6% plus a retail margin of 2% and an estimated population growth increase of 1.2%. Furthermore, business customers are to pay a 2% surcharge on water, sewerage and sanitary services. The City is also reintroducing the first 6kl water free to all customers as from 1 July 2020.

Service charges – refuse

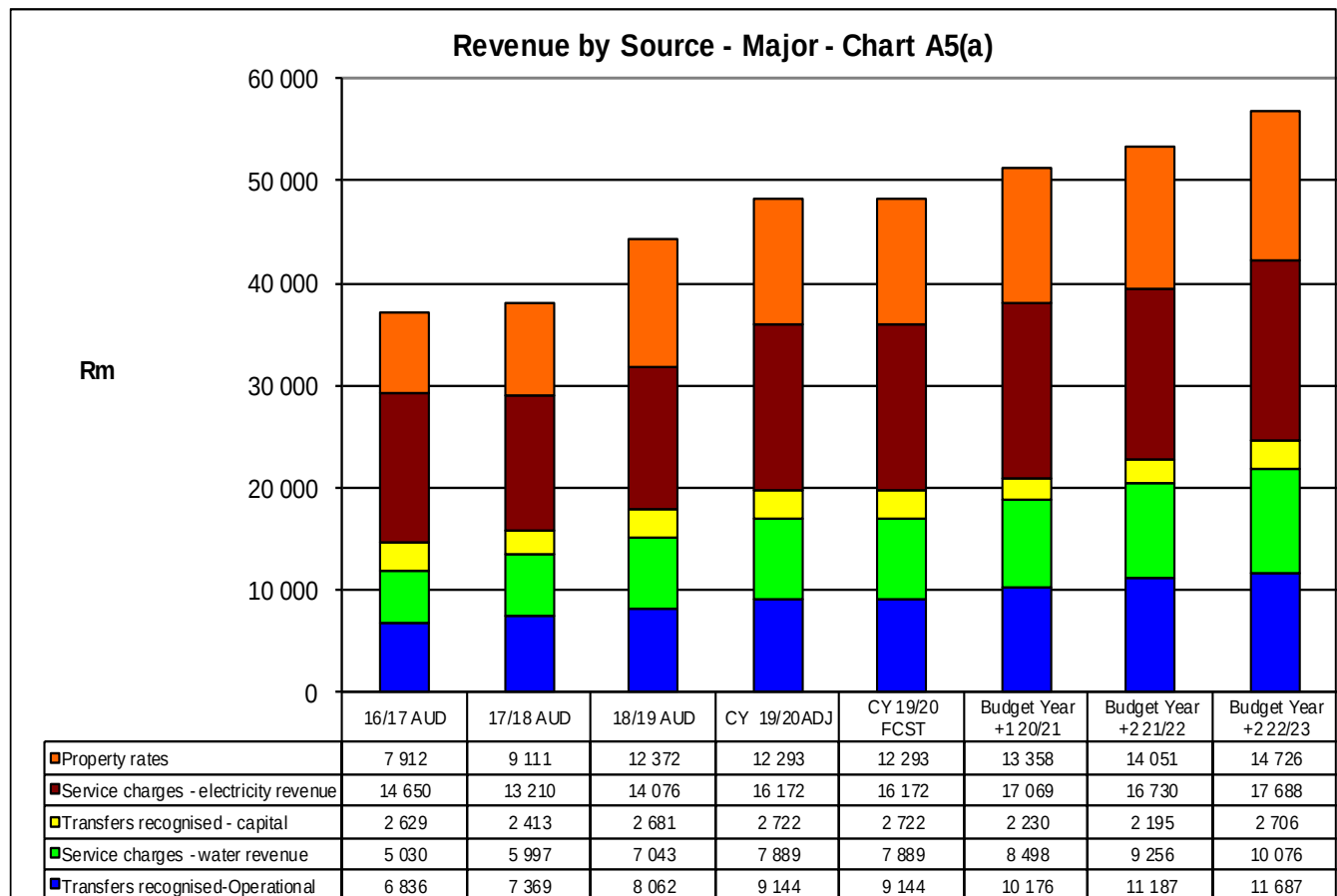
The projected refuse revenue of R1.9 billion is approximately 4.1% increase from the 2019/20 financial year, the increase is based on a proposed average tariff increase of 5.2% and a proposed stepped tariff to ensure affordability for lower priced properties.

4. Transfers recognised – Operating grants are increasing by R1 billion or 11.3% from the 2019/20 financial year. The increase mainly relates to increased allocations for the Equitable Share R493 million, Fuel Levy R410 million, and Public Transport Network (PTNG) grant funding R272.6 million.
5. Bulk purchases have increased over the 2016/17 to 2022/23 period, escalating from R15 billion in 2016/17 to R19 billion in 2020/21. These increases can be attributed to substantial increases in the cost of bulk electricity from Eskom and water from Rand Water.
6. Employee-related cost, one of the main cost drivers within the City's operating expenditure, increases from R10.3 billion in 2016/17 to R16.1 billion in 2020/21. The budgeted 2020/21 salary increase is based on a projected increase of 6.25%. Salaries are capped at an increase of 5.4% to provide for a

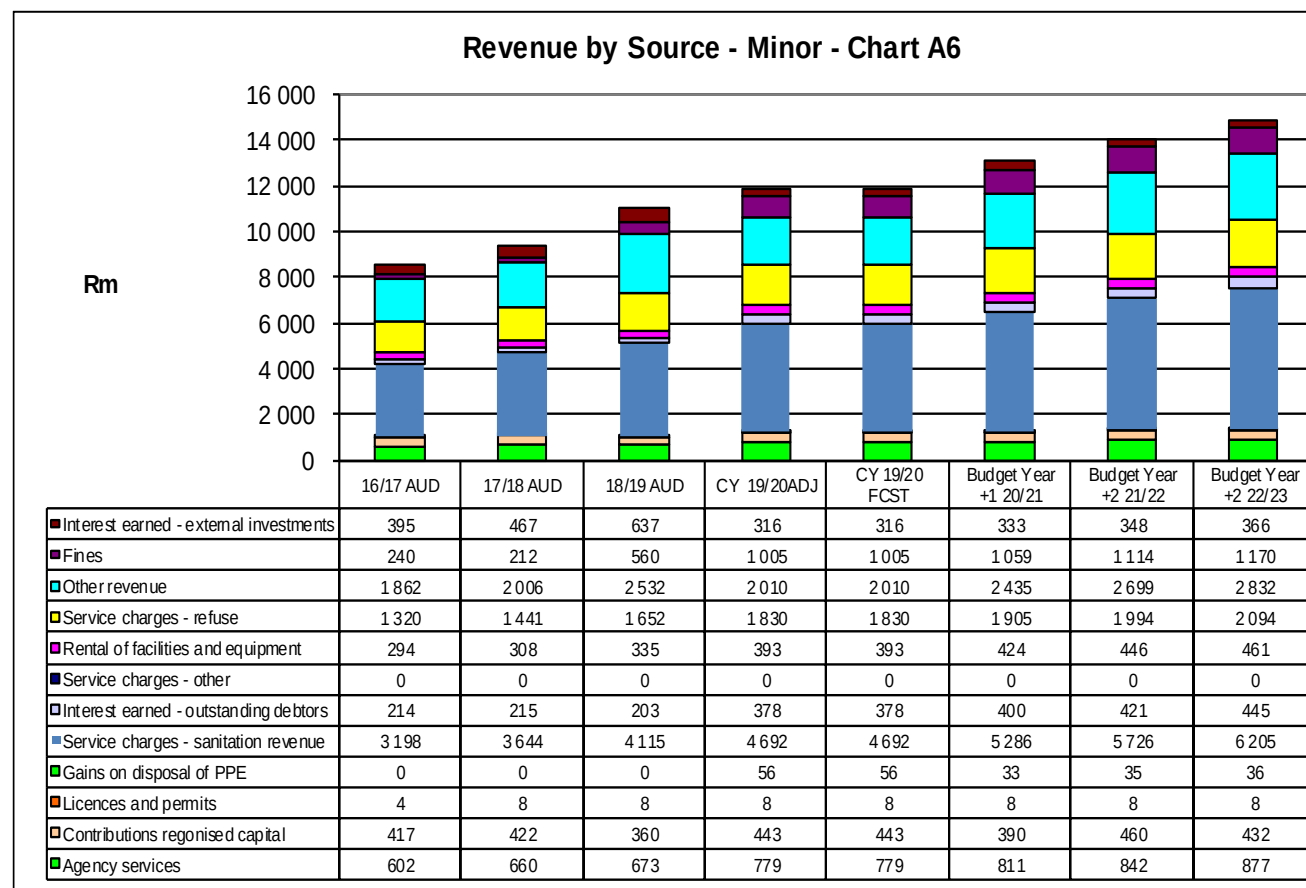
natural attrition rate of 0.85%. Employee related cost includes security and cleaning services and 1500 MPO graduates from the previous year.

7. Depreciation and asset impairment increase from R3.1 billion in 2016/17 to R5.2 billion in 2022/23. This increase is mainly due to the impact of the increased capital investment in infrastructure in the past and over the medium-term budget.
8. Contracted service amounts to R4 billion in 2020/21 and is R73.9 million more than 2019/20.
9. Other expenditure increases with 7.4% from the 2019/20 financial year.
10. The City is budgeting for a surplus (before taxation and capital transfers) of approximately R1.9 billion for 2020/21.

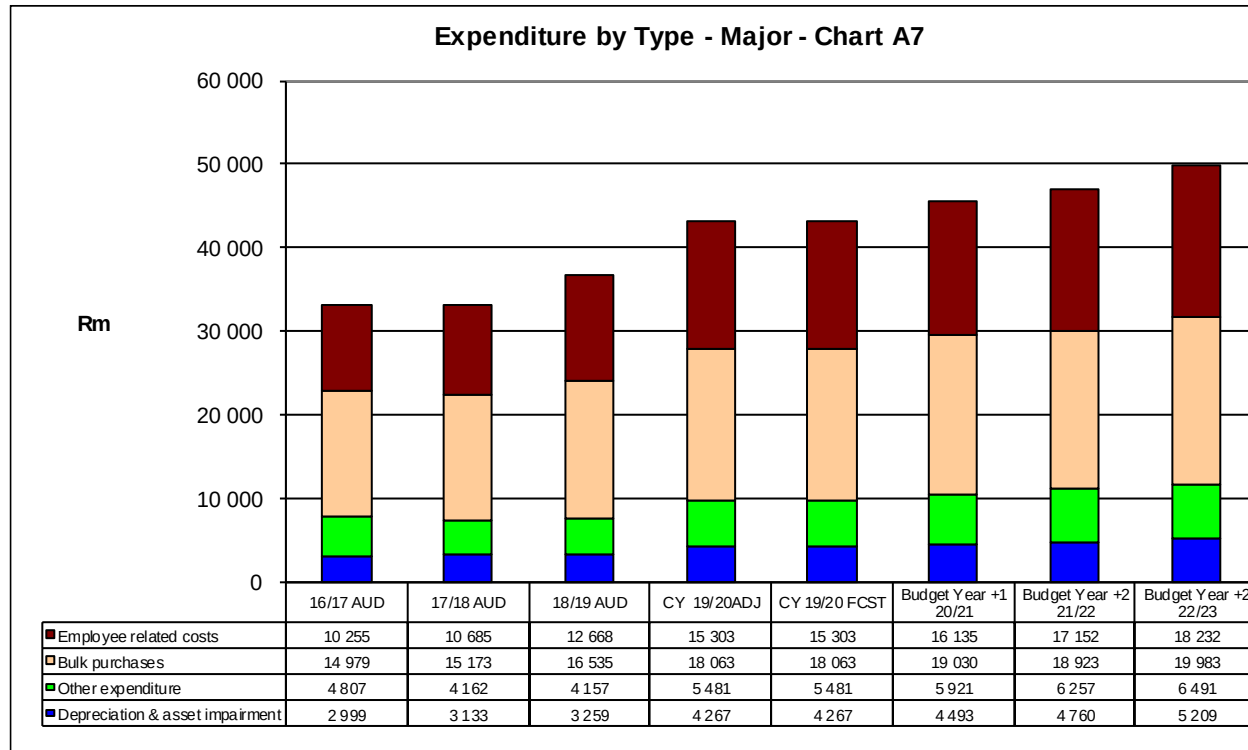
Graph: Revenue by source – Major



Graph: Revenue by source – Minor



Graph: Expenditure by type – Major



Graph: Expenditure by type – Minor

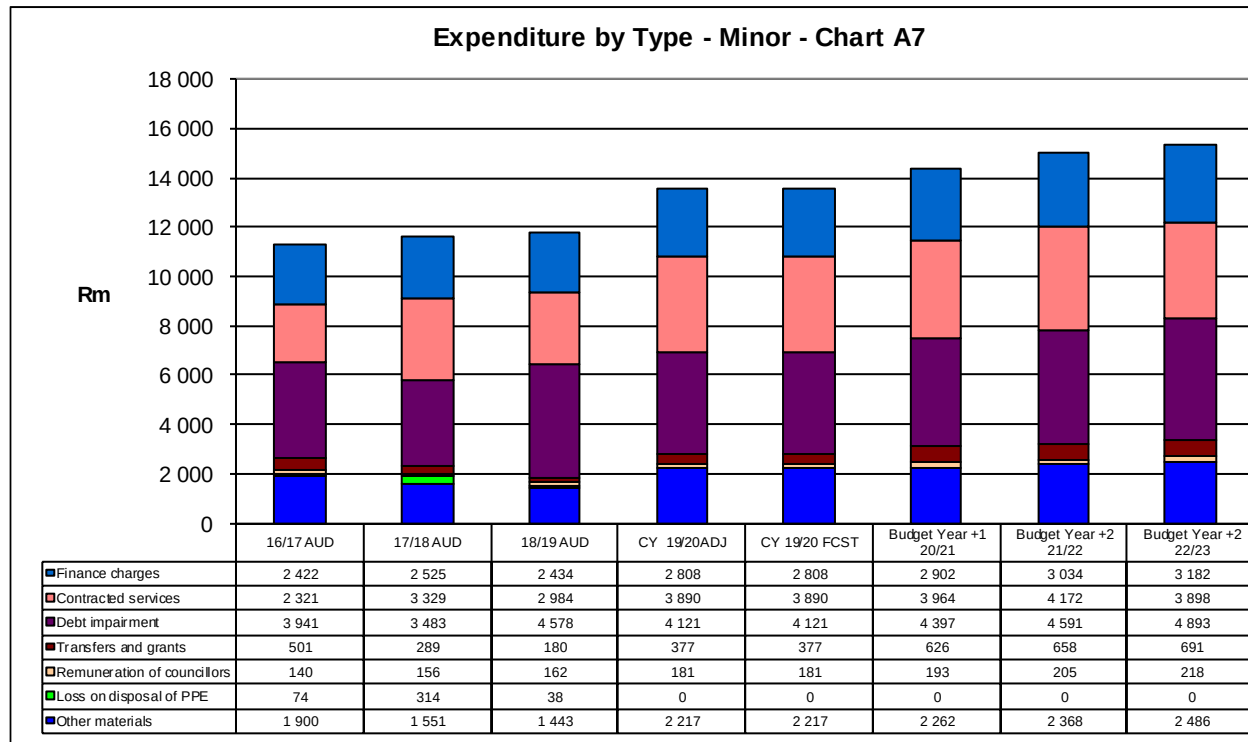


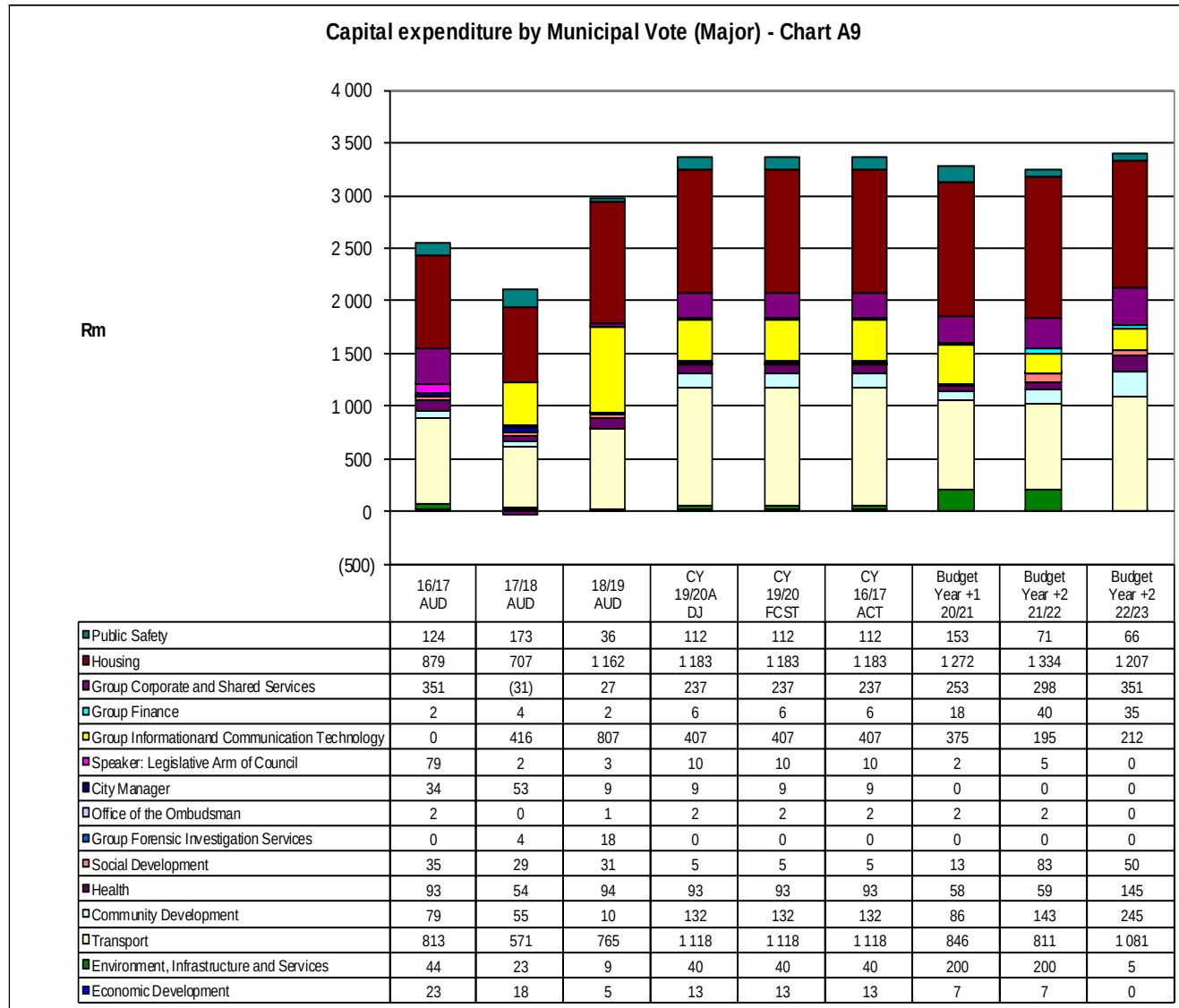
Table A5: Consolidated Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure - Vote								
Multi-year expenditure to be appropriated								
Vote 1 - Economic Development	22 695	18 307	5 489	13 170	13 170	7 180	7 180	–
Vote 2 - Environment, Infrastructure and Services	44 329	22 921	8 705	39 970	39 970	200 000	200 000	5 000
Vote 3 - Transport	813 254	571 277	764 837	1 118 100	1 118 100	845 653	811 238	1 080 875
Vote 4 - Community Development	78 560	54 541	10 294	131 683	131 683	85 547	143 000	244 636
Vote 5 - Health	92 555	54 359	93 679	92 685	92 685	57 700	58 540	144 600
Vote 6 - Social Development	35 359	28 964	30 759	5 000	5 000	12 600	82 545	50 000
Vote 7 - Group Forensic Investigation Services	–	4 489	17 791	–	–	250	100	–
Vote 8 - Office of the Ombudsman	1 507	201	1 360	2 000	2 000	2 000	2 000	–
Vote 9 - City Manager	33 690	53 344	8 920	9 321	9 321	–	–	–
Vote 10 - Speaker: Legislative Arm of Council	79 322	2 058	3 350	9 500	9 500	2 000	5 000	–
Vote 11 - Group Information and Communication Technology	–	415 872	806 909	406 629	406 629	375 000	195 000	211 500
Vote 12 - Group Finance	1 966	4 208	2 404	5 525	5 525	18 000	40 000	35 000
Vote 13 - Group Corporate and Shared Services	350 652	(30 856)	26 813	236 600	236 600	252 800	297 994	351 150
Vote 14 - Housing	879 136	706 602	1 161 806	1 182 701	1 182 701	1 271 836	1 334 212	1 207 208
Vote 15 - Development Planning	309 150	257 546	209 828	248 700	248 700	224 916	251 468	276 584
Vote 16 - Public Safety	124 408	173 166	35 778	111 800	111 800	152 500	71 400	65 500
Vote 17 - Municipal Entities Accounts	–	–	–	–	–	–	–	–
Vote 18 - City Power	1 377 462	1 219 115	1 140 488	901 231	901 231	834 811	932 112	1 283 700
Vote 19 - Johannesburg Water	624 013	827 831	926 137	1 050 681	1 050 681	1 129 567	1 259 750	1 353 850
Vote 20 - Pikitup	61 186	108 763	74 343	102 250	102 250	138 623	175 365	136 635
Vote 21 - Johannesburg Roads Agency	1 305 689	1 201 316	1 274 806	1 140 860	1 140 860	1 476 887	1 583 050	1 678 172
Vote 22 - Metrobus	184 148	28 821	31 048	93 490	93 490	126 950	71 100	100 700
Vote 23 - Johannesburg City Parks and Zoo	105 431	62 691	43 524	66 700	66 700	59 000	47 600	76 300
Vote 24 - Johannesburg Development Agency	301 681	176 179	187 423	165 288	165 288	202 300	271 965	349 188
Vote 25 - Johannesburg Property Company	334 504	151 909	97 965	110 080	110 080	145 481	147 500	56 000
Vote 26 - Metropolitan Trading Company	38 075	191 266	4 404	–	–	15 000	–	–
Vote 27 - Joburg Market	29 875	14 226	31 644	70 015	70 015	192 515	286 510	135 000
Vote 28 - Johannesburg Social Housing Company	435 647	558 763	322 207	405 700	405 700	549 058	374 675	375 000
Vote 29 - Joburg City Theatres	7 738	10 935	25 295	34 751	34 751	40 848	6 019	6 621
Total Capital Expenditure - Vote	7 672 032	6 888 816	7 348 007	7 754 430	7 754 430	8 419 022	8 655 323	9 223 218
Capital Expenditure - Functional								
Governance and administration	801 641	601 225	965 513	779 655	779 655	795 531	687 594	653 650
Executive and council	114 519	55 603	13 630	20 821	20 821	4 000	7 000	–
Finance and administration	687 122	541 133	934 091	758 834	758 834	791 281	680 494	653 650
Internal audit	–	4 489	17 791	–	–	250	100	–
Community and public safety	1 758 835	1 650 022	1 723 342	2 031 020	2 031 020	2 229 089	2 117 990	2 169 865
Community and social services	121 657	94 440	66 348	171 434	171 434	138 995	231 564	301 257
Sport and recreation	105 431	62 691	43 524	66 700	66 700	59 000	47 600	76 300
Public safety	124 408	173 166	35 778	111 800	111 800	152 500	71 400	65 500
Housing	1 314 783	1 265 365	1 484 013	1 588 401	1 588 401	1 820 894	1 708 887	1 582 208
Health	92 555	54 359	93 679	92 685	92 685	57 700	58 540	144 600
Economic and environmental services	3 048 896	2 481 860	2 518 184	2 889 593	2 889 593	3 291 401	3 482 511	3 625 518
Planning and development	701 476	657 524	438 788	497 173	497 173	641 911	817 123	760 772
Road transport	2 303 091	1 801 415	2 070 691	2 352 450	2 352 450	2 449 490	2 465 388	2 859 747
Environmental protection	44 329	22 921	8 705	39 970	39 970	200 000	200 000	5 000
Trading services	2 062 661	2 155 709	2 140 968	2 054 162	2 054 162	2 103 001	2 367 227	2 774 185
Energy sources	1 377 462	1 219 115	1 140 488	901 231	901 231	834 811	932 112	1 283 700
Water management	374 408	496 543	555 682	630 409	630 409	677 740	755 850	812 310
Waste water management	249 605	331 288	370 455	420 272	420 272	451 827	503 900	541 540
Waste management	61 186	108 763	74 343	102 250	102 250	138 623	175 365	136 635
Other	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	7 672 032	6 888 816	7 348 007	7 754 430	7 754 430	8 419 022	8 655 323	9 223 218
Funded by:								
National Government	2 628 843	2 459 685	2 699 038	2 745 480	2 745 480	2 229 600	2 195 395	2 705 514
Provincial Government	–	–	–	–	–	–	–	–
District Municipality	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	417 174	439 008	485 231	–	–	389 626	459 928	432 368
Transfers recognised - capital	3 046 016	2 898 693	3 184 269	2 745 480	2 745 480	2 619 226	2 655 323	3 137 882
Borrowing	2 005 437	2 802 920	2 511 844	2 988 369	2 988 369	2 620 591	2 200 000	3 000 000
Internally generated funds	2 620 579	1 187 203	1 651 893	2 020 581	2 020 581	3 179 205	3 800 000	3 085 336
Total Capital Funding	7 672 032	6 888 816	7 348 007	7 754 430	7 754 430	8 419 022	8 655 323	9 223 218

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

1. Table A5 is a breakdown of the capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
2. The City has approved multi-year capital budget appropriations in terms of section 16(3) of the MFMA. R8.4 billion is appropriated for 2020/21, R8.7 billion for 2021/22 and R9.2 billion for 2022/23.
3. Funding sources for 2020/21:
 - a. R2.6 billion of capital will be funded from loans.
 - b. R3.2 billion of capital will be funded through cash surpluses.
 - c. R381.3 million will be funded from grants received from National (PTIS – R244.2 million, NDPG - R62.4 million and Integrated City Development Grant - R74.8 million).
 - d. R1.9 billion will be funded through the Urban Settlement Development Grant (USDG).
 - e. R389.6 million will be funded from other sources (public and bulk service contributions).

Graph: Capital expenditure by Municipal Vote – Major



Graph: Capital expenditure by Municipal Vote – Minor

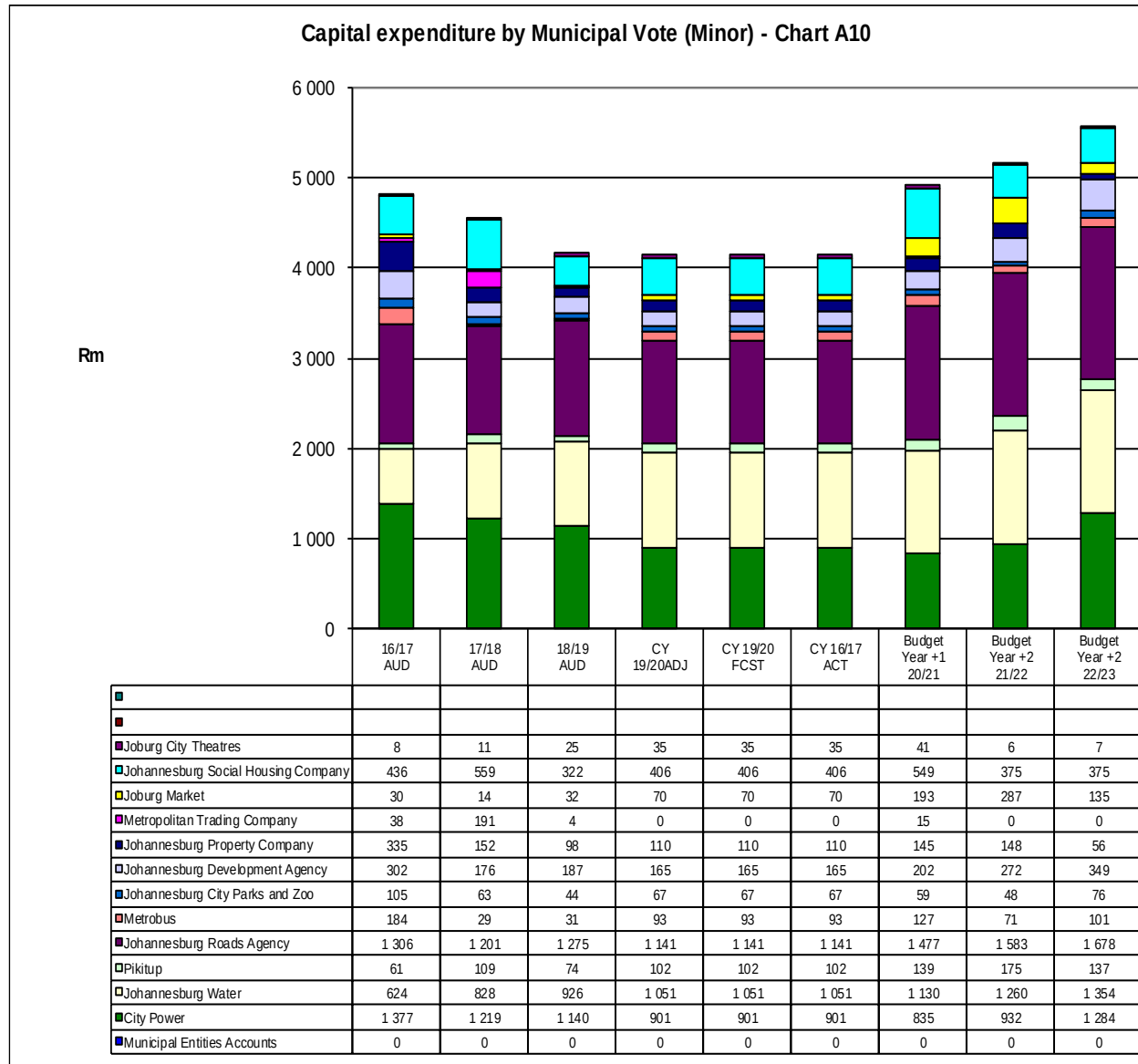


Table A6: Consolidated Budgeted Financial Position

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
ASSETS								
Current assets								
Cash	510 560	1 027 262	1 817 873	1 931 748	1 817 336	2 132 565	2 971 087	4 639 721
Call investment deposits	2 585 350	1 212 598	3 521 341	3 992 598	3 992 598	4 472 598	5 052 598	6 232 598
Consumer debtors	4 483 072	5 615 024	6 303 388	6 394 807	6 488 259	6 744 589	6 873 140	7 107 583
Other debtors	4 142 163	3 054 942	3 892 372	2 990 887	3 896 264	3 900 161	3 904 061	3 907 965
Current portion of long-term receivables				850 000	850 000		2 268 000	1 458 000
Inventory	319 622	303 474	265 436	329 413	272 072	278 874	285 846	292 992
Total current assets	12 040 767	11 213 300	15 800 410	16 489 454	17 316 529	17 528 785	21 354 731	23 638 859
Non current assets								
Long-term receivables	55 768	68 454	60 596	76 480	63 747	67 062	70 214	73 724
Investments	2 268 902	2 052 797	1 384 772	2 800 961	1 278 440	2 188 784	1 022 524	855 073
Investment property	1 015 368	1 006 275	998 481	1 000 544	998 481	998 481	998 481	998 481
Investment in Associate	48 689	40 284	25 447	45 007	26 770	28 162	29 486	30 960
Property, plant and equipment	65 342 296	69 060 662	73 377 912	76 132 389	77 445 767	81 371 538	85 267 098	89 280 963
Biological	26 736	26 860	25 822	26 860	25 822	25 822	25 822	25 822
Intangible	823 444	1 353 458	1 563 366	916 732	1 563 366	1 563 366	1 563 366	1 563 366
Other non-current assets	705 388	1 907 071	2 193 258	1 235 184	2 307 307	2 427 287	2 541 370	2 668 438
Total non current assets	70 286 591	75 515 861	79 629 654	82 234 156	83 709 700	88 670 502	91 518 360	95 496 828
TOTAL ASSETS	82 327 358	86 729 161	95 430 064	98 723 610	101 026 228	106 199 287	112 873 091	119 135 686
LIABILITIES								
Current liabilities								
Bank overdraft								
Borrowing	3 255 769	761 803	948 987	1 695 229	1 838 485	1 034 322	3 211 981	2 237 671
Consumer deposits	45 243	15 445	16 958	53 597	17 128	17 299	17 472	17 647
Trade and other payables	13 657 481	13 629 358	13 428 316	14 060 152	13 522 768	13 383 875	13 462 509	13 369 786
Provisions	272 378	299 256	322 703	309 390	339 484	357 137	373 922	392 618
Total current liabilities	17 230 871	14 705 862	14 716 964	16 118 368	15 717 864	14 792 632	17 065 884	16 017 721
Non current liabilities								
Borrowing	16 855 880	19 144 526	21 097 960	22 479 406	22 248 793	23 835 062	22 823 081	23 585 410
Provisions	6 478 348	6 852 203	6 715 013	7 388 921	6 782 163	6 849 985	6 918 485	6 987 669
Total non current liabilities	23 334 228	25 996 729	27 812 973	29 868 326	29 030 956	30 685 047	29 741 565	30 573 079
TOTAL LIABILITIES	40 565 099	40 702 591	42 529 937	45 986 694	44 748 820	45 477 679	46 807 450	46 590 800
NET ASSETS	41 762 259	46 026 570	52 900 127	52 736 916	56 277 409	60 721 609	66 065 642	72 544 886
COMMUNITY WEALTH/EQUITY								
Accumulated Surplus/(Deficit)	41 763 645	46 026 570	52 900 127	52 735 279	56 275 857	60 719 972	66 063 915	72 543 057
Reserves	-1 386			1 637	1 551	1 637	1 727	1 829
TOTAL COMMUNITY WEALTH/EQUITY	41 762 259	46 026 570	52 900 127	52 736 916	56 277 409	60 721 609	66 065 642	72 544 886

Explanatory notes to Table A6: Budgeted Financial Position

- Table A6 is consistent with international standards of good financial management practice and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
- This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity, i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
- Movements on the Budgeted Statement of Financial Performance will impact on the Budgeted Statement of Financial Position. Assumptions made on the collection rate for instance, will affect the budgeted cash position of the City and the budgeted impairment of debtors. As such the assumptions form a critical link in

determining the applicability and relevance of the budget, the determination of financial indicators, the assessment of funding compliance and the general viability of the municipality.

Table A7: Consolidated Budgeted Cash Flows

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES								
Receipts								
Property rates	7 440 040	8 479 833	10 968 874	11 493 534	11 493 534	12 493 618	13 201 518	13 840 001
Service charges	21 785 771	22 467 296	24 631 385	28 483 317	28 328 865	29 888 490	30 682 063	32 807 534
Other revenue	1 110 475	1 665 688	1 868 838	3 395 353	3 412 550	3 848 064	4 294 311	4 395 461
Transfers and Subsidies - Operational	6 947 913	7 005 722	8 118 588	9 037 510	9 144 305	10 176 125	11 187 114	11 686 973
Transfers and Subsidies - Capital	2 620 785	2 478 262	2 772 516	2 745 480	2 721 970	2 229 600	2 195 395	2 705 514
Interest	624 146	715 421	839 864	646 285	662 604	699 149	733 635	773 440
Payments								
Suppliers and employees	(34 549 366)	(35 392 093)	(38 139 673)	(44 740 237)	(45 008 103)	(47 612 896)	(48 967 799)	(51 366 019)
Finance charges	(2 404 884)	(2 525 423)	(2 434 266)	(2 807 395)	(2 807 622)	(2 901 623)	(3 034 160)	(3 182 113)
Transfers and Grants	–	–	–	(447 548)	(377 229)	(626 148)	(658 428)	(691 350)
NET CASH FROM/(USED) OPERATING ACTIVITIES	3 574 880	4 894 706	8 626 126	7 806 300	7 570 874	8 194 378	9 633 648	10 969 441
CASH FLOWS FROM INVESTING ACTIVITIES								
Receipts								
Proceeds on disposal of PPE	–	–	–	498 703	56 215	422 626	494 644	468 820
Decrease (increase) in non-current receivables	–	–	–	(70 727)	(118 524)	(124 687)	(118 558)	(132 053)
Decrease (increase) in non-current investments	418 092	961 948	(9 350)	(1 027 774)	(743 668)	(60 344)	(1 101 740)	977 451
Payments								
Capital assets	(7 100 961)	(6 354 940)	(7 520 167)	(7 754 430)	(8 334 678)	(8 419 022)	(8 655 323)	(9 223 218)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(6 682 869)	(5 392 992)	(7 529 517)	(8 354 228)	(9 140 654)	(8 181 427)	(9 380 977)	(7 909 001)
CASH FLOWS FROM FINANCING ACTIVITIES								
Receipts								
Borrowing long term/refinancing	2 626 001	5 998 386	4 349 726	2 988 369	2 988 369	2 620 591	2 200 000	3 000 000
Increase (decrease) in consumer deposits	–	–	–	531	170	171	173	175
Payments								
Repayment of borrowing	(791 867)	(6 356 150)	(2 346 981)	(807 986)	(948 039)	(1 838 485)	(1 034 322)	(3 211 981)
NET CASH FROM/(USED) FINANCING ACTIVITIES	1 834 134	(357 764)	2 002 745	2 180 913	2 040 500	782 278	1 165 851	(211 806)
NET INCREASE/ (DECREASE) IN CASH HELD	(1 273 855)	(856 050)	3 099 354	1 632 985	470 720	795 229	1 418 522	2 848 634
Cash/cash equivalents at the year begin:	4 369 765	3 095 910	2 239 860	4 291 362	5 339 214	5 809 934	6 605 163	8 023 685
Cash/cash equivalents at the year end:	3 095 910	2 239 860	5 339 214	5 924 346	5 809 934	6 605 163	8 023 685	10 872 319

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.
3. Cash and cash equivalents totals R6.6 billion as at the end of the 2020/21 financial year and escalates to R10.9 billion by 2022/23.

Table A8: Consolidated Cash backed reserves/accumulated surplus reconciliation

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Cash and investments available								
Cash/cash equivalents at the year end	3 095 910	2 239 860	5 339 214	5 924 346	5 809 934	6 605 163	8 023 685	10 872 319
Non current assets - Investments	2 268 902	2 052 797	1 384 772	2 800 961	1 278 440	2 188 784	1 022 524	855 073
Cash and investments available:	5 364 812	4 292 657	6 723 986	8 725 307	7 088 373	8 793 946	9 046 209	11 727 392
Application of cash and investments								
Unspent conditional transfers	–	–	–	–	–	–	–	–
Statutory requirements	350 000	235 857	150 000	90 822	90 822	148 948	156 395	164 215
Other working capital requirements	6 202 353	5 887 496	4 608 163	5 434 717	3 911 415	3 721 901	3 655 072	3 365 998
Long term investments committed	2 268 902	2 052 797	1 384 772	2 800 961	1 278 440	2 188 784	1 022 524	855 073
Reserves to be backed by cash/investments	(1 386)	–	–	1 637	1 551	1 637	1 727	1 829
Total Application of cash and investments:	8 819 869	8 176 150	6 142 935	8 328 137	5 282 228	6 061 269	4 835 718	4 387 114
Surplus(shortfall)	(3 455 057)	(3 883 493)	581 051	397 171	1 806 145	2 732 677	4 210 490	7 340 278

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

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. The table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality's budget must be "funded".
4. From the table the City reflects a shortfall in 2016/17 and 2017/18. From 2018/29 to 2022/23 the City reflects a surplus.

Table A9: Consolidated Asset Management

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CAPITAL EXPENDITURE								
Total New Assets	4 162 252	6 888 816	7 348 007	3 914 172	3 914 172	4 426 396	5 029 895	5 224 486
Roads Infrastructure	536 740	1 787 064	1 906 185	984 760	984 760	1 090 030	1 041 738	1 651 375
Electrical Infrastructure	566 093	1 010 769	1 078 144	486 393	486 393	417 026	548 567	579 000
Water Supply Infrastructure	227 066	428 169	456 710	822 399	822 399	331 651	456 500	531 000
Sanitation Infrastructure	128 207	285 446	304 473	50 000	50 000	109 000	225 000	220 585
Solid Waste Infrastructure				250 126	250 126	308 623	328 073	69 243
Infrastructure	3 189 659	5 074 046	5 412 270	2 665 903	2 665 903	2 337 830	2 715 422	3 223 703
Community Assets	209 727	268 610	286 515	220 100	220 100	281 700	324 800	448 400
Other Assets	718 432	1 212 761	1 293 601	285 859	285 859	895 861	1 093 491	866 298
Total Renewal of Existing Assets	3 509 780			3 840 257	3 840 257	3 992 626	3 625 427	3 998 732
Roads Infrastructure	504 334			853 438	853 438	1 251 626	1 286 718	1 360 276
Electrical Infrastructure	530 163			374 357	374 357	345 300	353 500	585 700
Water Supply Infrastructure	158 217			474 500	474 500	722 529	495 475	427 350
Sanitation Infrastructure	89 142			127 356	127 356	175 500	234 775	279 915
Solid Waste Infrastructure				55 500	55 500	37 600	61 749	97 392
Infrastructure	2 649 982			2 061 651	2 061 651	2 908 655	2 692 717	3 064 633
Community Assets	179 758			200 670	200 670	246 768	143 037	266 083
Other Assets	642 150			294 000	294 000	404 381	478 496	287 790
Total Capital Expenditure	7 672 032	6 888 816	7 348 007	7 754 430	7 754 430	8 419 022	8 655 323	9 223 218
Roads Infrastructure	1 041 074	1 787 064	1 906 185	1 838 198	1 838 198	2 341 656	2 328 456	3 011 650
Electrical Infrastructure	1 096 256	1 010 769	1 078 144	860 750	860 750	762 326	902 067	1 164 700
Water Supply Infrastructure	385 283	428 169	456 710	1 296 899	1 296 899	1 054 180	951 975	958 350
Sanitation Infrastructure	217 349	285 446	304 473	177 356	177 356	284 500	459 775	500 500
Solid Waste Infrastructure				305 626	305 626	346 223	389 822	166 635
Infrastructure	5 839 641	5 074 046	5 412 270	4 727 554	4 727 554	5 246 485	5 408 140	6 288 335
Community Facilities	389 485	268 610	286 515	420 770	420 770	528 468	467 837	714 483
Community Assets	389 485	268 610	286 515	420 770	420 770	528 468	467 837	714 483
Operational Buildings	1 360 582	1 212 761	1 293 601	579 859	579 859	1 300 242	1 571 987	1 154 088
Other Assets	1 360 582	1 212 761	1 293 601	579 859	579 859	1 300 242	1 571 987	1 154 088
TOTAL CAPITAL EXPENDITURE - Asset class	7 672 032	6 888 816	7 348 007	7 754 430	7 754 430	8 419 022	8 655 323	9 223 218
ASSET REGISTER SUMMARY - PPE (WDV)	67 207 844	71 447 255	75 965 581	78 230 483	80 191 253	84 124 765	88 028 007	92 049 787
Roads Infrastructure	4 759 544	7 426 214	7 586 749	7 136 494	7 315 363	7 674 194	8 030 263	8 397 146
Electrical Infrastructure	10 564 520	14 074 225	14 688 153	10 502 565	10 765 806	11 293 886	11 817 903	12 357 833
Water Supply Infrastructure	6 022 401	3 738 377	4 411 934	6 696 547	6 864 389	7 201 098	7 535 217	7 879 482
Sanitation Infrastructure	3 485 372	5 056 389	5 629 307					
Information and Communication Infrastructure	21 334 816	14 415 457	15 174 010	2 373 695	2 433 189	2 552 541	2 670 975	2 793 005
Infrastructure	46 166 653	44 710 662	47 490 153	26 709 305	27 378 748	28 721 720	30 054 357	31 427 466
Community Assets	3 570 527	5 406 309	5 479 429	1 540 160	1 578 763	1 656 204	1 733 049	1 812 227
Heritage Assets	581 923	597 783	597 893	153 958	157 817	165 558	173 240	181 155
Investment properties	1 015 368	1 006 275	998 481	1 171 406	1 200 767	1 259 666	1 318 112	1 378 334
Other Assets	15 023 192	18 345 909	19 810 437	47 698 406	48 893 919	51 292 246	53 672 117	56 124 262
Biological or Cultivated Assets	26 736	26 860	25 822	31 334	32 119	33 695	35 258	36 869
Intangible Assets	823 445	1 353 458	1 563 366	925 913	949 120	995 676	1 041 874	1 089 474
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	67 207 844	71 447 255	75 965 581	78 230 483	80 191 253	84 124 765	88 028 007	92 049 787
EXPENDITURE OTHER ITEMS								
Depreciation	2 998 824	3 132 794	3 258 999	4 289 935	4 266 823	4 493 251	4 759 763	5 209 353
Repairs and Maintenance by Asset Class	3 054 428	2 887 412	3 418 932	4 614 376	4 552 217	4 690 902	4 911 346	5 183 825
Roads Infrastructure	693 213	655 308	346 342	910 715	909 115	924 362	903 418	1 078 281
Storm water Infrastructure				251 200	251 200	256 700	275 674	295 000
Electrical Infrastructure	708 391	669 657	435 330	643 101	603 101	629 043	632 987	625 068
Water Supply Infrastructure	446 070	421 679	386 741	702 338	683 467	743 240	869 331	821 411
Sanitation Infrastructure	395 974	374 322	257 828	806 629	794 048	813 655	780 941	818 284
Solid Waste Infrastructure				9 128	9 128	13 449	14 114	7 207
Infrastructure	2 311 972	2 185 553	1 426 241	3 339 197	3 266 145	3 396 137	3 492 230	3 662 000
Community Facilities	13 890	13 131		328 761	328 761	334 568	308 208	324 053
Community Assets	13 890	13 131		328 761	328 761	334 568	308 208	324 053
Operational Buildings	728 566	688 728	1 992 691	946 418	957 311	958 039	1 110 908	1 197 772
Other Assets	728 566	688 728	1 992 691	946 418	957 311	958 039	1 110 908	1 197 772
TOTAL EXPENDITURE OTHER ITEMS	6 053 252	6 020 206	6 677 930	8 904 311	8 819 040	9 184 153	9 671 109	10 393 178
Renewal and upgrading of Existing Assets as %	45.7%		0.0%	49.5%	49.5%	47.4%	41.9%	43.4%
Renewal and upgrading of Existing Assets as %	117.0%		0.0%	89.5%	90.0%	88.9%	76.2%	76.8%
R&M as a % of PPE	4.7%	4.2%	4.7%	6.1%	5.9%	5.8%	5.8%	5.8%
Renewal and upgrading and R&M as a % of PPE	10.0%	4.0%	5.0%	11.0%	10.0%	10.0%	10.0%	10.0%

Explanatory notes to Table A9: Asset Management

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.
2. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE. The City does meet the 40 per cent but does not meet the 8 per cent of PPE over the 2020/21 to 2022/23 medium term.
3. The following graph provides an analysis between depreciation and operational repairs and maintenance over the MTREF. It highlights the City's strategy to address the maintenance backlog.

Graph: Depreciation in relation to repairs and maintenance over the medium term

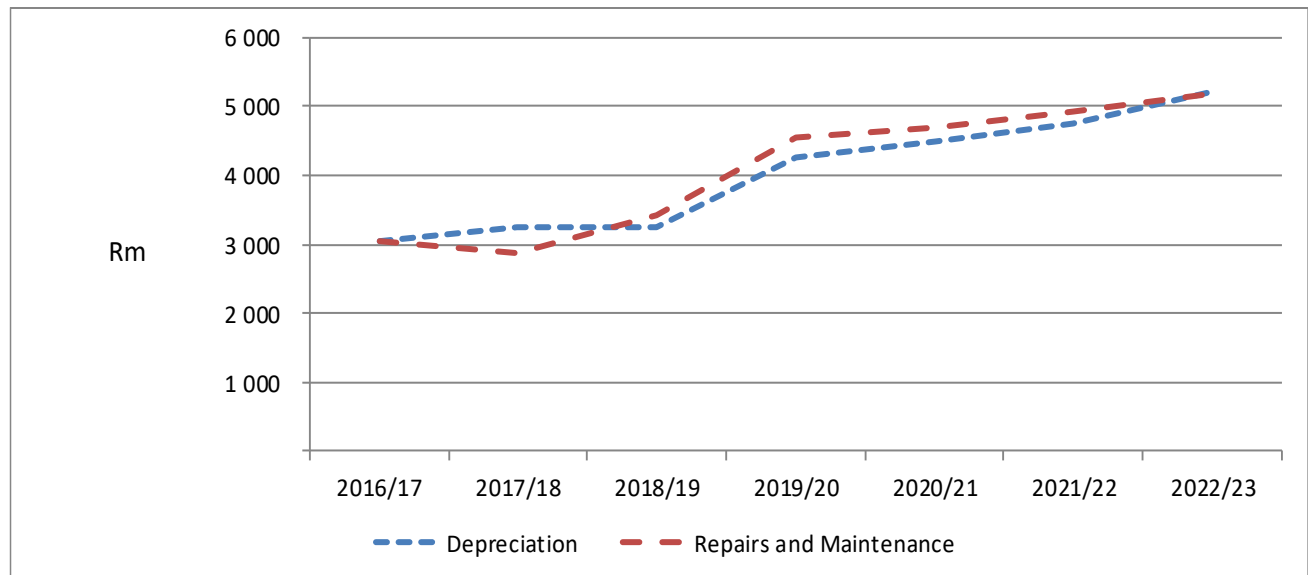


Table A10: Consolidated Basic Service Delivery Measurement

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Household service targets								
Water:								
Piped water inside dwelling	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571
Piped water inside yard (but not in dwelling)	52 365	52 365	52 365	52 365	52 365	52 365	52 365	52 365
Using public tap (at least min.service level)	99 673	101 963	107 677	118 610	118 610	131 530	131 530	131 530
<i>Minimum Service Level and Above sub-total</i>	1 444 609	1 446 899	1 452 613	1 463 546	1 463 546	1 476 466	1 476 466	1 476 466
Other water supply (< min.service level)	20 063	18 918	16 061	12 920	12 920	12 920	12 920	12 920
No water supply	11 794	10 649	7 792	–	–	–	–	–
<i>Below Minimum Service Level sub-total</i>	31 857	29 567	23 853	12 920	12 920	12 920	12 920	12 920
Total number of households	1 476 466	1 476 466	1 476 466	1 476 466	1 476 466	1 489 386	1 489 386	1 489 386
Sanitation/sewerage:								
Flush toilet (connected to sewerage)	1 250 961	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571	1 292 571
Chemical toilet	106 216	105 096	103 489	101 037	101 037	95 900	94 427	94 427
Pit toilet (ventilated)	59 220	61 460	63 067	64 399	64 399	64 977	69 575	69 575
Other toilet provisions (> min.service level)	10 156	10 156	11 763	14 716	14 716	20 885	19 893	19 893
<i>Minimum Service Level and Above sub-total</i>	1 426 553	1 469 283	1 470 890	1 472 723	1 472 723	1 474 333	1 476 466	1 476 466
No toilet provisions	8 303	7 183	5 576	3 743	3 743	2 133	–	–
<i>Below Minimum Service Level sub-total</i>	8 303	7 183	5 576	3 743	3 743	2 133	–	–
Total number of households	1 434 856	1 476 466	1 476 466	1 476 466	1 476 466	1 476 466	1 476 466	1 476 466
Energy:								
Electricity (at least min.service level)	170 915	170 915	170 915	120 214	120 214	120 214	120 214	120 214
Electricity - prepaid (min.service level)	252 799	252 799	252 799	238 376	238 376	238 376	238 376	238 376
<i>Minimum Service Level and Above sub-total</i>	423 714	423 714	423 714	358 590	358 590	358 590	358 590	358 590
Total number of households	423 714	423 714	423 714	358 590	358 590	358 590	358 590	358 590
Refuse:								
Removed at least once a week	1 066 300	1 094 900	1 125 000	1 156 000	1 156 000	1 190 000	1 224 000	1 258 000
<i>Minimum Service Level and Above sub-total</i>	1 066 300	1 094 900	1 125 000	1 156 000	1 156 000	1 190 000	1 224 000	1 258 000
Total number of households	1 066 300	1 094 900	1 125 000	1 156 000	1 156 000	1 190 000	1 224 000	1 258 000
Households receiving Free Basic Service								
Water (6 kilolitres per household per month)	1 292 571	58 676	58 676	58 676	58 676	58 676	58 676	58 676
Sanitation (free minimum level service)	1 292 571	58 676	58 676	58 676	58 676	58 676	58 676	58 676
Electricity/other energy (50kwh per household per month)	55 563	55 563	55 563	55 563	55 563	55 563	55 563	55 563
Refuse (removed at least once a week)	265 000	81 750	82 000	76 923	76 923	76 923	76 923	76 923
Cost of Free Basic Services provided - Formal Settlements (R'000)								
Water (6 kilolitres per indigent household per month)	664 485	30 164	35 262	37 871	37 871	40 863	40 863	40 863
Sanitation (free sanitation service to indigent households)	280 193	14 258	16 283	17 488	17 488	18 869	18 869	18 869
Electricity/other energy (50kwh per indigent household per month)	2 484 938	2 509 787	2 534 885	2 560 234	2 560 234	2 585 836	2 611 694	2 742 279
Refuse (removed once a week for indigent households)	40 000	45 600	49 200	59 096	59 096	59 379	63 000	66 621
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)	303 897	245 990	465 727	466 727	466 727	496 146	503 588	511 030
Total cost of FBS provided	3 773 513	2 845 799	3 101 357	3 141 416	3 141 416	3 201 093	3 238 014	3 379 662
Highest level of free service provided per household								
Property rates (R value threshold)	200 000	200 000	350 000	350 000	350 000	350 000	350 000	350 000
Water (kilolitres per household per month)	6	6	6	6	6	6	6	6
Electricity (kwh per household per month)	150	150	150	150	150	150	150	150
Refuse (average litres per week)	240	240	240	240	240	240	240	240
Revenue cost of subsidised services provided (R'000)								
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)	3 511	2 800	6 575	6 936	6 936	7 311	7 691	8 076
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)	1 129 759	1 230 795	1 785 997	2 056 240	2 056 240	2 193 064	2 306 974	2 417 763
Refuse (in excess of one removal a week for indigent households)	–	–	–	–	–	–	–	–
Housing - top structure subsidies	339 149	247 645	118 238	222 282	286 788	254 304	268 291	281 706
Total revenue cost of subsidised services provided	1 472 419	1 481 240	1 910 810	2 285 458	2 349 964	2 454 679	2 582 956	2 707 544

Explanatory notes to Table A10: Basic Service Delivery Measurement

1. Table A10 provides an overview of free basic services and service delivery levels, including backlogs (below minimum service level), for each of the main services.
2. The cost of Free Basic Services amounts to R3.2 billion in 2020/21 and R3.4 billion in 2022/23.

1.4 TARIFF SETTING

The City's funding model continues to rely on revenue generated from trading services as a primary source of revenue, followed by grants and loans. What tends to differ is the share of each of the sources of funding. With the tight economic climate that South Africa is facing, the growth in national grants allocations is becoming flatter thereby forcing municipalities to find their own sources of funding. Furthermore, with innovations and technological developments, the traditional notion of utilities as ultimate monopolies that can generate excessive revenue is eroding. The current operational and capital budget funding model is based on the continued and sustained generation of surplus through trading services, primarily water and electricity services. This is complemented by revenue raised through property taxation and grant funding.

Tariff-setting therefore plays a pivotal and strategic part of the compilation of the City's budget and an integral part of the City's funding mix as it determines the affordability level, debt impairment and the capacity of the City to borrow to fund the City's capital programs. Elements of a good tariff policy are proposed in section 74 of the Local Government: Systems Act, 2000. Tariff reviews take place within the framework of the City's Tariff Policy that sets overarching principles. The City's Tariff Policy remains premised on affordability of services, competitiveness of the City and returns on investments made on infrastructure used in the provision of services. Tariffs for these services are informed by increases in bulk purchases rather than inflation. The City further seeks to facilitate development initiatives within its boundaries and remains mindful of the basis of its tariff adjustments, its obligations to its citizen, requirements of the regulatory framework and the prevailing economic climate.

For the 2020/21 financial year, in addition to the ordinary practice of adjustment for inflation, cost reflectivity gained attention against the discussion of scarcity of resources. Tariffs should at least be expected to recover and match the cost of providing services. Administered prices and inflationary pressures limit the scope of tariff increases. Departments and entities are further also involved in finding out innovative forms of generating extra revenue to compensate for the changing economic environment. These proposals will be included in the tariffs basket for consultation or be part of measures designed to strengthen fiscal efforts. Such measures include exploring areas such as outdoor advertising, traffic law enforcement, parks maintenance partnerships, extracting value on the existing debtors book, tariff audits per category of customers and a review of various ways in which the current tariffs on the system can be made more cost reflective.

Effective 01 July 2018, the City implemented a third General Valuation in terms of the Local Government Municipal Property Rates Act, 2004, resulting in an increase in rateable value. The date of valuation of this roll is 1 July 2017 as required by the Municipal Property Rates Act, 2004. Given that property rating share the same base with refuse removal the latter will further receive spill overs as a result of improvements in valuations. Through this process also, there was a potential to also deal with completeness of the property rates base as it relates to rating. Coupled with investigations on the mismatching of files, audit reconciliations, validation of reversals and improved billing, there is a potential to preserve the current property rates revenue levels. The 2018 General Valuation further includes a new category of property- the public service infrastructure that has not been rated in the past general valuations and will be rated as per the regulations from the national government.

With continued pressure on affordability level and economic performance, a scrutiny of performance drivers and uniqueness of each revenue source was undertaken as part of the budget process and matched to the required collection levels using past performance levels and future projections. For the 2020/21 financial year, the Budget Steering Committee discussions reviewed revenue targets recognizing the prevailing local economic conditions, input costs of each service, the affordability of services as expressed by historic consumption levels, and also to strike a balance between the interests of poor households, other customers and ensuring the financial sustainability of the municipality

The major challenge that tends to face the City is managing the gap between cost drivers and tariffs levied, as any shortfall should be closed through operational efficiency gains or service level reductions. An assessment of historic revenue performance indicated changes in patterns of consumption. In fact there are indications, that the revenue generating entities may be generating very marginal profit hence no longer subsidizing other departments and entities as expected. The tariffs were reviewed to ascertain whether they are still capable of producing the required revenue envelopes, taking note of the prevailing trends and changes on the trading account. To manage this dilemma, it is necessary that budgeting be undertaken as a going concern at the entity level. There is a recognition that operations need to generate sufficient revenue to sustain their respective business units and cross-subsidise expenditure across other departments and entities.

With scarcity of resources such as water, tariffs are increasingly used to encourage the economic use of scarce resources and price appropriately for returns to capital employed in the provision of services. The City monitors revenue trends, tariff structures, changes in regulatory framework and economic impact on various consumer categories as part of formulating revenue forecasts.

National Treasury (NT) continues to encourage municipalities to keep increases in rates and tariffs at affordable levels in order for the budget to be realistic as required by the MFMA. Municipalities are required to justify in their budget documentation all increases in excess of the 6 (six) per cent which is the upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment, and therefore a collapse of the existing revenue base. Municipalities are further encouraged to set cost- reflective tariffs especially for trading services such as water and sanitation, electricity and refuse removal. In MFMA Circular No 98, the NT notes that municipalities are increasingly under-recovering the cost associated with trading services.

The percentage increases of both Eskom and Rand Water bulk tariffs are far beyond the inflation target. Given that these tariff increases are determined by external agencies, the impact they have on the municipality's electricity and water tariffs is largely outside the control of the City. Cross-subsidization should still entrench principles of equitability and economic use of resources. In cases where the City uses subsidy to fund operations, there is a need to extract efficiency through balancing the subsidy and revenue ratios.

Within this framework the City has undertaken the tariff setting process relating to its major service charges as follows:

Property Rates

Rates revenue is one of the major funding sources for the City of Johannesburg. The services funded from the rates revenue include, inter alia, health, safety and security, roads and public parks as well as many other community related services. The factors influencing the cost structure of providing such services, is the inflationary pressure and cost of supplies required to maintain these services and assets.

In order to realise the income required to finance the envisaged operational activities of the Council for the ensuing financial year, the proposed differentials for categories and application of the ratios and tariffs, are as indicated in the table below.

No	Category	Ratio 2019/2020	Rates for 2019/2020	Ratio 2020/2021	Rates tariffs for 2020/2021	% Increase
1	Agricultural residential	1:01	0.007749	1:1	0.008129	4.9%
2	Agricultural business	01:2.6	0.020147	1:2.6	0.021134	4.9%
3	Agricultural other	1:1	0.007749	1:1	0.008129	4.9%
4	Residential	1:1	0.007749	1:01	0.008129	4.9%
5	Residential Consent use	1:2	0.015499	1:2	0.016258	4.9%
6	Business and commercial	01:2.6	0.020147	01:02.6	0.021134	4.9%
7	Sectional Title Business	1:26	0.020147	01:02.6	0.021134	4.9%
8	Sectional Title residential	1:1	0.007749	1:1	0.008129	4.9%
9	Sectional Title other	1:1	0.007749	1:01	0.008129	4.9%

No	Category	Ratio 2019/2020	Rates for 2019/2020	Ratio 2020/2021	Rates tariffs for 2020/2021	% Increase
10	Municipal property	0	0	0	0.000000	4.9%
11	Farming	1:0.25	0.001937	1:0.25	0.002032	4.9%
12	Mining land	1:2.6	0.020147	1:2.6	0.021134	4.9%
13	Vacant Land	1:4	0.030996	1:04	0.032515	4.9%
14	PSI	1:0.25	0.0001937	1:0.25	0	4.9%
15	PSI privately owned	1:0.25	0.001937	1:0.25	0.002032	4.9%
16	Private open space	1:0.25	0.001937	1:0.25	0.002032	4.9%
17	Public open space	1:0.25	0.001937	1:0.25	0.002032	4.9%
18	State	1:1.5	0.011623	1:1.5	0.012193	4.9%
19	Education	1:0.25	0.001937	1:0.25	0.0020332	4.9%
20	Religious	0	0	0	0	4.9%
21	Multipurpose residential	1:1	0.007749	1:1	0.008129	4.9%
22	Multipurpose business	1:2.6	0.020147	1:2.6	0.021134	4.9%

No	Category	Ratio 2019/2020	Rates for 2019/2020	Ratio 2020/2021	Rates tariffs for 2020/2021	% Increase
23	R E of a township	1:2.6	0.020147	1:02.6	0.021134	4.9%
	Category of ownership					4.9%
1	Public benefit organisation	1:0.25	0.001937	1:0.25	0.002032	4.9%
	Penalty Tariff					4.9%
1	Unauthorised use	1:6	0.046494	1:6	0.048772	4.9%

Rebates on Rates tariffs for 2020/2021

Residential Value Exclusion	First R350 000 of value of all residential property to be excluded from rating
Other rebates :	
Pensioner owners whose gross monthly household income is lower than R10 230 Property value not more than R2.5 million	100%
Pensioner owners whose gross monthly income is higher than R10 230 but lower than R17585 in a property value not more than R2.5 million	50%
Pensioners owners who are seventy and above irrespective of income in a property valued not more than R2.5 million	100%
High density rebate	5%
Expanded social Package pensioners who live in a property not more than R2.5 million	100%
People who are on Expanded social package who are not pensioners who's property value does not exceed R500 000	100%
Heritage Sites	20%
Organizations with purpose of Animal Protection	100%
Property Owned by Organizations in terms of the Housing Development Schemes For Retired Persons Act	50%
Vacant Land subject to conditions	50%
Private Sports Clubs	40%
Child headed family with a property value not exceeding R2.5 million	100%
Residential Value Exclusion	First R350 000 of value of all residential property to be

Residential Value Exclusion	First R350 000 of value of all residential property to be excluded from rating
	excluded from rating
People who are on a government grants because of disability whose gross monthly household income which is lower than R10 260. Property value not more than R2.5 million	100%
People who are on pension because of disability whose gross monthly income is higher than R10 230 but lower than R17585 in a property value not more than R2.5 million	50%

Water, Sewerage and Sanitation Services

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

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

In addition, NT has urged all municipalities to ensure that their water tariff structures are cost reflective. In instances where tariffs are not yet fully cost-reflective, NT advises that a pricing strategy be developed to phase-in the necessary tariff increases in a manner that spreads the impact on consumers over a period of time (National Treasury, MFMA Circular No 74).

It is expected that Rand Water will increase its bulk tariffs by 6.8 per cent from 1 July 2020.

Taking these factors into account, the City is proposing an average tariff increase of 8.6 per cent from 1 July 2020 for water and sewerage and sanitation services. 6 kℓ water per 30-day period will again be granted free of charge to all residents. Registered indigents will continue to receive free water and sanitation as per the City's ESP Policy.

The proposed tariff increases for the 2020/21 financial year applicable to the various tariff bands is as follows:

- First 6 kl to be provided for free for residential customers.
- Residential post-paid and prepaid water and sanitation tariffs to be increased on average by 8.6%
- Residential post-paid and prepaid sanitation tariffs to be increased on average by 8.6%
- Institutional tariffs to be increased by 10,7% for Consumption up to 200kl and Consumption exceeding 200kl by 13.7%

- Industrial/Commercial tariffs to be increased by 8.6%
- Demand Levy to be increased by 8.6%
- All other tariffs to be increased by an average of 8.6%

Domestic Water Tariffs

Proposed domestic water tariffs – metered areas

Kilolitres	2019/20	2020/21
per connection per month	Tariff	Tariff
	(R/kl)	(R/kl) *
0-6	9.10	Free
> 6-10	9.66	19.99
>10-15	16.49	20.40
>15-20	23.99	27.79
>20-30	32.95	38.40
>30-40	36.51	43.00
>40-50	46.62	53.99
More than 50	49.66	57.79
Water demand management levy	24.88	27.02

Proposed domestic water tariff – pre-paid meters

Kilolitres	2019/20	2020/21
per connection per month	Tariff	Tariff
	(R/kl)	(R/kl)
0-6		Free
>6-10	8.32	17.84
>10-15	10.68	19.15
>15-20	19.86	27.20
>20-30	31.54	35.35
>30-40	34.19	37.26
>40-50	44.97	48.97
More than 50	49.60	53.99
Water demand management levy	24.88	27.02

Proposed domestic water restriction tariffs - metered areas

For the supply of water where at least a water restriction has been declared by the Department of Water and Sanitation

DOMESTIC WATER RESTRICTIONS									
Band	Normal Tariff	Level 1 15%	Level 2 20%	Level 3 25%	Level 4 30%	Level 5 35%	Level 6 40%	Level 7 45%	Level 8 50%
0-6	-	10,69	10,87	13,34	13,84	17,79	21,74	22,73	24,21
> 6-10	19,99	11,86	13,06	15,21	15,74	20,46	24,13	25,17	27,28
>10-15	20,40	21,31	30,43	35,45	37,41	47,98	53,71	55,49	62,66
>15-20	27,79	34,52	46,89	59,93	61,10	72,44	83,37	88,85	104,21
>20-30	38,40	59,03	68,02	88,74	91,23	125,05	132,39	143,12	146,82
>30-40	43,00	71,37	79,33	110,22	113,00	148,64	166,53	178,61	198,48
>40-50	53,99	96,20	106,32	145,81	151,88	214,66	232,86	253,17	293,92
>50	57,79	107,76	129,44	166,92	188,18	254,62	268,00	296,91	323,89

Proposed domestic water restriction tariff- pre- paid meters

PRE-PAID WATER RESTRICTIONS									
Band	Normal Tariff	Level 1 15%	Level 2 20%	Level 3 25%	Level 4 30%	Level 5 35%	Level 6 40%	Level 7 45%	Level 8 50%
0-6	-	10,69	10,87	13,34	13,84	17,79	21,74	22,73	24,21
6-10	17,83	11,10	12,22	14,22	14,72	19,13	22,56	23,55	25,51
>10-15	19,15	14,99	21,42	24,94	26,34	33,77	37,80	39,06	44,10
>15-20	27,20	31,03	42,16	53,87	54,92	65,11	74,95	79,87	93,69
>20-30	35,35	61,38	70,72	92,25	94,86	130,02	137,64	148,80	152,63
>30-40	37,26	72,58	80,68	112,10	114,92	151,17	169,36	181,66	201,85
>40-50	48,97	100,77	111,38	152,76	159,11	224,88	243,93	265,22	307,90
>50	53,99	116,87	140,38	181,04	204,09	276,16	290,66	322,02	351,27

Deemed consumption areas

Erven within previously disadvantage areas where a flat rate for water consumption was charged and it has not been possible to assess metered water consumption over the past 12 months:

- (a) 5kl per month: Free
- (b) 10 kl per month: R79.96 per month
- (c) 20 kl per month: R320.91 per month.

Informal settlements

Informal dwelling structures on an erf, which is not connected to the water reticulation system of the Council and is supplied by water from a communal water point: Free of charge per month.

Proposed water tariffs for indigents as part of the Expanded Social Package

Indigent Category	Score on Prevailing COJ Poverty Index	Allocation of additional free water per person per day (litres)	Monthly allocation cap of free water per household in which at least 50% of registered social package recipients qualify for the band in question (Kilo-litres)
Band 1	1-34	25l.	10kl.
Band 2	35-70	35l.	12kl.
Band 3	71-100	50l.	15kl

Note:

- a. Band 1 refers to individuals / households within the vulnerability range defined by the approved CoJ Poverty index of the expanded social package policy.
- b. Band 2 refers to individuals/ households with some formal income that nonetheless falls below the survival range threshold set by the approved CoJ Poverty index of the expanded social package policy.
- c. Band 3 refers to individuals/ households with no formal income from either grants or employment, or incomes below the approved individual survival level per month.

Domestic Sanitation Tariffs

Proposed private dwelling domestic sanitation tariffs

ERF Size (m ²)	2019/20 Tariff (R/erf/month)	2020/21 Tariff (R/erf/month *
Up to and including 300m ²	213.94	232.34
Larger than 300m ² to 1000m ²	416.47	452.29
Larger than 1000m ² to 2000m ²	630.05	684.23
Larger than 2000m ²	907.80	985.87

Proposed domestic sanitation tariffs – Pre-paid meters

Kilolitres per connection per month	2019/20 Tariff Subsidised measured (R/kl)	2020/21 Tariff Subsidised measured (R/kl) *
0-10	8.21	8.92
>10- 15	10.39	11.28
>15-20	12.54	13.62
>20-30	18.61	20.21
>30-40	18.61	20.21
>30-40	18.61	20.21
>40-60	18.61	20.21
>60	18.61	20.21

Proposed sanitation tariffs for indigents as part of the Expanded Social Package

Indigent Category	Score on Prevailing COJ Poverty Index	Reduction in sewerage tariff charge for applicable indigent band
Band 1	1-34	70%
Band 2	35-70	100%
Band 3	70-100	100%

Note:

- a. Band 1 refers to individuals / households within the vulnerability range defined by the approved CoJ Poverty index of the expanded social package policy.
- b. Band 2 refers to individuals/ households with some formal income that nonetheless falls below the survival range threshold set by the approved CoJ Poverty index of the expanded social package policy.
- c. Band 3 refers to individuals/ households with no formal income from either grants or employment, or incomes below the approved individual survival level per month.

Waste Management Services

National Treasury acknowledges that waste removal usually operates at a deficit (MFMA Circular 66). The CoJ is no exception to this trend. Municipalities are encouraged by NT to have cost-reflective tariffs for waste removal, and to explore alternative methodologies to manage solid waste, including recycling and incineration in plants that use heat energy to generate electricity. Pikitup has redefined its tariff determination principles effective 01 July 2016. These revised tariff determination principles require businesses and households to all contribute towards waste management services. This practice moves away from charging for waste management services (refuse charge) based on the number of bins to charging a levy as a contribution towards the cost associated with all waste management services. The amount of the levy to be charged will still be determined based on the market value of property.

The proposed tariffs for refuse removal services for 2020/21 are as follows

Refuse Charge

The table below depicts the property categories in terms of their values and related refuse charges aligned to each category.

Property Categories		Proposed Tariff (increased by 5.2%)
From	To	
0	R350 000	Exempt
R350 001	R500 000	R141
R500 001	R750 000	R186
R750 001	R1 000 000	R235
R1 000 001	R1 500 000	R247
R1 500 001	R2 500 000	R345
R2 500 001	R5 000 000	R360
R5 000 000>		R368

City Cleaning Levy (CCL)

The property categories listed below relates to CCL which is levied on properties zoned as non-residential including vacant land and all agricultural properties as reflected by City's land information systems (LIS).

Property Categories		Proposed Tariff (increased by 5.2%)
From	To	
0	R350 000	Exempt
R350 001	R500 000	R193
R500 001	R1 500 000	R195
R1 500 001	R2 500 000	R279
R2 500 001	R5 000 000	R287
R5 000 001	R7 500 000	R445
R7 500 001	R10 000 000	R464
R10 000 001	R30 000 000	R623
R30 000 000>>>		R791

Non Sectional Title Properties

The tariffs below apply to properties other than sectional title properties used for habitation and charged as follows:

- Non sectional title properties with multiple living units will be R92 per unit
- Non sectional title properties containing living rooms will be R38 per room with shared facilities per month

Disposal fees/tariffs

The categories below reflect charges for the waste disposed of at various landfills sites within the City. This method of waste disposal involves treatment of waste materials by burial and is categorised and charged per type and weight being disposed of as follows:

	Tariff (excl. vat)
(a) Refuse Disposal for each 500kg - Except Special Industrial Waste	R 122
(b) Refuse Disposal for each 250kg - Special Industrial Waste	R 122
(c) Refuse Disposal - Except Special Industrial Waste done after 12:00pm on Saturday, the whole day on Sunday and Public Holidays	R 146
(d) Refuse Disposal - organic (garden) waste (Free at Garden Sites)	R128
(e) Refuse Disposal - Soil and Other Material Suitable for Covering Landfills	R 0
(f) Refuse Disposal Outside of COJ- Soil and Other Material Suitable for	R 181

Covering Landfills

Landfill safe disposal (per ton)

The tariffs in this category relates to safe disposal of putrescible (food) waste at City landfill sites for which destructible certificates are issued. This service is charged per ton of waste disposed as follows:

Tariff (excl. vat)

(a) Price per ton	R 3 055
(b) Price per 500kg and under	R 1 528

Electricity Services

The tables below show the proposed electricity tariffs for the 2020/2120 MTB.

Segment	Overall Tariff Escalation Rates			
	FY1920*	FY2021	FY2122	FY2223
Large Power User (MV-TOU)	15.77%	9.95%	5.22%	10.00%
Large Power User (LV-TOU)	15.74%	9.86%	5.22%	10.00%
LPM-MV	15.20%	8.09%	5.22%	10.00%
LPU-LV	15.20%	8.09%	5.22%	10.00%
Business Conventional	12.34%	5.95%	5.22%	10.00%
Business Prepaid	13.07%	5.80%	5.22%	10.00%
Agricultural	13.07%	5.80%	5.22%	10.00%
Residential Conventional	13.07%	8.10%	5.22%	10.00%
Residential Prepaid	13.07%	8.10%	5.22%	10.00%
Reseller Residential Conventional	13.07%	8.10%	5.22%	10.00%
Reseller Business Conventional	13.07%	8.10%	5.22%	10.00%
Average Increase	13.07%	8.10%	5.22%	10.00%
*Actual NERSA allowed increase				

SEGMENT	Supply Position	Units	Block	Service Charge R/month	Capacity Charge R/month	Maximum Demand		Energy Charge	
						Summer R/kVA	Winter R/kVA	Summer c/kWh	Winter c/kWh
Large Customer - TOU	HV	kVA kWh kWh kWh	Peak Standard Off-peak	1 675.71	21 679.11	198.89	198.89	172.52 129.89 99.85	410.53 156.75 107.40
Large Customer - TOU	MV	kVA kWh kWh kWh	Peak Standard Off-peak	1 661.68	4 621.47	213.87	213.87	172.52 129.89 99.85	410.53 156.75 107.40
Large Customer - TOU	LV	kVA kWh kWh kWh	Peak Standard Off-peak	1 208.49	1 080.44	228.83	228.83	172.52 129.89 99.85	410.53 156.75 107.40
Large Customer	MV	kVA kWh		906.37	4 894.47	213.87	213.87	142.97	169.21
Large Customer	LV	kVA kWh		755.31	1 153.43	228.81	228.81	153.15	179.38
Large Customer Reactive Energy	c/kVAh							24.00	
Business	400 V	kVA kWh kWh kWh kWh kWh	< 50 0 - 500 501 - 1000 1001 - 2000 2001 - 3000 > 3000	453.19	434.51			214.08 234.97 246.40 255.39 263.68	224.11 243.99 254.87 263.44 271.32
		kVA kWh kWh kWh kWh kWh	< 100 0 - 500 501 - 1000 1001 - 2000 2001 - 3000 > 3000	453.19	620.92			214.08 234.97 246.40 255.39 263.68	224.11 243.99 254.87 263.44 271.32
Business Prepaid	400 V	kVA kWh kWh kWh kWh kWh		-	400.00			221.87 242.95 254.49 263.57 271.93	221.87 242.95 254.49 263.57 271.93
Reseller Business (Conventional)	400 V	kVA kWh kWh kWh kWh kWh		453.19	434.51			200.33 220.47 231.50 240.16 248.15	210.99 230.09 240.54 248.76 256.34

SEGMENT	Supply Position	Units	Block	Service Charge R/month	Capacity Charge R/month	Maximum Demand		Energy Charge	
						Summer R/kVA	Winter R/kVA	Summer c/kWh	Winter c/kWh
Agricultural	400 V	kVA		453.19	609.57			169.36	196.00
Domestic TOU 3 Ø	230 V	A	80	150.36	606.73			175.74	404.30
		kWh	Peak					139.02	165.62
		kWh	Standard					109.37	116.87
		kWh	Off-peak						
Domestic TOU 1 Ø	230 V	A	80	150.36	487.04			175.74	404.30
		kWh	Peak					139.02	165.62
		kWh	Standard					109.37	116.87
		kWh	Off-peak						
Domestic 3 Ø Seasonal	230 V	A	80	150.36	606.73			137.85	164.46
		kWh	0 - 500					159.25	185.85
		kWh	501 - 1000					171.52	198.13
		kWh	1001 - 2000					181.35	203.94
		kWh	2001 - 3000					190.60	217.20
		kWh	> 3000						
Domestic 1 Ø Seasonal	230 V	A	80	150.36	487.04			137.85	164.46
		kWh	0 - 500					159.25	185.85
		kWh	501 - 1000					171.52	198.13
		kWh	1001 - 2000					181.35	203.94
		kWh	2001 - 3000					190.60	217.20
		kWh	> 3000						

SEGMENT	Supply Position	Units	Block	Service Charge R/month	Capacity Charge R/month	Maximum Demand		Energy Charge	
						Summer R/kVA	Winter R/kVA	Summer c/kWh	Winter c/kWh
Domestic 3 Ø	230 V	A	80	150.36	606.73				
		kWh	0 - 500					144.94	144.94
		kWh	501 - 1000					166.33	166.33
		kWh	1001 - 2000					178.61	178.61
		kWh	2001 - 3000					188.44	188.44
		kWh	> 3000					197.68	197.68
Domestic 1 Ø	230 V	A	60	150.36	442.94				
		kWh	0 - 500					144.94	144.94
		kWh	501 - 1000					166.33	166.33
		kWh	1001 - 2000					178.61	178.61
		kWh	2001 - 3000					188.44	188.44
		kWh	> 3000					197.68	197.68
Domestic 1 Ø	230 V	A	80	150.36	487.04				
		kWh	0 - 500					144.94	144.94
		kWh	501 - 1000					166.33	166.33
		kWh	1001 - 2000					178.61	178.61
		kWh	2001 - 3000					188.44	188.44
		kWh	> 3000					197.68	197.68
Domestic Prepaid	230 V	kWh	0 - 300		200.00			150.72	150.72
		kWh	301 - 500					172.87	172.87
		kWh	>500					196.99	196.99
Reseller Domestic (Conventional)	230 V	A	80	151.07	609.57				
		kWh	0 - 300					127.50	127.50
		kWh	301 - 500					151.14	151.14
		kWh	>500					171.93	171.93
Robot Intersections								282.55	282.55
Streetlights & Billboard per Luminaire								316.74	316.74

EMBEDDED GENERATION TARIFF

Embeeded Generator Tariff	c/kWh
Residential Embedded Generator	57.34
Business & Large Power User Embedded Generator Tariff (<=1MW)	48.42

Overall impact of tariff increases on households

The following table shows the overall expected impact of the proposed tariff increases on various households.

Table SA14: Household bills

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21 % incr.	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Rand/cent										
Monthly Account for Household - 'Middle Income Range'	1									
Rates and services charges:										
Property rates		288.17	306.04	214.23	226.01	226.01	4.9%	237.10	248.48	260.40
Electricity : Basic levy		442.02	444.93	485.39	548.84	548.84	8.1%	593.30	624.27	686.70
Electricity : Consumption		1 241.50	1 249.70	1 273.30	1 439.75	1 439.75	8.1%	1 556.35	1 637.60	1 801.35
Water: Basic levy		–	–	–	–	–	–	–	–	–
Water: Consumption		417.46	506.76	568.79	625.14	625.14	12.8%	704.91	765.53	831.37
Sanitation		298.36	334.76	378.95	416.47	416.47	8.6%	452.29	491.19	533.43
Refuse removal		147.00	156.00	165.00	177.00	177.00	5.1%	186.00	194.74	204.48
Other		–	–	–	–	–	–	–	–	–
sub-total		2 834.51	2 998.19	3 085.66	3 433.21	3 433.21	8.6%	3 729.95	3 961.81	4 317.73
VAT on Services		356.49	376.90	430.71	481.08	481.08	8.9%	523.93	557.00	608.60
Total large household bill:		3 191.00	3 375.09	3 516.37	3 914.29	3 914.29	8.7%	4 253.88	4 518.81	4 926.33
% increase/-decrease		–	5.8%	4.2%	11.3%	11.3%	–	8.7%	6.2%	9.0%
Monthly Account for Household - 'Affordable Range'	2									
Rates and services charges:										
Property rates		172.90	183.63	91.81	96.86	96.86	4.9%	101.61	106.49	111.60
Electricity : Basic levy		442.02	444.93	485.39	548.84	548.84	8.1%	593.30	624.27	686.70
Electricity : Consumption		540.90	544.45	592.90	670.40	670.40	8.1%	724.70	762.55	838.80
Water: Basic levy		–	–	–	–	–	–	–	–	–
Water: Consumption		297.31	371.96	418.89	460.39	460.39	11.4%	512.91	557.02	604.92
Sanitation		153.28	171.97	194.67	213.94	213.94	8.6%	232.34	252.32	274.02
Refuse removal		113.27	118.00	125.00	134.00	134.00	5.2%	141.00	147.63	155.01
Other		–	–	–	–	–	–	–	–	–
sub-total		1 719.68	1 834.94	1 908.66	2 124.43	2 124.43	8.5%	2 305.86	2 450.28	2 671.05
VAT on Services		216.55	231.18	272.53	304.14	304.14	8.7%	330.64	351.57	383.92
Total small household bill:		1 936.23	2 066.12	2 181.19	2 428.57	2 428.57	8.6%	2 636.50	2 801.85	3 054.97
% increase/-decrease		–	6.7%	5.6%	11.3%	11.3%	–	8.6%	6.3%	9.0%
Monthly Account for Household - 'Indigent' Household receiving free basic services	3									
Rates and services charges:										
Property rates										
Electricity : Basic levy										
Electricity : Consumption		324.54	326.67	373.47	418.26	418.26	(9.9%)	376.8	396.48	436.13
Water: Basic levy										
Water: Consumption		177.16	194.32	219.31	241.04	241.04	33.1%	320.91	348.51	378.48
Sanitation										
Refuse removal										
Other										
sub-total		501.7	520.99	592.78	659.3	659.3	5.8%	697.71	744.99	814.61
VAT on Services		70.24	72.94	88.92	98.9	98.9	5.8%	104.66	111.75	122.19
Total small household bill:		571.94	593.93	681.7	758.2	758.2	5.8%	802.37	856.74	936.8
% increase/-decrease		–	3.8%	14.8%	11.2%	11.2%	–	5.8%	6.8%	9.3%

References

1. Use as basis property value of R700 000, 1 000 kWh electricity and 30kl water
2. Use as basis property value of R500 000 and R700 000, 500 kWh electricity and 25kl water
3. Use as basis property value of R 300 000, 350kWh electricity and 20kl water (50 kWh electricity and 6 kl water free)

Free Basic Services: Basic Social Services Package

The ESP assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services households are required to register in terms of the City's Expanded Social Package Policy. The Policy will be reviewed to ensure that it is aligned to national government policies supporting indigent customers, and better profile the programs of the City as they relate to poverty reduction, and social support. About 29 947 individuals are currently registered and the number is expected to increase to around 70 000 over the medium term.

Details relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement are contained in Table A10 (Basic Service Delivery Measurement).

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

COUNCIL RESOLUTIONS

Council Resolutions

OPERATING BUDGET

IT IS RECOMMENDED

1. That the draft consolidated operating revenue of R61.8 billion, operating expenditure of R59.9 billion, taxation of R47.7 million and capital grants and contributions of R2.6 billion for the City of Johannesburg for the financial year 2020/21, and the indicatives for the projected medium-term period 2021/22 to 2022/23 be noted as set out in the following attachments:
 - 1.1 The consolidated operating budget for the City, Core Administration and Municipal Entities as reflected in Annexure A, B and C.
 - 1.2 The operating revenue and expenditure budget by vote for the City as reflected in Annexure D.
2. That the subsidies payable by Core Administration to the following Municipal Entities be noted: –

Municipal Entity	Adjusted Budget 2019/20	Budget 2020/21	Estimate 2021/22	Estimate 2022/23
Pikitup	R 000 587 027	R 000 579 327	R 000 604 986	R 000 654 101
Johannesburg Roads Agency	1 176 531	1 271 090	1 342 270	1 419 504
Metrobus	641 453	673 120	713 320	754 044
Johannesburg City Parks and Zoo	875 745	935 075	987 888	1 045 967
Johannesburg Development Agency	37 181	37 868	40 822	42 841
Johannesburg Property Company	499 116	506 677	532 723	565 926
Metropolitan Trading Company	240 661	268 074	279 742	293 729
Johannesburg Social and Housing Company	29 677	3 055	4 710	6 403
Joburg City Theatres	120 628	136 513	147 497	157 103
Total subsidies to ME's	4 208 019	4 410 799	4 653 958	4 939 618

3. That the supporting information contained in the 2020/21 – 2022/23 Draft Medium-Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be noted in conjunction with this report.
4. That the Accounting Officer:
 - 2.1 In accordance with chapter 4 of the Systems Act:

- (a) Make public the annual consolidated operating budget and other documents referred to in section 17(3) of the MFMA; and
- (b) Invite the local community to submit representations in connection with the annual consolidated operating budget.

2.2 Submit the annual consolidated operating budget:

- (a) In both printed and electronic formats to the National and Provincial Treasury; and
- (b) In either format to any prescribed national or provincial organs of state and to such other municipalities as may be affected by the budget.

CAPITAL BUDGET

IT IS RECOMMENDED

1. That the draft capital budget of R8 419 022 000 for the year 2020/21, R8 655 323 000 for the year 2021/22 and R9 223 218 000 for the year 2022/23 of the City of Johannesburg be noted in terms of Section 16 (3) of the MFMA as set out in the following schedules:

- 1.1 Capital budget by vote for each of the Municipal Entities and Core Administration as reflected in Annexure A.
- 1.2 Capital budget by project for each of the Municipal Entities and Core Administration as reflected in Annexure B.

5. That the Accounting Officer:

2.1 In accordance with chapter 4 of the Systems Act:

- (a) Make public the annual consolidated operating budget and other documents referred to in section 17(3) of the MFMA; and
- (b) Invite the local community to submit representations in connection with the annual consolidated operating budget.

2.2 Submit the annual consolidated operating budget:

- (a) In both printed and electronic formats to the National and Provincial Treasury; and
- (c) In either format to any prescribed national or provincial organs of state and to such other municipalities as may be affected by the budget.

TARIFFS

IT IS RECOMMENDED

1.1.1 That the tariff of charges for the 2020/21 budget, as tabled, be noted.

PART 2 – SUPPORTING DOCUMENTATION

2.1 OVERVIEW OF THE ANNUAL BUDGET PROCESS

2.1.1 Budget Process Overview

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

Key dates applicable to the process were:

Budget and tariff process 2020/21	Timeframe	Status
Mayoral Lekgotla	13-15 December 2019	✓
Presentations of budget proposals to Technical Budget Steering Committee	20- 22 November 2019	✓
Budget Steering Committee meetings	14-20 January 2020	✓
NT Engagements (Mid- year Review)	7 February 2020	✓
Mayoral Committee considers tabled draft IDP, Budget, Tariffs, SDBIPs and Business Plans	20 March 2020	✓
Tabling of the draft IDP, Budget, Tariffs, SDBIPs and Business Plans at Council	31 March 2020	✓
IDP, Budget and Tariffs outreach process	April 2020	
Approval of IDP, Budget, Tariffs, SDBIPs and Business Plans by Mayoral Committee	11 May 2020	
Council approval of final IDP, Budget, Tariffs, SDBIPs and Business Plans	22 May 2020	

A change in the political landscape within the City saw a new Mayor being elected on 4 December 2019. Following this election, a Mayoral Lekgotla was convened on 13- 15 December 2019 to forge a new strategic direction and pronounce on new priority programmes for the City.

Subsequent to the Mayoral Lekgotla, budget guidelines were issued to departments and municipal entities (MEs). Departments and MEs were requested to prepare their budget proposals in line with the recommendations of the Mayoral Lekgotla. These budget proposals were then presented to the Budget Steering Committee hearings held on 14 to 20 January 2020. The BSC is established in terms of the local government regulatory framework, and for the City of Johannesburg incorporates additional members co-opted to assist in the formulation of strategic priorities. The Budget Steering Committee reviews and evaluates key priority programmes for the clusters, departments and entities in the short and medium-term and outcomes thereof in relation to GDS imperatives and the strategic direction as set at Mayoral Lekgotla. It

further deliberates on performance targets and indicators and reviews the proposed operating and capital expenditures. In between are sessions at executive management level that seek to develop programme content and shared understanding of priorities, interventions and focus areas.

2.1.2. IDP and Service Delivery and Budget Implementation Plan

The City's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, and management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. There will be areas revised in line with the new strategic priorities, and to create focus in resource allocation.

The process plan applicable to this revision cycle included the following key IDP processes and deliverables:

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

For the 2020/21 MTB, each department/function had to review its business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2019/20 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

2.1.3. Review of the Financial Development Plan

The financial development plan has been reviewed in line with historic performance trends and the local government regulatory framework, and used to confirm both the adjustment budget and the 2020/21 budget indicatives. The outcomes of the process were used to inform the resource allocation process. The funding model still relies heavily on revenue generated from trading services through tariffs, supported by grants and loans. Built into the models are modules that recognise constraints as a result of existing commitments and the projected financial position. Optimisation as a modelling technique was used to arrive at budget limits that put the organisation at a sound financial position. The modelling process also shared light on the performance of major revenue sources in relation to capital investments made, providing a rich background of evaluating budget proposals.

2.1.4 Community Consultation

As per legislative requirements, once the draft budget is tabled in Council, it must be made available for the public to comment on. The public participation process will be undertaken in line with the prescripts of the

MFMA, Municipal Systems Act, and other applicable legislation. The program is managed in conjunction with the Office of the Speaker. The tabling of the draft budget in March 2020 will mark the commencement of community participation, encourage discussion with all stakeholders and provide an opportunity for feedback. The public participation process will take place throughout the month of April 2020 with the support of the City's regional structures. The outcome of the public participation process will be considered to determine the final budget and tariffs.

2.2 OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH IDP

Budgeting takes place within the overall City planning framework. The City's Growth and Development Strategy (GDS) and IDP are the primary point of reference for the MTB. Subsequent to the election of a new Mayor in December 2019, a new strategic direction and priority programmes were forged, forming the basis for the IDP review.

The new strategic priorities are:

- Financial Sustainability;
- Good Governance;
- Sustainable Service Delivery;
- Economic development;
- Job Opportunity and Creation;
- Integrated Human Settlements;
- Safer City;
- Active and Engaged Citizenry;
- Sustainable environmental development; and
- Smart City.

Accordingly, the 2020/21 MTB addresses the following key programmes in the IDP:

- Accelerated and visible service delivery and reintroduce co-production in the delivery of basic services;
- Improve and strengthen the financial position;
- Impact the housing market including the integration, development and maintenance hostels and flats;
- A safer City by reintroducing ward-based policing (Joburg 10+) and effective by-law enforcement;
- Job opportunities and creation;
- Development and support of SMME;
- Community Based Planning and enhanced community engagement, including Mayoral imbizos;
- Manage displaced communities and homelessness;
- Combat drug and substance abuse;
- Combat gender-based violence;
- Combat corruption, fraud and maladministration;
- Combat illegal land invasion and promote regulated land use; and
- Formalisation of informal settlements and accelerated rapid land release.

The 2020/21 MTB has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

Table SA4: Reconciliation of IDP strategic objectives and budget (revenue)

KEY PRIORITY	PROGRAMME	2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
		Adjusted Budget R 000	Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Good governance	Ethics and discipline	585	618	649	681
Financial sustainability		283 772	303 643	361 089	379 143
Financial sustainability	Corporate Geo-Informatics spatial information maintenance	267	281	295	310
Financial sustainability	Focussing on driving up capital expenditure investment in infrastructure	40 715	40 610	43 890	46 436
Financial sustainability	Improve and strengthen financial position	16 171 871	17 069 246	16 729 965	17 687 836
Financial sustainability	Improve and strengthen financial position	25 430	26 757	28 030	29 431
Financial sustainability	Improving revenue collection	429 633	466 169	488 908	513 258
Financial sustainability	Improving revenue collection	52 027	52 027	54 472	57 195
Financial sustainability	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality , reliable services for the City's residents	12 292 551	13 125 053	13 886 409	14 077 614
Financial sustainability	Meaningful progress towards addressing the R170 billion infrastructure backlog resulting in better quality , reliable services for the City's residents	182 337	191 659	200 667	210 700
Integrated human settlements	Addressing the historical legacy of housing backlogs and landlessness in our City	340 093	310 381	327 003	343 354
Integrated human settlements	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality , reliable services for the City's residents	41 811	49 950	49 208	51 675
Sustainable service delivery	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic service.	100 000			
Sustainable service delivery	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	2 488	2 513	2 632	2 763
Sustainable service delivery	Addressing the historical legacy of housing backlogs and landlessness in our City	31 871	33 528	35 104	36 859
Sustainable service delivery	Climate Change	17 150	17 200	18 000	19 000
Sustainable service delivery	Environmental Health	1 132	1 191	1 246	1 310
Sustainable service delivery	Increasing the levels of public safety and sense of security experienced by residents of our City	280 924	295 532	309 422	324 894
Sustainable service delivery	Instilling best service standards by City employees	330	8 730	9 141	9 598
Sustainable service delivery	Primary Health Care	136 192	144 091	153 601	161 281
Sustainable service delivery	Service Delivery Acceleration	28 289	27 960	29 622	31 103
Sustainable service delivery	Timeous visibility of company and group performance to all stakeholders in the organisation to assist with better decision making	203 768	229 097	250 003	272 521
Safer city	Safer City	1 056 065	1 165 676	1 223 239	1 284 401
Active and engage citizenry	Accelerated and visible service delivery and re-introduction of co-production in the delivery of basic service	176 783	189 511	222 188	233 298
Active and engage citizenry	Improve and strengthen financial position	217 835	231 952	242 854	254 995
Active and engage citizenry	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	8 400	8 820	9 261	9 724
Active and engage citizenry	Instilling best service standards by City employees	175 206	53 762	56 290	59 105
Active and engage citizenry	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality , reliable services for the City's residents	76 170	77 516	79 292	83 034
Economic development	Unlocking investments through property transactions and developments	54 860	54 172	57 139	59 996
Economic development	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality , reliable services for the City's residents	37 481	33 240	38 125	41 204
Economic development	Regeneration of the inner-cities of Joburg, Randburg and Roodepoort through the release of derelict buildings to the private sector.	25 000	30 000	31 410	32 981
Economic development	The achievement of inclusive economic growth that drives job creation	771 286	1 155 148	1 217 428	1 271 232
Economic development	The need to address the high levels of youth unemployment in the City	23 955	19 819		
Other	Achievement of inclusive economic growth	49 615	52 195	54 648	57 380
Day-to-day		780			
Day-to-day	Agency services	412 623	423 986	438 442	446 917
Day-to-day	Anti corruption	15 007	15 787	16 529	17 355
Day-to-day	Combat corruption; fraud and maladministration	25 135	26 643	26 643	27 975
Day-to-day	Completion of aerial photography & implementation	265	279	293	308
Day-to-day	Customer Charter	342	360	377	396
Day-to-day	Domestic RCR	1 555 057	1 647 695	1 725 137	1 811 393
Day-to-day	Enhancing Financial Sustainability	3 666 278	4 097 741	4 514 562	4 878 263
Day-to-day	Financial Management Control	4 689 619	5 183 542	5 744 559	6 317 165
Day-to-day	Financial Sustainability and daily administration activities	12 629 651	14 146 914	15 362 157	16 679 483
Day-to-day	Financially and administratively sustainable and resilient City	106 591	73 742	79 090	83 675
Day-to-day	Good governance	3 169			
Day-to-day	Group Human Capital Management	6 200	13 000	13 782	7 500
Day-to-day	Head Office Overheads - Customer Services	22 709	23 893	25 014	26 267
Day-to-day	Head Office Overheads - Depot Admin	1 630	1 714	1 795	1 885
Day-to-day	Head Office Overheads - Finance	3 470	3 649	3 821	4 013
Day-to-day	HR daily activities		166 563	176 750	188 457
Day-to-day	Land use development efficient and effective archiving	19	20	21	22
Day-to-day	Landfills	57 684	60 684	63 536	66 712
Day-to-day	Litigation Management, Legal Advisory Services and Legal Advocacy	158	166	174	183
Day-to-day	Management Support function and core mandate, HR, Finance, Marketing , Internal Audit, Company Secretary and Operations	70 305	71 597	75 650	79 431
Day-to-day	Managing an efficient and effective archiving system for both building control and records	658	694	730	767
Day-to-day	Other Day to Day Indicators (OPEX)	65 274	56 696	56 567	58 580
Day-to-day	Regulatory and management support	2	2	2	2
Day-to-day	Rental facilities	74 595	76 622	79 238	80 767
Day-to-day	Smart and efficient procurement process	1 239	1 306	1 367	1 435
Day-to-day	Sundry income	9 944	10 216	10 564	10 768
Day-to-day	Support Function	69 300	69 300	70 980	70 980
Day-to-day	Transportation of passengers	132 341	139 478	146 710	154 045
Day-to-day	United Nations Environment Programme	8 874	14 889	11 151	11 709
		56 964 811	61 795 225	64 856 871	68 670 765

Table SA5: Reconciliation of IDP strategic objectives and budget (operating expenditure)

KEY PRIORITY	PROGRAMME	2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
		Adjusted Budget	Budget Year	Budget Yr +1	Budget Yr +2
		R 000	2020/21 R 000	2021/22 R 000	2022/23 R 000
Good governance	An honest, transparent and responsive local government that prides itself on service excellence	39 906	42 114	44 745	47 546
Good governance	Creating a responsive administration focussed on delivering service with pride to the City's residents	3 232	3 439	3 655	3 885
Good governance	Creating a responsive administration focussed on delivering service with pride to the City's residents	71 136	93 026	98 666	104 687
Good governance	Driving the "service with pride" campaign	4 933	4 574	4 116	4 351
Good governance	Ethics and discipline	174 601	234 538	251 658	266 121
Good governance	Good Governance	34 777	29 137	30 494	32 020
Good governance	Increasing forensic investigative capability and controls	13 160	8 408	8 791	9 230
Good governance	Instilling best service standards by City employees	3 224	1 993	2 109	2 233
Good governance	Number of policy research documents developed to enhance GDS Implementation	1 048	1 500	1 500	1 500
Good governance	Policy development and research	9 563	9 965	10 555	11 186
Good governance	Probity Audit and Advisory	58 016	60 232	63 851	67 690
Good governance	Strengthen the oversight role of Section 79 Committees	2 720	2 861	2 995	3 145
Financial sustainability		10 739	11 319	12 032	12 789
Financial sustainability	Corporate Geo-Informatics spatial information maintenance	34 792	36 164	38 103	40 352
Financial sustainability	Creating a responsive administration focussed on delivering service with pride to the City's residents	5 369	5 713	6 075	6 458
Financial sustainability	Cutting wasteful expenditure on non-core functions	26 596	28 159	29 738	31 446
Financial sustainability	Focussing on driving up capital expenditure investment in infrastructure	42 541	46 800	49 298	56 443
Financial sustainability	Improve and strengthen financial position	142 341	153 583	161 569	170 306
Financial sustainability	Improve governance and attainment of clean audit	24 074	28 199	29 783	31 491
Financial sustainability	Improving revenue collection	421 286	433 151	459 984	488 578
Financial sustainability	Improving revenue collection	12 850 899	13 997 877	13 400 506	13 783 800
Financial sustainability	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	2 860 727	2 940 406	3 078 859	3 233 025
Financial sustainability	Meaningful progress towards addressing the R170 billion infrastructure backlog resulting in better quality, reliable services for the City's residents	629 942	654 392	681 307	709 625
Integrated human settlements		10 345	13 351	12 036	12 777
Integrated human settlements	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	44 614	47 608	49 858	52 916
Integrated human settlements	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	6 324	6 324	6 621	6 952
Integrated human settlements	Addressing the historical legacy of housing backlogs and landlessness in our City	1 830			
Integrated human settlements	Addressing the historical legacy of housing backlogs and landlessness in our City	765 450	831 913	874 904	950 256
Integrated human settlements	Efficient and effective transport (Public and Freight) connecting home, work, culture and leisure	20 957	30 549	33 761	35 510
Integrated human settlements	Formalisation of informal settlements and accelerated rapid land release	109 497	118 093	124 656	131 764
Integrated human settlements	Land acquisition	8 813	9 350	9 901	10 490
Integrated human settlements	Manage displaced communities and homelessness	11 370	12 037	12 715	13 450
Integrated human settlements	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	14 576	16 640	18 221	19 335
Integrated human settlements	Residents live, work and play close to work, leisure and cultural opportunities	40 000	46 189	49 099	52 192
Integrated human settlements	Residents live, work and play close to work, leisure and cultural opportunities	216 481	212 815	222 271	233 895
Integrated human settlements	The achievement of inclusive economic growth that drives job creation	20 007	14 881	15 580	16 359
Sustainable service delivery		368			
Sustainable service delivery	Absorption of most municipal-owned entities into the City after consideration of a thorough review and due diligence	8 144	8 725	9 247	9 807
Sustainable service delivery	Accelerated and visible service delivery and re-introduction of co-production in the delivery of basic services	84 969	87 729	93 157	98 943
Sustainable service delivery	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic services	13 100	12 817	14 454	16 558
Sustainable service delivery	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic service.	477 401	566 322	589 345	620 695
Sustainable service delivery	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic service.	48 629	49 872	52 804	55 949
Sustainable service delivery	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic service.	14 477	14 981	15 844	16 775
Sustainable service delivery	Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basics service	1 647 739	1 734 343	1 826 883	1 927 777
Sustainable service delivery	Accelerated and visible service delivery and re-introduction of co-production in the delivery of basic services	83 762	84 013	88 300	92 715
Sustainable service delivery	Addressing the historical legacy of housing backlogs and landlessness in our City	118 291	120 924	127 485	134 621
Sustainable service delivery	Climate Change	1 969	12 720	13 311	14 631
Sustainable service delivery	Combating drugs, substance abuse	22 520	23 961	25 471	27 076
Sustainable service delivery	Community based planning and enhanced community engagement	79 885	13 235	14 009	14 841
Sustainable service delivery	Developing pro-active maintenance and service teams	309 781	327 291	347 134	368 343
Sustainable service delivery	Efficient and effective transport (Public and Freight) connecting home, work, culture and leisure	8 455	8 996	9 564	10 166
Sustainable service delivery	Environmental Health	182 854	199 026	211 416	224 572
Sustainable service delivery	Environmental Sustainability	45 233	35 365	37 319	47 020
Sustainable service delivery	Fast-tracking service delivery, especially to poorer communities	16 197	19 579	20 315	21 330
Sustainable service delivery	Fast-tracking service delivery, especially to poorer communities	39 150	39 894	41 770	43 858
Sustainable service delivery	Focused improvement of ICT equipment and software	18 051	16 494	17 474	18 529
Sustainable service delivery	Improve Access throughout the City to enable economic growth	74 101	104 364	108 337	113 754
Sustainable service delivery	Improved care for the most vulnerable in our City providing them with a greater quality of life and dignity	86 057	92 617	98 009	103 807
Sustainable service delivery	Increasing the delivery of housing	40 418	42 676	44 903	47 339
Sustainable service delivery	Increasing the levels of public safety and sense of security experienced by residents of our City	171 060	206 733	219 168	232 474
Sustainable service delivery	Instilling best service standards by City employees	98 658	89 684	95 027	100 756
Sustainable service delivery	Integrated Planning, Policy Development and Standard Setting	2 794	2 964	3 134	3 313
Sustainable service delivery	Interventions to mitigate electricity constraints	500	500	785	1 495
Sustainable service delivery	Interventions to mitigate electricity constraints	15 928	24 524	26 095	27 235
Sustainable service delivery	Primary Health Care	724 435	748 471	794 568	846 118
Sustainable service delivery	Risk Finance	156 192	162 917	170 574	179 103

KEY PRIORITY	PROGRAMME	2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
		Adjusted Budget R 000	Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Sustainable service delivery	Service Delivery Acceleration				
Sustainable service delivery	Sustainable Service Delivery	3 570	3 795	4 067	4 371
Sustainable service delivery	Timeous visibility of company and group performance to all stakeholders in the organisation to assist with better decision making	1 150 311	1 122 327	1 175 167	1 244 225
Sustainable service delivery	Waste Management	15 061	11 671	11 235	11 710
Sustainable service delivery	Waste Minimisation	163 051	171 326	180 170	190 002
Job opportunity and creation		256 523	259 675	272 033	285 768
Job opportunity and creation	Development and support of SMMEs	11 164	11 767	12 320	12 936
Job opportunity and creation	Job Opportunity		5 400	5 400	5 400
Job opportunity and creation	Job Opportunity and creation	22 704			
Job opportunity and creation	Job Opportunity and Creation	57 512	62 884	66 535	70 458
Job opportunity and creation	To provide access to Community Development Programmes	166 825	169 995	177 985	186 884
Safer city	A safer City by reintroducing ward-based policing (Joburg 10+) and effective by-law enforcement	3 000	3 180	3 380	3 593
Safer city	Combat gender based violence	5 594	5 919	6 246	6 599
Safer city	Combating drug and substance abuse	17 253	17 127	18 148	19 242
Safer city	Disaster preparedness	29 857	38 881	41 221	43 724
Safer city	Focused improvement of ICT equipment and software	178 233	168 105	166 108	174 908
Safer city	Increasing the levels of public safety and sense of security experienced by residents of our City	278 159	295 531	314 149	333 941
Safer city	Reducing petty crimes and enforcing by-laws	121 253	131 395	137 919	145 116
Safer city	Safer City	2 334 650	2 725 187	2 237 234	2 370 649
Safer city	Security Services	1 008 471	799 992	1 498 512	1 592 132
Active and engage citizenry		8 533	8 652	25 459	26 763
Active and engage citizenry	A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	4 313	6 200	6 591	7 006
Active and engage citizenry	A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	4 852	7 302	7 753	8 234
Active and engage citizenry	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	42 000	44 499	47 039	49 777
Active and engage citizenry	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	83 311	88 412	93 662	99 289
Active and engage citizenry	Accelerated and visible service delivery and re-introduction of co-production in the delivery of basic service	890 173	904 309	958 679	1 016 860
Active and engage citizenry	Community based planning and community engagement, including mayoral izimbizo	2 000	2 562	2 500	2 500
Active and engage citizenry	Community based planning and enhanced community engagement, including mayoral izimbizo	1 000	1 100	1 200	1 300
Active and engage citizenry	Community based planning and enhanced community engagement, including mayoral izimbizo	4 400	2 160	2 363	2 460
Active and engage citizenry	Community based planning and enhanced community engagement including Mayoral Izimbizo	15 591	16 529	17 494	18 527
Active and engage citizenry	Completion of Corporate Surveys with interventions plan and recommendations	5 339			2 000
Active and engage citizenry	Completion of the 2020 Quality of Life Survey VI		1 500	1 500	1 500
Active and engage citizenry	Creating a responsive administration focussed on delivering service with pride to the City's residents	3 274	6 867	7 299	7 760
Active and engage citizenry	Creating a responsive administration focussed on delivering service with pride to the City's residents	57 937	57 915	61 263	64 868
Active and engage citizenry	Creating a responsive administration focussed on delivering service with pride to the City's residents	2 022	2 152	2 286	2 431
Active and engage citizenry	Customer Charter	16 651	17 539	18 633	19 798
Active and engage citizenry	Driving the "service with pride" campaign	371 302	390 364	410 761	433 075
Active and engage citizenry	Driving the "service with pride" campaign	15 814	18 767	19 862	21 040
Active and engage citizenry	Driving the "service with pride" campaign	4 451	3 965	5 208	4 923
Active and engage citizenry	Empower Councillors in order enable them to carry out their work effectively	5 128	5 432	5 741	6 073
Active and engage citizenry	Improve access to facilities and services	1 000	1 042	1 090	1 145
Active and engage citizenry	Improve and strengthen financial position	151 935	155 078	163 276	172 219
Active and engage citizenry	Improve care for the most vulnerable in our City providing them with a greater quality of life and dignity	25 524	19 994	21 129	22 355
Active and engage citizenry	Improved mobility for road users throughout the City	641 953	824 470	869 197	918 651
Active and engage citizenry	Increasing responsiveness to billing problems	127 785	133 773	141 742	150 284
Active and engage citizenry	Instilling best service standards by City employees	962 961	1 012 560	1 071 920	1 136 090
Active and engage citizenry	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents				
Active and engage citizenry	Residents live, work and play close to work, leisure and cultural opportunities	59 354	60 476	63 739	67 364
Active and engage citizenry	The achievement of inclusive economic growth that drives job creation	3 064	3 122	3 269	3 432
Economic development	Unlocking investments through property transactions and developments	22 786	24 016	25 529	27 137
Economic development	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	5 049	5 322	5 572	5 851
Economic development	Development and support of SMMEs	21 185	23 299	24 734	26 266
Economic development	Improved support to SMMEs in the City to empower more entrepreneurs	40 499	52 686	55 591	58 727
Economic development	Inner city regeneration, including key economic nodes	33 033	28 203	29 484	31 151
Economic development	Insert other on sheet Other Programmes on the Other Areas sheet	16 288	12 706	13 385	14 122
Economic development	Job opportunity and creation	6 900	7 342	7 805	8 297
Economic development	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	15 897	16 439	17 063	18 042
Economic development	Regeneration of the inner-cities of Joburg, Randburg and Roodepoort through the release of derelict buildings to the private sector	14 943	15 750	16 741	17 795
Economic development	Stimulate developments in the South through mega projects and Township Economies through property transactions and developments	88 828	93 624	99 522	105 792
Economic development	The achievement of inclusive economic growth that drives job creation	1 100 604	1 307 812	1 283 996	1 347 830
Economic development	The need to address the high levels of youth unemployment in the City	24 673	27 669	29 312	31 040
Economic development	Working to cut red tape and improve the ease of doing business in the City	633	1 000	1 056	1 116
Sustainable environmental development and	Accelerated and visible service delivery and re-introduction of co-production the delivery of basic services	1 573	3 001	3 181	3 372
Sustainable environmental development and	Community based planning and enhanced community engagement, including mayoral izimbizo	2 880	838	976	1 025
Sustainable environmental development and	Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents	13 699	14 453	15 190	16 000
Smart city	A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares	675	267	280	294
Smart city	Creating a responsive administration focussed on delivering service with pride to the City's residents	10 646	8 714	9 164	9 656
Smart city	Development and support of SMME's	44 922	45 729	48 390	51 269
Smart city	Development and support of SMME's	10 823	11 474	12 141	12 860
Smart city	Job Opportunity and creation	70	1 274	1 349	1 429

Draft Medium-Term Budget 2020/21 – 2022/23

KEY PRIORITY	PROGRAMME	2019/20	2020/21 Medium Term Revenue & Expenditure Framework			
		Adjusted Budget	Budget Year	Budget Yr +1	Budget Yr +2	
		R 000	2020/21 R 000	2021/22 R 000	2022/23 R 000	
Smart city .	M & E for programmes	2 524	2 506	2 676	2 810	
Smart city .	Percentage Assessment of Smart City sub-programmes implemented by departments and MEs	2 969	3 773	2 982	2 159	
Smart city .	The achievement of inclusive economic growth that drives job creation	3 500				
Other	Achievement of inclusive economic growth					
Other	Business Continuity Management	22 579	24 041	25 400	26 867	
Other	Combined Assurance	45 172	43 212	45 704	48 387	
Other	Improved support to SMMEs in the City to empower more entrepreneurs	2 251	2 394	2 541	2 697	
Day-to-day		191 440	194 088	203 208	213 299	
Day-to-day	Rea Vaya stations (including stations precincts) and depots maintained	520 047	541 669	575 495	604 270	
Day-to-day	Academy of chartered accountants	5 998	6 382	6 784	7 211	
Day-to-day	Administration and Operational costs	9 733	10 243	10 728	11 264	
Day-to-day	Administration and support	493 229	440 327	463 599	488 271	
Day-to-day	Agency services	280 762	286 401	290 750	306 930	
Day-to-day	Anti corruption	50 133	52 472	55 611	58 974	
Day-to-day	Area Based Management, CID interactions, Special Projects management, Inner City Transformation, Urban Decay Assessment	29 531	31 370	33 274	35 310	
Day-to-day	ARP Operating budget	5 789	6 171	6 556	6 965	
Day-to-day	Chlorine - Swimming pools and basic operation of Sport and Recreation Facilities: Cleaning, preparation and set up of facilities for programmes, events and activities, administration, bookings and disseminations	167 869	170 382	178 837	178 853	
Day-to-day	City transformation and Urban redesign	7 105	7 478	7 949	8 445	
Day-to-day	Combat corruption; fraud and maladministration	56 050	42 980	45 549	47 329	
Day-to-day	Committee Support	17 028	19 153	20 143	21 209	
Day-to-day	Completion of aerial photography & implementation	29 570	21 809	23 945	25 388	
Day-to-day	Core museums, galleries and arts centres	10 773	11 279	11 915	12 604	
Day-to-day	Customer Charter	20 753	21 561	22 746	24 033	
Day-to-day	Cutting wasteful expenditure on non-core functions	4 074	4 306	4 523	4 749	
Day-to-day	Day to day Programme	89 885	98 929	104 323	110 433	
Day-to-day	Day-to Day Programmes	5 448	5 771	6 041	6 345	
Day-to-day	Day-to-day Strategic Management unit	97 361	148 514	156 180	164 756	
Day-to-day	Depreciation on Capex	70 829	74 927	98 769	114 504	
Day-to-day	Domestic RCR	648 140	666 783	701 300	738 964	
Day-to-day	Driving the "service with pride" campaign	461	470	492	517	
Day-to-day	Economic Research, Policy and Strategy	5 394	12 478	11 017	11 678	
Day-to-day	Enhanced access to ICT infrastructure, including free Wi-Fi	2 100	2 200	2 303	2 418	
Day-to-day	Enhancing Financial Sustainability	893 278	947 414	937 012	979 373	
Day-to-day	Ethics	5 998	6 382	6 784	7 211	
Day-to-day	Facilities, Resources and Library System Management and Development	22 876	50 607	53 639	56 675	
Day-to-day	Fast tracking acquisition of buildings in the Inner City for housing	302	310	325	341	
Day-to-day	Finance and Management Support	85 489	90 393	100 497	103 880	
Day-to-day	Financial Management Control	90 923	94 624	99 872	105 554	
Day-to-day	Financial Reporting, Management Accounting, Budgeting and Safe keeping of the City's Assets	133 925	201 301	212 096	223 863	
Day-to-day	Financial Sustainability and daily administration activities	9 645 523	8 841 491	9 580 129	9 998 742	
Day-to-day	Financially and administratively sustainable and resilient City	337 168	5 344	5 680	6 036	
Day-to-day	Good governance	744 030	777 597	829 381	876 158	
Day-to-day	Governance and Reporting	5 998	6 382	6 784	7 211	
Day-to-day	Group Human Capital Management	242 963	255 611	271 304	288 049	
Day-to-day	Group management Support - Financial sustainability	246 611	250 265	271 789	292 374	
Day-to-day	Head Office Overheads - Business Planning and Performance Monitoring	1 529	2 064	2 185	2 317	
Day-to-day	Head Office Overheads - Communications and Stakeholder Management	29 155	31 857	33 488	35 279	
Day-to-day	Head Office Overheads - Company Secretary	5 109	5 262	5 583	5 920	
Day-to-day	Head Office Overheads - Customer Services	17 879	19 064	20 245	21 510	
Day-to-day	Head Office Overheads - Depot Admin	136 390	143 819	151 920	160 669	
Day-to-day	Head Office Overheads - Facilities	19 363	20 739	21 807	22 977	
Day-to-day	Head Office Overheads - Finance	37 929	37 433	39 723	42 162	
Day-to-day	Head Office Overheads - Fleet	21 234	21 121	22 400	23 769	
Day-to-day	Head Office Overheads - Human Resources	48 263	49 024	51 893	54 980	
Day-to-day	Head Office Overheads - Internal Audit	8 485	8 183	8 642	9 134	
Day-to-day	Head Office Overheads - IT	24 956	25 896	27 253	28 739	
Day-to-day	Head Office Overheads - Legal, Environment Compliance Safety	16 915	19 921	21 100	22 365	
Day-to-day	Head Office Overheads - Office of the MD	7 499	7 828	8 300	8 807	
Day-to-day	Head Office Overheads - Operations (HO)	10 687	11 338	12 048	12 803	
Day-to-day	Head Office Overheads - Risk	4 507	4 340	4 602	4 885	
Day-to-day	Head Office Overheads - Security	7 563	40 936	43 013	45 297	
Day-to-day	Head Office Overheads - Waste Minimisation and Capital Execution	13 936	14 012	14 894	15 830	
Day-to-day	HR daily activities	671 956	1 901 594	2 014 758	2 131 055	
Day-to-day	ICT service Systems Availability and technology that will ensure service delivery is provisioned seamlessly	706 715	752 514	789 389	822 916	
Day-to-day	Illegal Dumping	76 996	81 189	85 187	89 622	
Day-to-day	Impact Management		10 281	11 165	11 911	
Day-to-day	Improve and strengthen financial position	70 655	97 733	103 403	110 491	
Day-to-day	Increasing forensic investigative capability and controls	767	790	827	868	
Day-to-day	Increasing forensic investigative capability and controls \ Maintain quality standard of Corporate Governance	1 973	2 001	2 095	2 200	
Day-to-day	Information Resources Management for public libraries, depots, programs and extension services.	39 181	62 441	66 059	71 244	
Day-to-day	Inner City regeneration including key economic nodes	670	680	712	748	
Day-to-day	Instilling best service standards by City employees	1 057	1 101	1 153	1 211	
Day-to-day	Instilling best service standards by City employees and Finalising the skills audit	36 601	36 458	38 835	41 191	
Day-to-day	Institutional Support for ward meetings and Committee meetings	56 620	58 237	61 657	65 329	
Day-to-day	Integrated Planning	2 328	3 400	3 466	3 639	
Day-to-day	Integrated strategic and transversal management support and planning	86 697	55 076	58 050	61 414	
Day-to-day	Intergovernmental Relations	250	250	261	274	
Day-to-day	International Relations (Membership Fees)	4 684	5 595	5 858	6 151	
Day-to-day	International Relations mainstreaming	200	1 000	1 000	1 000	
Day-to-day	Interventions to mitigate water shortages	362	370	387	406	
Day-to-day	JBECS Book	3 179	3 393	3 599	3 820	
Day-to-day	Knowledge Management Programmes		2 000	1 959	2 019	

KEY PRIORITY	PROGRAMME	2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
		Adjusted Budget	Budget Year	Budget Yr +1	Budget Yr +2
		R 000	2020/21 R 000	2021/22 R 000	2022/23 R 000
Day-to-day	Land use development efficient and effective archiving	8 862	9 298	9 867	10 470
Day-to-day	Landfills	162 736	170 119	178 586	187 922
Day-to-day	Litigation Management, Legal Advisory Services and Legal Advocacy	210 625	196 213	205 713	216 240
Day-to-day	Maintenance of Road Infrastructure Management	25 754	33 071	35 004	37 086
Day-to-day	Management of Contracts and repairs and maintenance of Assets	28 118	28 208	31 240	31 757
Day-to-day	Management of housing stock	18 399	19 571	20 806	22 116
Day-to-day	Management of land use development management sub directorates	4 638	4 945	5 251	5 578
Day-to-day	Management Support	138 503	145 729	155 328	217 658
Day-to-day	Management Support function and core mandate, HR, Finance, Marketing , Internal Audit, Company Secretary and Operations	898 618	963 829	1 018 511	1 078 012
Day-to-day	Management Support Programmes	48 875	48 095	51 267	54 080
Day-to-day	Management Support Services	5 998	6 382	6 784	7 211
Day-to-day	Managing an efficient and effective archiving system for both building control and records	4 204	4 478	4 757	5 053
Day-to-day	MMC	4 704	5 004	5 320	5 656
Day-to-day	MMC: Support	3 892	4 088	4 340	4 608
Day-to-day	Other Day to Day Indicators (OPEX)	172 950	180 701	190 818	201 605
Day-to-day	Portfolio Account ME Accounts	1 299 770	1 364 131	1 562 873	1 724 610
Day-to-day	Portfolio Accounts ME Accounts	187 696	197 456	206 736	215 232
Day-to-day	Promotion, stakeholder liaison, community interaction, collaboration with Schools, NGO's and Stakeholders, Partnerships - to initiate and implement sustainable programmes at Sport and Recreation facilities. Daily programmes provision i.e. after school care, Senior Citizen Clubs, Holiday programmes, Commemorative programmes, galas, Learn to Sim	134 969	141 920	149 609	157 733
Day-to-day	Provision for administration of business support	31 490	81 636	86 300	91 165
Day-to-day	Provision of stakeholder management by acting as interface between the organization and stakeholders, Developing and maintaining an overall stakeholder relations framework for the COJ, Prioritizing and Intensifying management of key stakeholders that are instrumental to the organisations success, Managing Key account contractual obligations, managing the budget of area , providing various management reports	22 140	31 080	35 071	37 204
Day-to-day	Public transport facilities maintenance including cleaning and security	131 924	148 934	176 480	165 819
Day-to-day	Rea Vaya Roadways and ITS infrastructure maintenance	156 845	143 024	132 244	175 117
Day-to-day	Reading Development and Extension Services	31 732	52 429	55 411	58 726
Day-to-day	Regional Profiling and Data Management, Regional Profile review and update, Monitoring and Evaluation	32 775	34 860	37 037	39 354
Day-to-day	Regulatory and management support	17 061	18 144	19 283	20 490
Day-to-day	Rental facilities	55 500	62 088	76 606	80 942
Day-to-day	Running of museums, galleries and arts centres	(615)	9 926	14 031	14 532
Day-to-day	Service Delivery Co-ordination, Monitoring and reporting	85 155	72 532	77 013	81 702
Day-to-day	Service Standards	5 998	4 360	4 634	4 929
Day-to-day	Shareholder Services	5 998	6 382	6 784	7 211
Day-to-day	SHELA & FCM	123 692	128 157	135 156	142 756
Day-to-day	Smart and efficient procurement process	55 171	56 996	60 457	64 158
Day-to-day	Sound financial & procurement management control	17 451	16 106	17 648	18 650
Day-to-day	Stakeholder engagement, Regional Walkabouts, Awareness Campaigns, Public meetings, CBP Community Conversations	18 356	33 737	35 838	38 072
Day-to-day	Strategic support to the Executive Head	4 901	12 730	13 449	14 252
Day-to-day	Sundry income	7 397	8 273	8 718	9 204
Day-to-day	Support Function	71 933	72 785	75 185	77 749
Day-to-day	Support programmes for Targeted Beneficiaries	11 315	12 009	12 728	13 286
Day-to-day	Support Service to Community development Directorates	86 451	90 496	95 906	101 651
Day-to-day	Training for Officials	2 805	2 968	3 133	3 307
Day-to-day	Transport model and SAR database management and maintenance	5 386	5 677	5 944	6 241
Day-to-day	Transportation of passengers	699 417	726 814	770 137	813 701
Day-to-day	United Nations Environment Programme	5 220	14 889	11 151	11 787
TOTAL	TOTAL	56 708 898	59 922 551	62 119 562	65 283 545

Table SA6: Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	2020/21 Medium Term Revenue & Expenditure Framework		
		Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand				
Active and engage citizenry	Active and engage citizenry	25 000	25 000	30 000
Economic development	Economic development	1 026 191	874 985	805 136
Financial sustainability	Financial sustainability	291 791	449 916	466 998
Good governance	Good governance	360 906	383 831	583 084
Green-Blue economy	Green-Blue economy	–	3 300	5 000
Integrated human settlements	Integrated human settlements	1 602 098	1 664 752	1 603 141
Job opportunity and creation	Job opportunity and creation	786 764	933 924	1 624 557
Mayoral Priority Not Applicable	Mayoral Priority Not Applicable	5 000	6 000	8 000
No Selection	No Selection	–	26 250	70 000
Safer city	Safer city	488 700	464 900	107 500
Smart City	Smart City	1 039 275	745 113	590 228
Sustainable service delivery	Sustainable service delivery	2 793 297	3 077 352	3 329 574
Allocations to other priorities		–	–	–
Total Capital Expenditure		8 419 022	8 655 323	9 223 218

2.3 MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

The City is committed to developing a comprehensive system that allows for the management of the performance of the City. This system forms the basis for managing the performance of Core Departments as well as Municipal Entities.

Citywide performance management is therefore the process of strategic planning through which performance objectives for the City of Johannesburg are identified, based on the Growth and Development Strategy and the Integrated Development Plan, and then monitored and measured via the City Scorecard (the SDBIP). Performance management takes place within the context of a broader cooperative governance framework and is informed by national planning (at the level of national Government) and by regional planning (at the level of the Provincial Government).

The corporate governance framework for the city integrates both political as well as administrative accountability for the performance of the city.

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

Table SA8: Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Borrowing Management</u>									
Credit Rating		Aa1.za	Aa1.za	Aa1.za					
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	7.2%	19.8%	9.9%	6.4%	6.6%	7.9%	6.5%	9.8%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	9.0%	23.8%	10.8%	7.5%	7.9%	9.2%	7.6%	11.2%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	56.8%	150.3%	104.5%	59.7%	59.7%	48.4%	36.7%	49.3%
<u>Liquidity</u>									
Current Ratio	Current assets/current liabilities	0.7	0.8	1.1	1.0	1.1	1.2	1.3	1.5
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0.7	0.8	1.1	1.0	1.1	1.2	1.3	1.5
Liquidity Ratio	Monetary Assets/Current Liabilities	0.2	0.2	0.4	0.4	0.4	0.4	0.5	0.7
<u>Revenue Management</u>									
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		91.0%	92.6%	90.7%	91.8%	92.6%	91.6%	91.6%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		91.0%	92.6%	90.7%	91.9%	92.9%	91.9%	91.9%	91.8%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	20.4%	19.6%	19.6%	17.9%	19.8%	17.3%	20.2%	18.3%
<u>Creditors Management</u>									
Creditors to Cash and Investments		441.1%	608.5%	251.5%	235.8%	231.2%	202.6%	167.8%	123.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	24.1%	23.9%	24.2%	26.2%	26.9%	26.1%	26.4%	26.6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	23.6%	24.7%	25.1%	26.7%	27.4%	26.6%	26.9%	27.0%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	7.2%	6.5%	6.5%	8.0%	8.0%	7.6%	7.6%	7.5%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	12.7%	12.7%	10.9%	12.3%	12.4%	12.0%	12.0%	12.2%
<u>IDP regulation financial viability indicators</u>									
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	5.1	11.7	30.4	30.1	30.1	29.2	13.5	14.3
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	26.6%	25.7%	25.8%	23.3%	26.0%	22.9%	27.1%	24.3%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	1.0	0.9	1.6	1.5	1.5	1.6	1.9	2.5

2.3.1 Performance indicators and benchmarks

2.3.1.1 Borrowing Management

Capital expenditure in local government can be funded by capital grants, own-source revenue and long-term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. The CoJ's borrowing strategy is premised on the limits and success of interventions identified in the financial development plan. It is estimated that the debt to revenue will be between 38% - 41% over the medium-term.

Capital charges to operating expenditure are a measure of the cost of borrowing in relation to the operating expenditure. This is expected to increase in line with the City's funding increase that can be attributed to bonds repayments. It is estimated that the cost of borrowing and principal paid as a percentage of the operating expenditure will be 9.2% for 2020/21, 7.6% in 2021/22 and thereafter reaching 11.2%. Borrowing is considered a prudent financial instrument in financing capital infrastructure development, and this indicator will have to be carefully monitored going forward.

2.3.1.2. Liquidity

Current ratio is a measure of the current assets divided by the current liabilities and as a benchmark the City has set a limit of 1.5-2:1.

2.3.1.3. Revenue Management

As part of the financial sustainability strategy, the City continues to integrate revenue enhancement initiatives with the budget planning process. Monthly performance reports are used to track performance against revenue targets, and remedial actions are implemented through appropriate governance structures. The intention is to understand the drivers of revenue performance and how they are impacted by changing economic conditions.

2.3.1.4. Creditors Management

The City continues to put processes in place to ensure that creditors are settled within the legislated 30 days of invoice. While the liquidity ratio is of concern, by applying daily cash flow management the municipality targets a 100 percent compliance rate. This has had a favorable impact on suppliers' perceptions of the risk of doing business with the City, which is expected to benefit the City in the form of more competitive pricing of tenders, as suppliers compete for the City's business.

2.3.2 Indigence and the Extended Social Package

For the 2020/21 financial year the City will continue on a process to revitalise its indigent register and make it a central instrument in contributing to revenue enhancement, poverty reduction and food security. This includes aligning the register to various sector policies, and preserving fairness in application implementation and

monitoring. At this stage it is understood that the Department of Social Development is reviewing the ESP in a manner that focusses it in achieving the priorities.

2.3.3 Providing clean water and managing waste water

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

Recent assessments show that the City's portable water and waste water treatment works meet standards of exceptional quality. In 2015 the City was awarded a Blue Drop status for its potable water distribution system. In 2014 the Green Drop certification was awarded to four of the six wastewater treatment works.

JW has a Water Safety Plan in place and the plan was independently assessed by the International Water Association (IWA) against an international assessment model. There were no high-risk problems identified. There are no problems experienced in the management of drinking water and the water continuously complies with the *Drinking Water Standard: SANS 241*.

2.3.4. Service Standards

Service Standards for Entities

City Power	
Core Service	Service Level Standard
Average hours to restore loss of logged electricity supply to traffic signal	Less than 18 hours
Average time taken to repair logged streetlight queries (Motorways)	Less than 5 days
Average time taken to repair logged streetlight queries (Secondary Roads, Main Arterials and Area lighting)	Less than 8 days
Percentage resolution on logged calls of damaged electricity meters	95%
Average restoration time of power supply for planned interruption	Less than 8 hours
Percentage Restoration of power supply after logged forced interruption	Restoration of power supply after logged forced interruption 30% within 1.5 hours, 60% within 3.5 hours; 90% within 7.5 hours, 98% within 24 hours, 100% within 7 days
Percentage investigation of logged illegal connections per month – Single properties	95%
Percentage investigation of logged illegal connections per month – multiple properties	95%
Percentage resolution of logged Walk-In-Queries per month	95%
Percentage Read all meters as per CoJ download file2 and accurately read meters for billing by CoJ	98% accurate automated meter reading for LPU's
	95% accurate manual meter reading for domestic
	98% accurate automated meter reading for LPU's
75% Sentiment Index	75%
Average time taken to Communicate Planned Outages	7 days
Average time taken to communicate logged unplanned MV and HV outages (including load shedding and operational emergencies)	Within 5 hours
Johannesburg Water	
Core Service	Service Level Standard
Percentage of water supply interruptions concluded within 12 hours of notification.	95%
Percentage of fire hydrants repaired within 48 hours of notification.	95%

Percentage of stolen meters replaced within 24 hours of notification.	95%
Percentage of defective meters repaired within 3 days of notification.	95%
Percentage of defective meters repaired within 3 days of notification.	95%
Percentage of leaking valves repaired within 48 hours of notification.	95%
Percentage of missing manhole covers replaced within 24 hours of notification.	95%
Percentage within 48 hours of notification.	95%
sewer blockages cleared within 24 hours of notification.	95%
Percentage of new water connections completed within 15 days of receiving request from customer.	95%
Percentage of accounts billed on actual readings monthly.	95%
Percentage of planned service interruption communiqués send within 7 days.	95%
Percentage unplanned interruption communiqués send immediately.	95%
PIKITUP	
Core Service	Service Level Standard
Collection of domestic waste	Daily, 7 days a week
Collection of general business waste	Daily, 6 days a week
Collection of putrescible waste (wet waste, dailies)	Daily, 6 days a week
Collection of refuse bags on the curb side	Within 48 hours
Cleaning of illegal dumping	Within 10 days of report
Delivery of new skip bins ordered by customer	Within 7 days of request
Delivery of new or replacement 240l bins ordered by customer	Within 7 days of request

Refuse removal and cleaning of informal settlements	Weekly
Removal of animal carcasses	Within 48 hours of request
Other complaints resolution	Within 7 hours of complaint
JOSCHO	
Core Service	Service Level Standard
Billing of customers	98% accurate bills of all active customers.
Attending to requests for maintenance	96 % of maintenance requests attended within 7 working days of the logged call.
Routine building maintenance	Once per year and as when required.
Application of rental housing	Outcome of enquiry to be sent to application within 5 days.
Application of rental housing	Outcome of the application communicated within 7 days.
Resolution of complaints	Acknowledgement and response within 24 hours of complaint being logged.
Resolution of complaints	Resolution within 5 working days of logged call.
Johannesburg Roads Agency	
Core Service	Service Level Standard
% of damaged / missing road barriers or guardrails repaired from when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
% of blocked stormwater kerb inlets (KI's) repaired from when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
% of missing JRA manhole covers made safe and replaced after a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
% of reported damaged / missing regulatory road traffic signs replaced or repaired from the time when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
% of reported potholes repaired from the time when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days

% of reported faulty traffic signals repaired from the time when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
% of reported damaged traffic signal poles repaired / replaced from when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days
Transport	
Core Service	Service Level Standard
Rea Vaya Station waiting time peak (trunk route) on a working day	95% adherence to daily bus schedule
Rea Vaya Station waiting time peak (trunk route) on a working day	10 minutes maximum
Rea Vaya Station waiting time off peak (trunk route) on a working day	30 minutes maximum
Rea Vaya Feeder bus peak waiting time on a working day	15 minutes maximum
Rea Vaya Feeder bus off peak waiting time on a working day	30 minutes maximum
Safety of commuters	100% compliance to safety and security of commuters
	Enforcing of bus seating-standing in line with applicable regulations
Comments on permit applications / concurrencies	30 days turnaround time
Access Restriction Applications (SAR)	90 days turnaround time from receipt of application
METROBUS	
Core Service	Service Level Standard
% of scheduled public bus trip arriving on time	90% arrival times
Bus timetable	90%-95% % adherence to daily bus schedule (<5 min headway)
Safety of commuters	100% compliance to health and safety legislation: 1) Zero security incidents on buses 2) Zero fatalities

	Enforcing of bus seating-standing in line with applicable regulations
Response time for walk in queries	All walk in queries acknowledged within 1 hour
Joburg Market	
Core Service	Service Level Standard
Opening a new buyer account	20 minutes
Electronic Sales Processing System disruptions	Mirror/back-up 12w system to go live: within 55 minutes
Time to resolve cashiering queries when clients are depositing money	Resolution of depositing queries within 30 minutes
Repairs of infrastructure facilities	Commencement with repairs process on reported infrastructure breakdown within 24 hours
Repairs of ripening facilities	90% availability
Cold room facilities	Average temperature variance not greater than 2°C of agreed customer requirements
Stakeholder complaints	Response within 12 hours
Stakeholder complaints	Resolution within 48 hours
Housing	
Core Service	Service Level Standard
Response to Group Legal and Contracts on new eviction matters, where City is joined to provide TEA.	Written response to Group Legal and Contracts within 7 days of receiving a request.
Title deed registration	Within 21 days from lodgement date
Issuing of title deeds	<6 months
Johannesburg City Parks & Zoo	
Core Service	Service Level Standard
Maintenance of Flagship Parks	12 maintenance cycles per quarter
Maintenance of Developed Parks	3 maintenance cycles per quarter
Maintenance of Undeveloped Parks	1 maintenance cycle per quarter

Maintenance of Main Arterials	3 maintenance cycles per quarter
Maintenance of Landscaped Islands and Town Entrances	6 maintenance cycles per quarter
Maintenance of Flagship/Active cemeteries	6 maintenance cycles per quarter
Maintenance of passive cemeteries	1 maintenance cycle per quarter
Response to calls logged for removal of fallen trees	80% of calls attended to within 30 days
Response to calls logged for damaged park infrastructure ¹	80% of calls attended to within 30 days
Compliance to the PAAZA (Pan-African Association of Zoos and Aquaria) standards	100% compliance
Health	
Core Service	Service Level Standard
Waiting times at clinics	Under 2.5 hours
Reported notifiable medical conditions	100% investigated and reported within 3 days
Request for services attended to by environmental health services	100% of requests attended to within 48 hours
Response to complaints and requests for personal health services	100% response to complaints and requests within 48 hours
Public Safety	
Core Service	Service Level Standard
Vehicle registration process complete in under 50 min from point of service.	301 332
Driver's license renewal process completes in under 50 min from point of service.	162 000
Bulk Vehicle registration process complete in within 24hrs from point of service.	300 000
Emergency call dispatched in 3 minutes	35%
Emergency call dispatched in 3 minutes	35%

Emergency responded to in 15 minutes (be at the scene within this time)	75%
Emergency call dispatched in 3 minutes	38%
Emergency responded to in 15 minutes (be at the scene within this time)	75%
By-Law enforcements	Response to infringement: within 24 hours
Accident reports	Available within 48 hours of accident log
Traffic control	90% response to all logged calls for traffic control within 30 minutes
Development Planning	
Core Service	Service Level Standard
Building inspections	100% Within 48 hours of request
Planning Law Enforcement Inspection	90% First Inspection and issuing of notice- 15 days after registration of complaint 90% Re-inspection- 31 working days from the date of the first inspection
GIS public information counter	95% within 20 minutes (Dependency: COJ server availability)
Online mapping website	95% available (Dependency: Hosting infrastructure availability)
Consent use (land use applications)	90% within 2.5 months (excluding post decision legal administration)
Site Development Plan (SDP)	90% within 28 days
Municipal Planning Tribunal (MPT)	90% of decisions made within 30 days from last meeting of MPT
Post-decision legal admin: Subdivisions/Division of land	90% within 2.0 months
Post-decision legal admin: Rezoning	90% within 3.0 months
Post-decision legal Admin: Consent	90% within 1.5 months
Post-decision legal Admin: Township (Excludes processes out of the City's hands e.g. lodging documents with SG, opening a township register etc.)	90% Section 82 Application - 1 month
Community Development	

Core Service	Service Level Standard
Accessibility to people with disabilities	80% of facilities to be PWD friendly for physical access
Public Pool Lifeguard	Minimum 1 Lifeguard per 50 bathers in accordance with applicable norms and standards
Cleanliness of all facilities	100% of all facilities cleaned daily
	80% of all sports and recreation facilities Daily cleaning schedule
Access to Library Information Services	100% of all libraries to be open according to individual operating hours (excluding planned closures with a two-week notice period and emergency closures on a as and when basis)
Johannesburg City Theatres	
Core Service	Service Level Standard
Theatres accessible to people with disabilities	100% accessibility
Production start times	100% of all shows commence within 15 minutes as per schedule
Safety of patrons	100% compliance to health and safety legislation
Group Forensic Investigations	
Core Service	Service Level Standard
% of complainants/clients provided with feedback within 5 working days on all reported cases	100%
Group Finance	
Core Service	Service Level Standard
1. Percentage of clearance Figures processed within 30 days of application being received	100%
2. Percentage of clearance Certificates issued within 24 hours of payment being received.	100%
3. Billing queries logged.	90% of billing queries resolved within 30 days. 95% of billing queries resolved within 60 days. 100% of billing queries resolved within 90 days.
4. Valid invoices paid.	100% of valid invoices paid within 30 days of receiving the relevant invoice.
5. Turnaround time for issuing refunds.	100% of refunds issued within 30 days.

6. Turnaround time for resolving customer complaints.	90% of customer complaints responded to within 30 days. 95% responded to within 60 working days. 100% responded to within 90 days.
7. Response to customer queries logged via the Joburg Connect	Response within 48 hours
8. Call Centre Average Waiting Time per minute.	90% within 60 seconds
9. Customer Service Centre maximum average queuing time per hour.	30 Minutes 95% of the cases.
Johannesburg Property Company	
Core Service	Service Level Standard
Response in acknowledgement of requests, enquiries and complaints	Within 1 day of logged call
Provision of answers and/or results related to the receipt of the requests and enquiries regarding properties	Within 3 days of logged call
The performance of emergency work for JPC managed facilities	Within 1 day of logged call
Performance of minor works on facilities managed by JPC	Within 2 days of logged call
Performance of major works on facilities managed by JPC	Within 5 days of logged call
Complete the sale or lease and registration of servitudes of Council owned land	Within 6 months after Council Approval in terms of Section 14(2) of the Municipal Finance Management Act
Tender placed after Council approval and CoJ Executive Adjudication Committee	Within 4 months of CoJ Executive Adjudication Committee approval (to sign off property agreement with 3 rd party)
Internal allocation of land and buildings to City Departments and Entities (PTOB: permission to occupy and build and lease office space from third parties)	Within 60 days of application and budget confirmation
Performance of surveys on the condition of all plant and equipment in order to allow the assessment of the required repairs and maintenance of facilities managed by JPC.	Quarterly (from date of instruction received)
Response to general enquiries at client services counter	Within 24 hours of logged call
Response to enquiries regarding transactions in pipeline	Within 24 hours of logged call
Response to applicants/interest to lease or acquire (formal applications) land and/or buildings	Within 30 days of application

BUDGET RELATED-POLICIES

Budgeting is central to the process of prioritizing for service delivery and the management of the functions of Council. The City's budgeting process is guided by relevant legislation and budget related policies.

The following are the key policies that affect or are affected by the annual budget:

2.4.1. Budget Management Policy

The City has developed a Budget Management Policy that provides a framework within which Directors, Managing Directors, Chief Executive Officers, Chief Financial Officers, Finance Directors and Managers can compile, control and review budgets of their respective Departments and Municipal Entities to ensure effective financial management. The policy guides the budget process and ensures sound expenditure management.

This policy incorporates, amongst others, provisions for the shifting of funds within and between votes, adjustment budgets, unforeseen and unavoidable expenditure, budget management and oversight.

The Policy is available on the City's website.

2.4.2. Tariff Policy

The Municipal Systems Act, Act 32 of 2000, requires a municipality to have a tariff determination policy.

The City's Tariff Policy provides a broad framework within which Council can determine fair, transparent and affordable service charges that also promote sustainability of service provision. This Policy is based on principles that address the social, economic and financial imperatives that the process of tariff- setting should take account of. Departments and entities translate these principles into specific contents that relates to their businesses.

The City revised its Tariff Policy in 2008 and the Policy is on the City's website.

2.4.3. Treasury Control Policy

The City has a Treasury Control Policy in place, which details a strategy and process of debt, cash management and financial risk management that complies with all the relevant legislation, regulations and guidelines.

The policy seeks to ensure the continued financial strength of the organisation by avoiding the occurrence of unnecessary/ uncontrolled events which could weaken the overall profitability and balance sheet structure.

2.4.4. Cash Management and Investment Policy

Section 13 (2) of the MFMA requires that a municipality have a policy dealing with cash management and investment.

The City's Cash Management and Investment policy is developed within the framework of the MFMA, and is contained within its Treasury Policy.

2.4.5. Policy on Borrowing

Chapter six (6) of the MFMA provides a framework for a policy on borrowing. The City's Policy on Borrowing is contained within its Treasury Policy, and it ascribes to the principles outlined in the Act.

2.4.6. Funding and Reserves Policy

The City's Treasury Policy contains a policy on funding and reserves. The Funding Policy is aimed at ensuring that the City procures sufficient and cost-effective funding in order to achieve its capital expenditure objectives in an optimum manner. The Policy shall be adhered to in the procurement of funding for the City having due regard to the assets and liability maturity profile of the City.

2.4.7 Credit Control and Debt Collection Policy

The City's Credit Control and Debt Collection Policy provides the procedures and mechanisms for credit control and for the collection of debts. The primary objective of this policy is to ensure that all monies due and payable to the City in respect of rates, fees for services, surcharges on such fees, charges, tariffs, interest which has accrued on any amounts due and payable in respect of the foregoing and any collection charges are collected efficiently and promptly.

The Policy is available on the City's website.

2.4.8 Supply Chain Management Policy

Municipalities are required in terms of section 111 of the MFMA to have a Supply Chain Management Policy.

The City approved its Supply Chain Management Policy in 2006. This Policy is currently under review to further strengthen, among other, to improve transparency, in terms of the Municipal Supply Chain Management Regulations, as well as National Treasury guidelines circulated from time to time.

2.4.9 The Rates Policy

The City revises its Rates Policy annually as per legislative requirements. A consultation process plan and outcomes of such process will be used as an input into the 2019/20 budget process.

Rates Policy and General Valuation Roll in terms of the Municipal Property Rates Act (MPRA) was implemented by the City on the 1st July 2008, 1 July 2013, and the City implemented its third new general valuation in July 2018.

2.4.10 The Expanded Social Package Policy

The City developed an expanded Social Package Policy in 2009 that indicate how municipal service subsidies are administered in the City. The targeting mechanism has been amended from a household- based means testing to an individually tied poverty index. The poverty index takes into account an individual's factors as well as the characteristics of the area he/ she reside in. This is in line with the logic that poverty is not a function of income only.

The Extended Social Package Policy will be reviewed to align it with the priorities of the current administration and the revitalization of the indigent register while increasing its focus to improve effectiveness.

2.4.11 Policies on Infrastructure Investment and Capital Projects

The Capital Investment Framework (CIF) is the framework through which the City identifies and prioritizes capital projects for implementation in the forthcoming financial year and the relevant medium-term budget. Over the past years, aspects of the framework have been used to develop various modules of the City's infrastructure planning tool, (JSIP).

Capital investment is dealt with within the budgeting process and is driven by the following:

- The Growth and Development Strategy;
- The Mayoral Priorities;
- Key IDP Interventions;
- The Spatial Development Framework;
- The Growth Management Strategy; and
- Capital Investment Framework

2.5 OVERVIEW OF BUDGET ASSUMPTIONS

Key factors that have been taken into consideration in the compilation of the 2020/21 MTB include:

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

2.5.1. External factors

The global economic growth has been on a downward trajectory amid trade tensions notably between the United States and China. This resulted in a slowdown in global trade, which recorded growing a mere 1 per cent growth in 2019. The world economy is expected to grow by an average of 3.4% over the medium term, lower than the 3.8% average growth between 2010 and 2018. It is envisaged that improved growth in developing countries will support recovery over the long term. However, the aggregate growth forecast for South Africa's main trading partners has been revised downwards over the medium term (NT, 2020: Budget Review).

The economic growth outlook for South Africa is also subdued. The National Treasury highlights the financial status of state- owned entities; unreliable power supply; policy inertia and slow implementation of reforms as risk factors in the unfavourable economic growth outlook. Real GDP slowed from 0.8 per cent in 2018 to a projected 0.3 per cent in 2019. Accordingly, real GDP growth forecast has been revised downwards to 1.3 per cent over the medium term. (NT, 2020: Budget Review).

For municipalities, growth in economic activity positively impacts on the revenue base, the ability of municipalities to generate and collect revenue to fund the much needed development programmes intended to improve the lives of residents.

2.5.2. General inflation outlook and its impact on the municipal activities

Inflation, as measured by the CPI, has remained within the target range of the South African Reserve Bank since the beginning of 2018. Inflation averaged 4.7 and 4.1 per cent in 2018 and 2019 respectively. (Statistics South Africa, CPI Publications).

In its Monetary Policy Statement of January 2020, the South African Reserve Bank (SARB) lowered its medium term inflation outlook. The Bank's forecasts of inflation average 4.1% in 2019 (down from 4.2%), 4.7% for 2020 (down from 5.1%) and 4.6% for 2021 (down from 4.7%).

Inflation increases the cost of living of households and thereby increases the vulnerability of low and middle income groups and negatively affects their ability to pay for municipal services. This negatively impacts the

revenue generation and revenue collection rates of municipalities and consequently their ability to fund the planned programmes.

The City is projecting CPI at 5.2% for 2020/21, 4.7% for 2021/22 and 5.0% for 2022/23 financial years.

2.5.3. Interest rates for borrowing and investment of funds

The MFMA specifies that borrowing can only be utilised to fund capital or refinancing of borrowing in certain conditions. The City engages in a number of financing arrangements to minimise its interest rate costs and risk. There are a set of risk management and liability matching activities undertaken by the City's treasury, and political guidance is required if there is a need for review. The FDP further incorporates the ratios prescribed by the National Treasury through Circular 71 and requirements specific to covenant, and therefore, serves as a regulatory instrument in managing the City's overall capital structure at group level.

Borrowing will be R2.6 billion in the 2020/21 budget year and will increase to R3 billion in the outer year. For the 2020/21 MTB interest on loans is projected to be 9.8%, 9.9% and 10.0% for the respective years.

2.5.4. Collection rate for revenue services

The rate of revenue collection is currently expressed as a percentage of annual billings. For the medium-term, collection rates for the various services are assumed as follows:

The overall budgeted collection rate is 91.6% for 2020/21, 91.7% for 2021/22 and 91.8% for the outer years.

2.5.5. Salary increases

The SALGBC's multi-year collective agreement of 15 August 2018 stipulates that for the 2020/21 financial year the increase in salaries shall be based on the projected average CPI percentage for 2019 plus one comma five percent (1.5%). The forecasts of the South African Reserve Bank, in terms of the January 2020 Monetary Committee Statement shall be used to determine the projected CPI. The same procedure is followed to determine the salary increases for 2021/22 and 2022/23 financial years, with an additional 1.25% to the projected CPI.

Accordingly, the City is budgeting for a salary increase of 6.25% for 2020/21 and 6.3% for both 2021/22 and 2022/23 financial years.

2.5.6. Bulk purchases

Electricity bulk purchases from Eskom and Kelvin Power station are assumed to increase by 7.3 per cent and the cost of bulk purchases from Rand Water is expected to increase by 6.6 per cent for the 2020/21 financial year.

Finance charges are increasing by 3.3 per cent and other expenditure categories have been limited below CPI with the aim of implementing operational efficiencies.

Credit rating

The credit rating review by Moody's Investor Service of 11 November 2019 downgraded the City's long-term issuer rating to Baa3 negative. This negative outlook on the City's credit profile is attributed to the negative outlook of the country- which is its supporter- given the operational and financial links between the two.

Moody's review further alludes to the City's high infrastructure backlog and rapid population growth, which strain its capital infrastructure plans, as contributing factors to the negative credit outlook.

A negative credit rating is detrimental to the City's efforts to attract investments to fund its high capital spending plan. However, the City's improving operating performance, improving liquidity, sophisticated financial management and the large and diversified economic base are highlighted as credit strengths.

2.5.7. Ability of the municipality to spend and deliver on the programmes

It is estimated that a spending rate of at least 100 per cent is achieved on operating expenditure and 100 percent on the capital programme for the 2020/21 MTB of which performance has been factored into the cash flow budget.

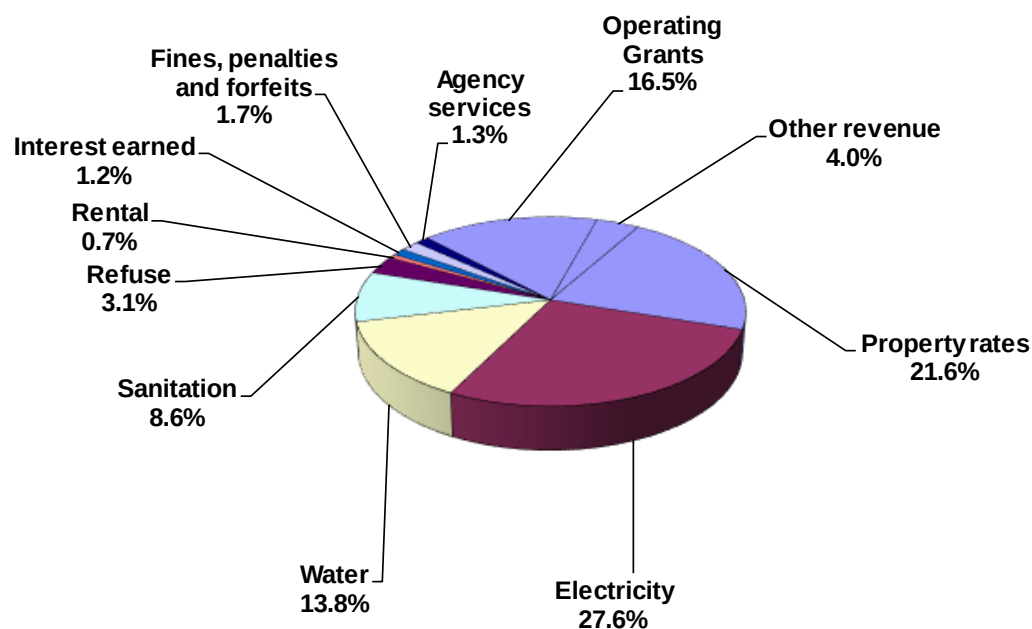
2.6 OVERVIEW OF BUDGET FUNDING

2.6.1. Medium-term outlook: Operating revenue

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

Revenue	Adjusted Budget 2019/20 R million	Budget 2020/21 R million	%	Estimate 2021/22 R million	Estimate 2022/23 R million
Property rates	12 293	13 358	8.7%	14 051	14 726
Electricity	16 172	17 069	5.5%	16 730	17 688
Water	7 889	8 498	7.7%	9 256	10 076
Sanitation	4 692	5 286	12.6%	5 726	6 205
Refuse	1 830	1 905	4.1%	1 994	2 094
Rental	393	424	7.9%	446	461
Interest earned	694	733	5.5%	769	811
Fines, penalties and forfeits	1 005	1 059	5.4%	1 114	1 170
Agency services	779	811	4.0%	842	877
Operating Grants	9 144	10 176	11.3%	11 187	11 687
Other revenue	2 074	2 477	19.4%	2 742	2 877
Total revenue	56 965	61 795	8.5%	64 857	68 671

The following graph is a breakdown of the operational revenue per main category for the 2020/21 financial year.



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

- Growth in the city and economic development;
- Revenue management and enhancement;
- Achievement of a 91.6 percent annual collection rate for consumer revenue;
- Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Moving towards cost- reflective tariffs, i.e. determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA); and
- The ability to extend new services and obtain cost recovery levels.

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

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

The proposed tariff increases for the 2020/21 MTB on the different revenue categories are:

Proposed tariff increases over the medium-term

Revenue category	2020/21 tariff increase %	2020/21 Total Budgeted revenue Rm
Property rates	4.90%	13 358
Refuse	5.20%	1 905
Water and sanitation	8.60%	13 784
Electricity	8.10%	17 069
Total		46 116

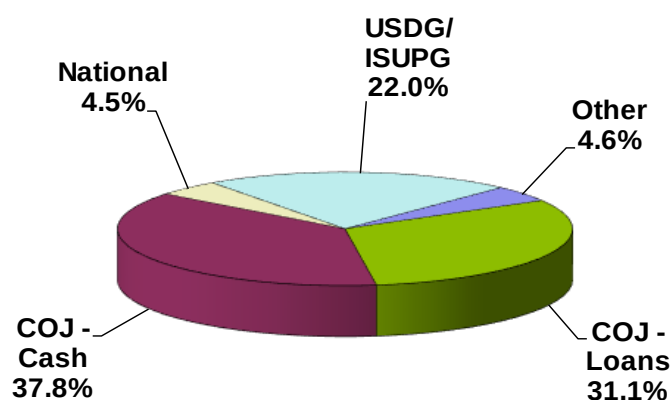
2.6.2. Medium-term outlook: Capital expenditure

The following is a breakdown of the funding composition of the 2019/20 medium-term capital programme.

Funding source	Org Bud 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Loan funding	2 988 369	2 620 591	2 200 000	3 000 000
CRR and surplus cash	1 578 123	3 179 205	3 800 000	3 085 336
Grants and contributions	3 187 968	2 619 226	2 655 323	3 137 882
Total	7 754 460	8 419 022	8 655 323	9 223 218

The capital budget of the City projects a spending plan of approximately R26.3 billion over the next three-year period. The capital budget for the 2020/21 financial year amounts to approximately R8.4 billion. Approximately R5.8 billion of the capital budget will be funded by the City and R2.6 billion from grants and public contributions.

Funding Sources for 2020/21



- R2.6 billion of capital will be funded from loans.
- R3.2 billion of capital will be funded through cash surpluses.
- R381.3 million will be funded from grants received from National (PTIS – R244.2 million, NDPG – R62.4 million and Integrated City Development Grant – R74.8 million).
- R1.9 billion will be funded through the Urban Settlement Development Grant (USDG).
- R389.6 million will be funded from other sources (public and bulk service contributions).

Table SA15: Investment particulars by type

Investment type	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
Parent municipality								
Deposits - Bank	3 095 910	2 239 861	5 339 214	3 992 598	3 992 598	4 472 598	5 052 598	6 232 598
Guaranteed Endowment Policies (sinking)	2 976 932	2 230 186	2 677 284	2 800 961	1 278 440	2 188 784	1 022 524	855 073
Consolidated total:	6 072 842	4 470 047	8 016 498	6 793 559	5 271 038	6 661 382	6 075 122	7 087 671

Table SA16: Investment particulars by maturity

Investments by Maturity	Period of Investment	Type of Investment	Interest Rate ^a	Expiry date of investment	Opening balance	Interest to be realised	Closing Balance
Name of institution & investment ID	Yrs/Months						
Parent municipality							
RMB		Fixed	7.20%	04 July 2019	–	–	450 000
ABSA		Fixed	0.0735	12 July 2019	–	–	500 000
NEDBANK		Fixed	0.0765	26 July 2019	–	–	500 000
INVESTEC		Fixed	8.10%-8.20%	24 Jul 19 - 26 Feb 20	96 022	–	171 200
RMB			0.067	CALL	1 100	–	290 370
ABSA			0.068	CALL	866 010	–	218 982
NEDBANK			0.067	CALL	131 596	–	402 023
INVESTEC			0.067	CALL	1 718	–	387 139
SBSA			0.067	CALL	104 027	–	599 045
DEUTCHE BANK			0.0655	CALL	1 000	–	1 000
CITIBANK			0.0635	CALL	1 499	–	1 582
TOTAL INVESTMENTS AND INTEREST					1 202 972	–	3 521 341

Table SA17: Borrowing

Borrowing - Categorised by type	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
Parent municipality								
Annuity and Bullet Loans	3 750 000	2 750 000	2 750 000					
Long-Term Loans (non-annuity)	8 604 896	11 140 329	13 083 343					
Financial Leases	205 327	162 835	183 374					
Marketable Bonds	7 756 753	6 016 000	6 016 000	22 479 406	22 248 793	23 835 062	22 823 081	23 585 410
Total Borrowing	20 316 976	20 069 164	22 032 717	22 479 406	22 248 793	23 835 062	22 823 081	23 585 410

Table SA18: Transfers and grant receipts

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
RECEIPTS:								
<u>Operating Transfers and Grants</u>								
National Government:	6 102 644	6 663 742	7 458 755	8 545 300	8 538 214	9 711 698	10 701 428	11 177 002
Local Government Equitable Share	3 182 318	3 666 637	4 229 919	4 689 158	4 689 158	5 183 056	5 744 050	6 316 631
National : Fuel Levy	2 595 595	2 710 941	2 942 282	3 273 169	3 273 169	3 683 458	4 080 855	4 422 921
National : Expanded Public Works Programme	67 613	19 786	34 089	23 955	23 955	19 819	–	–
National : Infrastructure Skills Development Grant	–	–	–	7 200	6 200	7 000	7 500	7 500
National : Local Government Financial Management Grant	1 050	1 050	–	1 000	1 000	1 000	1 000	1 000
National : Public Transport Network Operations Grant	256 068	211 990	252 465	550 818	534 732	807 365	857 023	416 950
National : Energy Efficiency and Demand-side	–	–	–	–	10 000	10 000	11 000	12 000
Other Grants	–	53 338	–	–	–	–	–	–
Provincial Government:	733 187	640 272	512 309	486 990	597 217	449 538	474 535	498 262
Provincial : Disaster and Emergency Services	117 321	123 187	130 373	55 156	124 102	–	–	–
Provincial : Health	136 185	143 367	151 726	161 327	161 327	170 734	180 244	189 256
Provincial : Housing	345 513	248 785	116 728	245 507	286 788	254 304	268 291	281 706
Provincial : Libraries, Archives and Museums	26 030	17 761	17 600	25 000	25 000	24 500	26 000	27 300
Provincial: Transport	4 738	–	–	–	–	–	–	–
Provincial Grants	103 400	107 172	95 882	–	–	–	–	–
Total Operating Transfers and Grants	6 835 831	7 304 014	7 971 064	9 037 510	9 144 305	10 176 125	11 187 114	11 686 973
<u>Capital Transfers and Grants</u>								
National Government:	2 628 842	2 370 396	2 634 716	2 745 480	2 721 970	2 229 600	2 195 395	2 705 514
Public Transport Network Grant: Capex	808 808	685 585	660 256	636 700	636 700	244 153	201 939	687 892
Urban Settlement Development Grant	1 009 837	1 577 196	1 847 914	1 968 023	1 974 346	1 478 287	1 859 474	1 889 397
Integrated National Electrification Program	40 000	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant	60 730	42 563	35 510	65 000	65 000	62 406	60 000	50 000
Integrated City Development Grant	64 746	65 052	91 036	75 757	45 924	74 754	73 982	78 225
Informal Settlement Upgrading Grant	–	–	–	–	–	370 000	–	–
Department of Energy: Electrical infrastructure projects for priority mixed housing developments	546 066	–	–	–	–	–	–	–
The Shared Industrial Production Facility (SIPF) in Alexandra	5 000	–	–	–	–	–	–	–
Joshco: Social Housing Regulatory Authority	93 655	–	–	–	–	–	–	–
Provincial Government:	–	107 866	137 800	–	–	–	–	–
Other capital transfers/grants [insert description]	–	107 866	137 800	–	–	–	–	–
Total Capital Transfers and Grants	2 628 842	2 478 262	2 772 516	2 745 480	2 721 970	2 229 600	2 195 395	2 705 514
TOTAL RECEIPTS OF TRANSFERS & GRANTS	9 464 673	9 782 276	10 743 580	11 782 990	11 866 275	12 405 725	13 382 509	14 392 487

Table SA21: Transfers and grants made by the municipality

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
SPCA	6 565	6 977	7 343	7 969	7 747	8 165	8 590	9 092
Housing Top Structures	339 149	247 645	118 238	245 507	286 788	254 304	268 291	281 706
Grants and Subsidies: Other	–	11 184	–	12 693	1 000	8 391	8 827	8 747
Bike sharing	2 000	499	4 400	35 857	1 000	5 270	5 544	19 380
Subsidies: Other	3 617	4 964	5 000	5 000	5 000	5 000	5 260	5 523
Marks Park	1 444	1 525	1 607	1 694	1 694	1 794	1 887	1 981
Ekhaya Cardiac Gym	–	–	60	–	63	66	69	–
NGO's (Various)	4 010	7 051	8 161	9 656	9 665	10 188	10 718	11 254
Subsidies : Other	21 390	–	–	–	–	–	–	–
Mayoral Charity Golf - Soweto Country Club	–	–	–	–	780	–	–	–
Wits Book Prize (Best Phd Student)	2	2	2	2	2	2	2	2
Joburg Ballet	8 000	8 873	9 587	10 645	9 483	11 273	11 859	12 452
Bidding Fund & Bid Support	–	–	4 466	4 444	900	3 162	3 327	4 015
Taxi Allowances	–	–	–	–	41 945	–	–	–
Orchestra	–	–	10 000	–	11 162	10 590	11 141	11 698
The South African Planning Institute	–	10 466	10 000	10 000	–	–	–	–
Taxi Compensation	–	–	–	–	–	307 943	322 913	325 500
Other	114 570	(9 851)	1 405	104 081	–	–	–	–
TOTAL TRANSFERS AND GRANTS	500 747	289 336	180 269	447 548	377 229	626 148	658 428	691 350

Table A7: Consolidated Budgeted Cash Flows

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES								
Receipts								
Property rates	7 440 040	8 479 833	10 968 874	11 493 534	11 493 534	12 493 618	13 201 518	13 840 001
Service charges	21 785 771	22 467 296	24 631 385	28 483 317	28 328 865	29 888 490	30 682 063	32 807 534
Other revenue	1 110 475	1 665 688	1 868 838	3 395 353	3 412 550	3 848 064	4 294 311	4 395 461
Transfers and Subsidies - Operational	6 947 913	7 005 722	8 118 588	9 037 510	9 144 305	10 176 125	11 187 114	11 686 973
Transfers and Subsidies - Capital	2 620 785	2 478 262	2 772 516	2 745 480	2 721 970	2 229 600	2 195 395	2 705 514
Interest	624 146	715 421	839 864	646 285	662 604	699 149	733 635	773 440
Payments								
Suppliers and employees	(34 549 366)	(35 392 093)	(38 139 673)	(44 740 237)	(45 008 103)	(47 612 896)	(48 967 799)	(51 366 019)
Finance charges	(2 404 884)	(2 525 423)	(2 434 266)	(2 807 395)	(2 807 622)	(2 901 623)	(3 034 160)	(3 182 113)
Transfers and Grants	–	–	–	(447 548)	(377 229)	(626 148)	(658 428)	(691 350)
NET CASH FROM/(USED) OPERATING ACTIVITIES	3 574 880	4 894 706	8 626 126	7 806 300	7 570 874	8 194 378	9 633 648	10 969 441
CASH FLOWS FROM INVESTING ACTIVITIES								
Receipts								
Proceeds on disposal of PPE	–	–	–	498 703	56 215	422 626	494 644	468 820
Decrease (increase) in non-current receivables	–	–	–	(70 727)	(118 524)	(124 687)	(118 558)	(132 053)
Decrease (increase) in non-current investments	418 092	961 948	(9 350)	(1 027 774)	(743 668)	(60 344)	(1 101 740)	977 451
Payments								
Capital assets	(7 100 961)	(6 354 940)	(7 520 167)	(7 754 430)	(8 334 678)	(8 419 022)	(8 655 323)	(9 223 218)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(6 682 869)	(5 392 992)	(7 529 517)	(8 354 228)	(9 140 654)	(8 181 427)	(9 380 977)	(7 909 001)
CASH FLOWS FROM FINANCING ACTIVITIES								
Receipts								
Borrowing long term/refinancing	2 626 001	5 998 386	4 349 726	2 988 369	2 988 369	2 620 591	2 200 000	3 000 000
Increase (decrease) in consumer deposits	–	–	–	531	170	171	173	175
Payments								
Repayment of borrowing	(791 867)	(6 356 150)	(2 346 981)	(807 986)	(948 039)	(1 838 485)	(1 034 322)	(3 211 981)
NET CASH FROM/(USED) FINANCING ACTIVITIES	1 834 134	(357 764)	2 002 745	2 180 913	2 040 500	782 278	1 165 851	(211 806)
NET INCREASE/ (DECREASE) IN CASH HELD	(1 273 855)	(856 050)	3 099 354	1 632 985	470 720	795 229	1 418 522	2 848 634
Cash/cash equivalents at the year begin:	4 369 765	3 095 910	2 239 860	4 291 362	5 339 214	5 809 934	6 605 163	8 023 685
Cash/cash equivalents at the year end:	3 095 910	2 239 860	5 339 214	5 924 346	5 809 934	6 605 163	8 023 685	10 872 319

Cash Flow Management

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

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

2.6.3. Funding compliance measurement

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

Table SA10: Funding compliance measurement

Description	MFMA section	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Funding measures									
Cash/cash equivalents at the year end - R'000	18(1)b	3 095 910	2 239 860	5 339 214	5 924 346	5 809 934	6 605 163	8 023 685	10 872 319
Cash + investments at the yr end less applications - R'000	18(1)b	(3 455 057)	(3 883 493)	581 051	397 171	1 806 145	2 732 677	4 210 490	7 340 278
Cash year end/monthly employee/supplier payments	18(1)b	1.0	0.9	1.6	1.5	1.5	1.6	1.9	2.5
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	1 263 251	2 682 415	6 872 477	3 933 707	3 421 371	4 491 900	5 392 632	6 525 102
Service charge rev % change - macro CPIIX target exclusive	18(1)a,(2)	N.A.	(2.0%)	11.5%	4.8%	(7.4%)	1.6%	(2.4%)	0.3%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	85.9%	88.6%	86.0%	90.2%	91.1%	90.2%	90.4%	90.2%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	12.3%	10.4%	11.7%	9.5%	9.6%	9.5%	9.6%	9.6%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	56.8%	150.3%	104.5%	59.7%	59.7%	45.2%	36.7%	49.3%
Grants % of Govt. legislated/gazetted allocations	18(1)a						100.1%	100.1%	100.1%
Current consumer debtors % change - incr(decr)	18(1)a	N.A.	0.5%	17.6%	0.4%	9.8%	(5.2%)	22.6%	(4.4%)
Long term receivables % change - incr(decr)	18(1)a	N.A.	22.7%	(11.5%)	26.2%	(16.6%)	5.2%	4.7%	5.0%
R&M % of Property Plant & Equipment	20(1)(vi)	4.7%	4.2%	4.7%	6.1%	5.9%	5.8%	5.8%	5.8%
Asset renewal % of capital budget	20(1)(vi)	45.7%		(0.0%)	49.5%	49.5%	47.4%	41.9%	43.4%

2.6.3.1. Cash/cash equivalent position

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

If the municipality's forecasted cash position is negative, for any year of the medium term budget, the budget is very unlikely to meet MFMA requirements or be sustainable and could indicate a risk of non-compliance with section 45 of the MFMA which deals with the repayment of short term debt at the end of the financial year. Cash and cash equivalents are forecasted at R6.6 billion at the end of 2020/21, and increasing to R10.9 billion in 2022/23.

2.6.3.2. Cash plus investments less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash and investments as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in Table A8. The reconciliation is intended to be a relatively simple methodology for understanding the budgeted amount of cash and investments available with any planned or required applications to be made. This has been extensively discussed above.

2.6.3.3. Surplus/deficit excluding depreciation offsets

The main purpose of this measure is to understand if the revenue levels are enough to conclude that the community is making a sufficient contribution for the municipal resources consumed each year. An 'adjusted' 100

surplus/deficit is achieved by offsetting the amount of depreciation related to externally funded assets. Municipalities need to assess the result of this calculation taking into consideration its own circumstances and levels of backlogs. If the outcome is a deficit, it may indicate that rates and service charges are insufficient to ensure that the community is making an enough contribution toward the economic benefits they are consuming over the medium term. For the 2020/21 MTB the indicative outcome is a surplus of R1.9 billion, R2.7 billion and R3.4 billion before capital transfers and taxation.

2.6.3.4. Cash receipts as a percentage of ratepayer and other revenue

This factor is a macro measure of the rate at which funds are 'collected'. This measure is intended to analyse the underlying assumed collection rate for the MTB to determine the relevance and credibility of the budget assumptions contained in the budget. The outcome is at 91.6, 91.7 and 91.8 percent for each of the respective financial years. This measure and performance objective will have to be meticulously managed.

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

The purpose of this measurement is to determine the proportion of a municipality's 'own-funded' capital expenditure budget that is being funded from borrowed funds to confirm MFMA compliance. Externally funded expenditure (by transfers/grants and contributions) has been excluded. The liquidity of the City has improved and therefore the City has increased the spending from own funds.

2.6.3.6. Transfers/grants revenue as a percentage of Government transfers/grants available

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

2.6.3.7. Consumer debtors change (Current and Non-current)

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

2.6.3.8. Repairs and maintenance expenditure level

This measure must be considered important within the context of the funding measures criteria because a trend that indicates insufficient funds are being committed to asset repair could also indicate that the revenue budget is not being protected.

2.6.3.9. Asset renewal/rehabilitation expenditure level

This measure has a similar objective to aforementioned objective relating to repairs and maintenance. A requirement of the detailed capital budget (since MFMA Circular 28 which was issued in December 2005) is to categorize each capital project as a new asset or a renewal/rehabilitation project. The objective is to summarise and understand the proportion of budgets being provided for new assets and asset sustainability. Further details in this regard are contained in Table SA34b.

Legislation compliance status

The promulgation of the Municipal Finance Management Act (The Act) in 2003 has brought in proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act has had a profound effect on local government operations that required transformation in financial discipline and planning processes. The budget preparation for the 2020/21- 2021/22 medium term complies with most of these key requirements.

The Act has created clear reporting standards for local government that conforms to international standards. In addition to providing for improved reporting by local government, the Act stipulates that new accounting and financial standards must be complied with.

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

a) In- year reporting

The City's electronic reporting to National Treasury has been complied with and has also improved over time. The monthly and quarterly returns to NT have been submitted on time.

b) MFMA training

The City of Johannesburg, in its strides to comply with the Act, has in its plan of compliance instructed departments to train all finance and non-finance officials on MFMA from 2005. This has resulted in mass training programme for officials in all sectors including the municipal entities. This massive training schedule was also boosted by the online training provided by National Treasury. Compliance on all critical elements of the MFMA is enhanced due the fact that most officials are aware of the Act.

c) Accounting standards

The reform agenda set out through the Municipal Finance Management Act includes new accounting standards, which includes national standards such as Generally Recognised Accounting Practice (GRAP) and Generally Accepted Municipal Accounting Practice (GAMAP). The above-mentioned accounting practices have been adhered to during the development of the budget.

The City's consolidated financial statements were prepared to comply with GAMAP since the 2004/05 financial year. The municipal entities financial statements were also prepared in line with GAAP.

d) Municipal Budget and Reporting Regulations

Budgeting in the CoJ is done in accordance with the MFMA: Municipal Budget and Reporting Regulations promulgated in 2009. Other directives from the National Treasury, for example in the form of budget circulars, are also taken into cognizance.

e) Budget and Treasury Office

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

f) Audit Committee

An Audit Committee has been established and is fully functional.

g) Annual Report

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

h) SDBIP

The detail SDBIP is directly aligned and informed by the budget and is approved together with the budget.

i) Budget Steering Committee

A Budget Steering Committee has been established in accordance with MBRR and is fully functional.

j) Alignment of Budget with development priorities

There is clear linkage between the budget and the IDP. In turn, the IDP is developed from the GDS and Mayoral priorities. The City is implementing programme budgeting to ensure that the development programmes identified in the IDP are appropriately funded.

k) Public participation

In accordance with the Act, the City's draft budget is made public immediately after tabling in Council to allow for the public to comment on it. The budget has a strong political oversight.

2.7 EXPENDITURE ON GRANTS

Table SA19: Expenditure on transfers and grant programme

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
EXPENDITURE:								
<u>Operating expenditure of Transfers and Grants</u>								
National Government:	6 102 644	6 663 742	7 458 755	8 545 300	8 538 214	9 711 698	10 701 428	11 177 002
Local Government Equitable Share	3 182 318	3 666 637	4 229 919	4 689 158	4 689 158	5 183 056	5 744 050	6 316 631
National : Fuel Levy	2 595 595	2 710 941	2 942 282	3 273 169	3 273 169	3 683 458	4 080 855	4 422 921
National : Expanded Public Works Programme	67 613	19 786	34 089	23 955	23 955	19 819	–	–
National : Infrastructure Skills Development Grant	–	–	–	7 200	6 200	7 000	7 500	7 500
National : Local Government Financial Management Grant	1 050	1 050	–	1 000	1 000	1 000	1 000	1 000
National : Public Transport Network Operations Grant	256 068	211 990	252 465	550 818	534 732	807 365	857 023	416 950
National : Energy Efficiency and Demand-side	–	–	–	–	10 000	10 000	11 000	12 000
Other Grants	–	53 338	–	–	–	–	–	–
Provincial Government:	733 187	640 272	512 309	486 990	597 217	449 538	474 535	498 262
Provincial : Disaster and Emergency Services	117 321	123 187	130 373	55 156	124 102	–	–	–
Provincial : Health	136 185	143 367	151 726	161 327	161 327	170 734	180 244	189 256
Provincial : Housing	345 513	248 785	116 728	245 507	286 788	254 304	268 291	281 706
Provincial : Libraries, Archives and Museums	26 030	17 761	17 600	25 000	25 000	24 500	26 000	27 300
Provincial : Transport	4 738	–	–	–	–	–	–	–
Provincial Grants	103 400	107 172	95 882	–	–	–	–	–
Other grant providers:	–	–	–	5 220	8 874	14 889	11 151	11 709
United Nations Environment Programme	–	–	–	5 220	8 874	14 889	11 151	11 709
Total operating expenditure of Transfers and Grants:	6 835 831	7 304 014	7 971 064	9 037 510	9 144 305	10 176 125	11 187 114	11 686 973
<u>Capital expenditure of Transfers and Grants</u>								
National Government:	2 628 842	2 370 396	2 634 716	2 745 480	2 721 970	2 229 600	2 195 395	2 705 514
Public Transport Network Grant: Capex	808 808	685 585	660 256	636 700	636 700	244 153	201 939	687 892
Urban Settlement Development Grant	–	–	–	–	–	–	–	–
Electricity Demand Side Management Grant	–	–	–	–	–	–	–	–
Integrated National Electrification Program	40 000	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant	60 730	42 563	35 510	65 000	65 000	62 406	60 000	50 000
Integrated City Development Grant	64 746	65 052	91 036	75 757	45 924	74 754	73 982	78 225
Informal Settlement Upgrading Grant	–	–	–	–	–	370 000	–	–
Department of Energy Electrical infrastructure projects for priority mixed housing	546 066	–	–	–	–	–	–	–
The Shared Industrial Production Facility (SIPF) in Alexandra	5 000	–	–	–	–	–	–	–
Joshco: Social Housing Regulatory Authority	93 655	–	–	–	–	–	–	–
Other capital transfers/grants [insert desc]	–	–	–	–	–	–	–	–
Provincial Government:	–	107 866	137 800	–	–	–	–	–
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS	9 464 673	9 782 276	10 743 580	11 782 990	11 866 275	12 405 725	13 382 509	14 392 487

2.8 MONTHLY TARGETS FOR REVENUE, EXPENDITURE AND CASH FLOW

Table SA25: Consolidated budgeted monthly revenue and expenditure

Description R thousand	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source															
Property rates	1 113 190	1 113 190	1 113 190	1 113 190	1 113 190	1 113 190	1 113 190	1 113 190	1 113 190	1 113 190	1 113 190	1 113 190	13 358 276	14 050 897	14 726 182
Service charges - electricity revenue	1 740 713	1 680 512	1 502 400	1 365 131	1 401 781	1 260 526	1 209 487	1 341 692	1 220 818	1 363 930	1 327 141	1 655 114	17 069 246	16 729 965	17 687 836
Service charges - water revenue	708 121	708 121	708 121	708 121	708 121	708 121	708 121	708 121	708 121	708 121	708 121	708 828	8 498 163	9 256 012	10 076 129
Service charges - sanitation revenue	440 501	440 501	440 501	440 501	440 501	440 501	440 501	440 501	440 501	440 501	440 501	440 501	5 286 011	5 726 360	6 204 579
Service charges - refuse revenue	159 534	159 534	159 534	159 807	159 534	153 839	153 976	159 534	159 534	159 807	159 534	160 558	1 904 726	1 994 247	2 093 959
Rental of facilities and equipment	21 051	20 921	21 523	21 268	21 355	21 405	20 667	21 363	21 363	21 363	21 363	190 263	423 903	445 598	461 360
Interest earned - external investments	27 829	28 223	27 883	27 801	27 792	27 794	27 770	27 663	27 571	27 496	27 468	27 423	332 714	348 381	365 801
Interest earned - outstanding debtors	33 320	33 320	33 320	33 320	33 320	33 320	33 320	33 320	33 320	33 320	33 320	33 320	399 844	420 659	445 279
Fines, penalties and forfeits	88 230	88 230	88 230	88 230	88 230	88 230	88 230	88 230	88 230	88 230	88 230	88 230	1 058 764	1 113 813	1 169 503
Licences and permits	99	99	99	99	2 897	99	99	99	2 399	99	99	2 204	8 391	8 246	8 310
Agency services	59 674	63 994	68 574	63 074	63 074	72 764	65 074	63 474	63 674	62 674	62 014	102 624	810 688	841 938	876 551
Transfers and subsidies	830 714	833 214	891 714	830 714	830 714	830 714	905 714	840 214	870 448	830 714	830 714	850 542	10 176 125	11 187 114	11 686 973
Other revenue	169 850	175 493	177 126	178 264	181 178	190 519	187 050	193 852	213 165	225 165	227 014	316 698	2 435 374	2 698 925	2 831 851
Gains	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	33 000	34 716	36 452
Total Revenue (excluding capital transfers and Expenditure By Type)	5 395 575	5 348 103	5 234 966	5 032 270	5 074 438	4 943 772	4 955 950	5 034 003	4 965 083	5 077 360	5 041 460	5 692 246	61 795 225	64 856 871	68 670 765
Employee related costs	1 291 823	1 290 173	1 291 736	1 293 431	1 960 196	1 328 345	1 297 064	1 292 455	1 291 092	1 293 396	1 296 454	1 208 872	16 135 036	17 151 550	18 232 105
Remuneration of councillors	16 085	16 085	16 085	16 085	16 085	16 085	16 085	16 085	16 085	16 085	16 085	16 085	193 019	205 179	218 105
Debt impairment	375 928	374 122	368 778	364 660	365 760	361 522	359 991	363 957	360 331	364 624	363 521	373 360	4 396 553	4 591 063	4 892 557
Depreciation & asset impairment	374 373	374 373	374 373	374 373	374 373	374 373	374 373	374 373	374 373	374 639	374 639	374 615	4 493 251	4 759 763	5 209 353
Finance charges	241 802	241 802	241 802	241 802	241 802	241 802	241 802	241 802	241 802	241 802	241 802	241 802	2 901 623	3 034 160	3 182 113
Bulk purchases	2 348 883	2 268 777	1 649 990	1 414 282	1 380 933	1 244 768	1 196 649	1 383 345	1 313 943	1 443 270	1 385 134	1 999 855	19 029 828	18 922 812	19 983 123
Other materials	164 169 640.04	167 264	170 731	175 365	173 781	172 941	178 884	177 492	178 256	177 474	176 792	348 389	2 261 537	2 367 827	2 486 219
Contracted services	318 450	322 881	325 463	345 646	329 536	329 222	332 018	327 922	328 567	327 417	327 291	349 933	3 964 348	4 171 913	3 897 587
Transfers and subsidies	35 773	31 776	43 557	32 881	35 210	44 695	50 904	59 048	71 419	75 946	98 647	46 291	626 148	658 428	691 350
Other expenditure	400 044	416 044	434 899	445 891	452 658	436 976	435 514	449 757	455 644	487 437	461 482	1 044 860	5 921 207	6 256 867	6 491 033
Total Expenditure	5 567 331	5 503 297	4 917 414	4 704 416	5 330 334	4 550 729	4 483 284	4 686 236	4 631 511	4 802 090	4 741 846	6 004 062	59 922 551	62 119 562	65 283 545
Surplus/(Deficit)	(171 756)	(155 194)	317 552	327 854	(255 897)	393 043	472 666	347 767	333 572	275 270	299 613	(311 816)	1 872 674	2 737 309	3 387 220
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	63 438	122 578	207 497	133 177	140 523	250 183	164 625	204 487	220 518	238 071	209 730	274 769	2 229 600	2 195 395	2 705 514
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	18 333	18 333	18 333	18 333	43 333	48 333	42 924	47 933	43 359	43 333	18 333	28 742	389 626	459 928	432 368
Surplus/(Deficit) after capital transfers & contributions	(89 984)	(14 282)	543 382	479 365	(72 040)	691 560	680 215	600 188	597 450	556 675	527 677	(8 305)	4 491 900	5 392 632	6 525 102
Taxation	1 392	1 392	2 392	2 392	3 170	3 170	3 170	2 170	2 170	2 170	2 170	21 942	47 700	48 599	45 858
Surplus/(Deficit)	(91 376)	(15 674)	540 990	476 973	(75 210)	688 390	677 045	598 018	595 280	554 505	525 507	(30 247)	4 444 200	5 344 033	6 479 244

Table SA26: Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue by Vote															
Vote 1 - Economic Development	–	–	–	–	–	–	–	–	–	–	–	19 819	19 819	–	–
Vote 2 - Environment, Infrastructure and Services	5 775	5 775	5 775	5 775	8 573	5 775	10 775	10 775	8 075	5 775	5 775	7 877	86 500	88 980	89 980
Vote 3 - Transport	82 280	100 289	104 680	112 080	117 780	107 378	119 580	130 943	156 280	163 840	164 659	115 137	1 474 931	1 577 779	1 649 600
Vote 4 - Community Development	4 560	4 560	4 560	4 560	4 560	4 560	4 560	4 560	4 560	4 560	4 560	4 560	54 717	57 652	60 534
Vote 5 - Health	99	99	61 099	99	99	99	70 099	99	39 833	99	99	17 102	188 925	216 490	196 566
Vote 6 - Social Development	45	60	53	55	68	110	75	63	52	42	30	36	689	721	757
Vote 7 - Group Forensic Investigation Services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 8 - Office of the Ombudsman	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 9 - City Manager	–	15	–	–	16	–	–	30	15	25	15	–	166	174	183
Vote 10 - Speaker: Legislative Arm of Council	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 - Group Information and Communication Technology	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 - Group Finance	1 925 999	1 925 999	1 925 999	1 925 999	1 925 999	1 925 999	1 925 999	1 925 999	1 925 999	1 925 999	1 925 999	1 925 999	23 111 989	24 804 651	26 440 975
Vote 13 - Group Corporate and Shared Services	500	3 000	500	500	500	500	500	5 000	500	500	500	500	13 000	13 782	7 500
Vote 14 - Housing	28 659	71 290	147 818	54 744	55 390	183 952	95 595	120 878	128 911	131 426	104 766	93 281	1 216 711	1 485 623	1 382 821
Vote 15 - Development Planning	13 552	13 552	13 552	13 552	13 552	18 552	18 552	18 552	23 175	33 175	33 175	25 605	238 542	236 123	235 475
Vote 16 - Public Safety	128 610	128 610	128 610	128 021	127 610	127 610	127 610	127 610	127 610	127 610	132 110	119 752	1 531 375	1 606 129	1 686 436
Vote 17 - Municipal Entities Accounts	71 720	71 720	71 720	71 720	71 720	71 720	71 720	71 720	71 720	71 720	71 720	71 720	860 643	748 391	925 854
Vote 18 - City Power	1 783 577	1 724 876	1 551 764	1 416 995	1 481 145	1 334 890	1 278 442	1 425 656	1 297 585	1 438 294	1 371 505	1 704 887	17 809 616	17 676 141	18 632 281
Vote 19 - Johannesburg Water	1 174 357	1 174 357	1 174 357	1 186 211	1 186 211	1 186 211	1 178 308	1 178 308	1 178 308	1 190 163	1 190 163	1 296 178	14 293 138	15 302 034	16 632 462
Vote 20 - Pikitup	177 395	177 395	177 395	177 668	177 395	171 700	171 837	177 395	177 395	177 668	177 395	179 983	2 120 617	2 244 055	2 356 259
Vote 21 - Johannesburg Roads Agency	15 932	15 932	15 932	15 932	15 932	15 932	15 932	15 932	15 932	15 932	15 932	15 932	191 179	201 551	212 388
Vote 22 - Metrobus	11 623	11 623	11 623	11 623	11 623	11 623	11 623	11 623	11 623	11 623	11 623	11 623	139 478	146 710	154 045
Vote 23 - Johannesburg City Parks and Zoo	4 768	4 363	6 075	5 095	5 145	5 195	5 378	5 378	5 378	5 378	5 378	14 066	71 597	75 650	79 431
Vote 24 - Johannesburg Development Agency	–	4 452	9 032	3 532	3 532	13 222	5 532	3 932	4 132	3 132	2 472	30 220	83 190	87 333	92 879
Vote 25 - Johannesburg Property Company	–	–	–	–	–	–	–	–	–	–	–	84 172	84 172	88 549	92 977
Vote 26 - Metropolitan Trading Company	2 630	2 630	2 630	2 630	2 630	2 630	2 630	2 630	2 630	2 630	2 630	23 265	52 195	54 648	57 380
Vote 27 - Joburg Market	42 569	42 569	42 569	42 569	42 569	42 569	42 569	42 569	42 569	42 569	42 569	42 569	510 824	528 244	538 452
Vote 28 - Johannesburg Social Housing Company	137	137	137	137	137	137	137	137	137	137	137	184 953	186 464	196 058	205 765
Vote 29 - Joburg City Theatres	2 560	5 711	4 915	4 233	6 108	11 924	6 045	6 634	6 541	6 466	6 311	6 526	73 974	74 726	77 647
Total Revenue by Vote	5 477 347	5 489 014	5 460 796	5 183 781	5 258 294	5 242 289	5 163 499	5 286 424	5 228 961	5 358 765	5 269 523	5 995 757	64 414 451	67 512 194	71 808 647
Expenditure by Vote to be appropriated															
Vote 1 - Economic Development	9 051	9 051	9 051	9 051	11 164	9 051	12 535	9 051	9 051	9 051	9 051	73 483	178 642	188 607	198 882
Vote 2 - Environment, Infrastructure and Services	9 826	13 162	13 162	13 162	17 252	13 162	13 162	13 162	13 162	13 162	13 162	13 162	158 702	165 954	183 574
Vote 3 - Transport	159 187	164 646	168 303	170 391	186 490	176 362	190 362	199 774	210 354	223 964	246 703	172 253	2 268 794	2 396 025	2 052 493
Vote 4 - Community Development	107 465	107 465	107 465	107 465	138 888	107 465	107 465	107 465	107 465	107 465	107 465	107 465	1 321 004	1 395 067	1 463 505
Vote 5 - Health	97 695	96 017	104 167	96 017	141 836	96 022	96 022	96 017	96 017	96 017	94 202	229 874	1 339 900	1 343 564	1 354 529
Vote 6 - Social Development	17 103	18 021	21 313	22 673	28 464	19 873	23 263	23 623	24 323	23 973	22 500	21 249	266 376	281 956	298 447
Vote 7 - Group Forensic Investigation Services	8 882	8 882	8 882	8 882	9 576	8 882	8 882	8 882	8 882	8 882	8 882	8 883	107 337	113 114	119 663
Vote 8 - Office of the Ombudsman	2 898	2 898	2 898	2 898	4 300	2 898	2 898	2 898	2 898	2 898	2 898	2 898	36 175	38 217	40 474
Vote 9 - City Manager	95 697	92 778	100 108	120 602	148 644	104 327	107 276	111 151	107 575	109 075	110 598	284 846	1 492 681	1 572 143	1 661 965
Vote 10 - Speaker: Legislative Arm of Council	33 265	35 765	36 565	41 710	50 553	36 765	38 265	36 565	39 310	41 110	36 918	38 210	465 000	494 474	523 259
Vote 11 - Group Information and Communication Technology	62 468	62 468	62 468	62 468	67 386	62 468	62 468	62 468	62 728	62 728	62 728	59 667	752 514	789 389	822 916
Vote 12 - Group Finance	461 959	461 959	461 959	461 959	501 464	461 959	461 959	461 959	461 959	461 959	461 959	461 959	5 583 014	5 805 335	6 102 371
Vote 13 - Group Corporate and Shared Services	29 200	31 400	33 700	32 400	45 147	35 400	36 400	39 000	43 000	59 900	44 000	63 035	492 585	520 733	605 608
Vote 14 - Housing	102 816	102 816	102 816	102 816	115 264	102 816	102 816	102 816	102 816	102 816	102 816	102 816	1 246 245	1 309 834	1 408 883
Vote 15 - Development Planning	33 476	33 474	33 898	33 474	50 522	33 898	33 474	33 474	33 898	33 474	33 474	33 817	420 347	464 936	502 988
Vote 16 - Public Safety	459 546	459 546	459 546	459 546	756 168	460 546	460 546	459 546	459 546	458 546	456 247	5 808 875	6 155 567	6 523 872	6 523 872
Vote 17 - Municipal Entities Accounts	139 182	139 182	139 182	139 182	139 182	139 182	139 182	139 182	139 182	139 182	139 182	139 182	1 670 188	1 883 317	2 059 235
Vote 18 - City Power	2 169 037	2 087 124	1 462 994	1 223 168	1 190 919	1 050 516	1 000 867	1 191 528	1 118 500	1 252 120	1 192 881	1 817 441	16 757 096	16 403 331	17 238 367
Vote 19 - Johannesburg Water	973 891	973 891	973 891	973 891	1 021 891	1 010 391	973 891	973 891	973 891	973 891	973 891	891 985	11 689 282	12 483 093	13 335 145
Vote 20 - Pikitup	205 283	208 237	211 773	228 462	210 757	210 188	215 835	214 799	213 809	216 111	218 105	214 895	2 568 253	2 710 801	2 865 208
Vote 21 - Johannesburg Roads Agency	114 337	114 337	114 337	114 337	159 002	114 337	114 337	114 337	114 337	114 337	114 337	114 337	1 416 709	1 495 893	1 581 568
Vote 22 - Metrobus	60 568	60 568	60 568	60 568	60 568	60 568	60 568	60 568	60 568	60 568	60 568	60 568	726 814	770 137	813 701
Vote 23 - Johannesburg City Parks and Zoo	84 721	86 597	86 975	89 188	90 837	91 407	91 917	95 101	96 834	97 218	97 697	102 568	1 111 056	1 173 350	1 240 700
Vote 24 - Johannesburg Development Agency	6 855	8 536	8 586	8 536	13 110	8 536	8 536	8 536	8 536	8 536	8 757	10 116	107 570	113 966	120 823
Vote 25 - Johannesburg Property Company	38 395	38 395	38 395	38 395	68 219	38 395	38 395	38 395	38 395	38 395	38 395	380 879	833 048	879 807	930 365
Vote 26 - Metropolitan Trading Company	28 772	28 773	28 773	28 773	28 773	28 773	28 773	28 773	28 773	28 773	28 773	28 758	345 261	370 193	389 193
Vote 27 - Joburg Market	30 155	32 233	33 233	33 233	45 622	34 011	34 011	33 011	33 011	33 011	33 011	29 917	404 462	423 931	442 193
Vote 28 - Johannesburg Social Housing Company	9 868	9 868	9 868	9 868	9 868	9 868	9								

Table SA27: Consolidated budgeted monthly revenue and expenditure (standard classification)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue - Functional															
Governance and administration	1 951 803	1 954 318	1 951 803	1 951 853	1 951 819	1 951 803	1 951 803	1 956 333	1 951 818	1 951 828	1 951 818	2 035 975	23 512 970	25 268 245	26 920 778
Executive and council	–	15	–	50	16	–	–	30	15	25	15	–	166	174	183
Finance and administration	1 951 803	1 954 303	1 951 803	1 951 803	1 951 803	1 951 803	1 951 803	1 956 303	1 951 803	1 951 803	1 951 803	2 035 975	23 512 804	25 268 071	26 920 595
Internal audit	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Community and public safety	172 772	218 164	356 601	200 277	202 450	336 921	312 833	268 692	316 356	279 052	256 724	443 609	3 364 452	3 743 049	3 719 957
Community and social services	7 165	10 331	9 528	8 847	10 735	16 594	10 680	11 256	11 153	11 068	10 900	11 121	129 380	133 099	138 938
Sport and recreation	8 101	7 696	9 408	8 428	8 478	8 528	8 711	8 711	8 711	8 711	8 711	17 399	111 597	105 650	109 431
Public safety	128 610	128 610	128 610	128 021	127 610	127 610	127 610	127 610	127 610	127 610	132 110	119 752	1 531 375	1 606 129	1 686 436
Housing	28 796	71 427	147 955	54 881	55 527	184 089	95 732	121 015	129 048	131 563	104 903	278 235	1 403 175	1 681 681	1 588 586
Health	99	99	61 099	99	99	99	70 099	99	39 833	99	99	17 102	188 925	216 490	196 566
Economic and environmental services	217 444	239 905	248 876	250 776	259 274	260 764	270 276	280 039	307 499	321 759	321 918	335 125	3 313 658	3 278 670	3 546 910
Planning and development	58 750	63 203	67 783	62 283	62 283	76 973	69 283	67 683	72 506	81 506	80 846	141 472	904 570	906 348	924 186
Road transport	152 919	170 928	175 319	182 719	188 419	178 017	190 219	201 582	226 919	234 479	235 298	185 776	2 322 588	2 283 342	2 532 744
Environmental protection	5 775	5 775	5 775	5 775	8 573	5 775	10 775	10 775	8 075	5 775	5 775	7 877	86 500	88 980	89 980
Trading services	3 135 329	3 076 628	2 903 516	2 780 874	2 844 751	2 692 801	2 628 587	2 781 359	2 653 288	2 806 126	2 739 063	3 181 048	34 223 371	35 222 230	37 621 003
Energy sources	1 783 577	1 724 876	1 551 764	1 416 995	1 481 145	1 334 890	1 278 442	1 425 656	1 297 585	1 438 294	1 371 505	1 704 887	17 809 616	17 676 141	18 632 281
Water management	704 614	704 614	704 614	711 727	711 727	706 985	706 985	706 985	706 985	714 098	714 098	777 707	8 575 883	9 181 220	9 979 477
Waste water management	469 743	469 743	469 743	474 485	474 485	474 485	471 323	471 323	471 323	476 065	476 065	518 471	5 717 255	6 120 814	6 652 985
Waste management	177 395	177 395	177 395	177 668	177 395	171 700	171 837	177 395	177 395	177 668	177 395	179 983	2 120 617	2 244 055	2 356 259
Other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue - Functional	5 477 347	5 489 014	5 460 796	5 183 781	5 258 294	5 242 289	5 163 499	5 286 424	5 228 961	5 358 765	5 269 523	5 995 757	64 414 451	67 512 194	71 808 647
Expenditure - Functional															
Governance and administration	1 519 953	1 521 734	1 532 164	1 556 503	1 682 477	1 538 283	1 543 732	1 548 507	1 551 936	1 572 192	1 553 567	(6 571 502)	10 549 542	11 037 401	11 659 729
Executive and council	131 860	131 441	139 571	165 210	203 497	143 990	148 439	150 614	149 783	153 083	150 414	325 954	1 993 856	2 104 834	2 225 698
Finance and administration	1 379 210	1 381 410	1 383 710	1 382 410	1 469 404	1 385 410	1 386 410	1 389 010	1 393 270	1 410 170	1 394 270	(6 906 340)	8 448 349	8 819 453	9 314 368
Internal audit	8 882	8 882	8 882	8 882	9 576	8 882	8 882	8 882	8 882	8 938	8 882	8 883	107 337	113 114	119 663
Community and public safety	1 200 818	1 201 407	1 221 557	1 205 743	1 607 442	1 218 308	1 208 755	1 211 379	1 216 239	1 217 454	1 210 220	(1 919 068)	11 800 256	12 403 554	13 070 293
Community and social services	153 741	154 132	165 754	155 877	201 039	165 218	155 155	155 600	158 727	159 558	154 660	25 661	1 805 122	1 906 818	2 004 341
Sport and recreation	180 004	181 880	182 258	184 471	186 120	186 690	187 200	190 384	192 117	192 501	192 980	(850 262)	1 206 339	1 273 112	1 343 755
Public safety	459 546	459 546	459 546	459 546	756 168	460 546	460 546	459 546	459 546	459 546	458 546	456 247	5 808 875	6 155 567	6 523 872
Housing	309 833	309 833	309 833	309 833	322 280	309 833	309 833	309 833	309 833	309 833	309 833	(1 780 587)	1 640 020	1 724 493	1 843 796
Health	97 695	96 017	104 167	96 017	141 836	96 022	96 022	96 017	96 017	96 017	94 202	229 874	1 339 900	1 343 564	1 354 529
Economic and environmental services	1 030 440	1 042 994	1 048 125	1 049 739	1 150 717	1 056 912	1 074 072	1 079 000	1 090 004	1 103 190	1 126 050	(5 245 729)	6 605 514	7 129 659	7 160 323
Planning and development	206 904	210 663	212 137	211 663	247 787	212 865	216 025	211 541	211 965	211 541	211 662	(809 879)	1 554 879	1 799 491	1 915 435
Road transport	813 709	819 168	822 825	824 913	885 677	830 884	844 884	854 296	864 876	878 486	901 225	(4 449 012)	4 891 934	5 164 214	5 061 314
Environmental protection	9 826	13 162	13 162	13 162	17 252	13 162	13 162	13 162	13 162	13 162	13 162	13 162	158 702	165 954	183 574
Trading services	3 348 518	3 269 560	2 648 966	2 425 829	2 423 874	2 271 402	2 190 900	2 380 525	2 306 508	2 442 430	2 385 185	2 921 240	31 014 939	31 597 547	33 439 058
Energy sources	2 169 037	2 087 124	1 462 994	1 223 168	1 190 919	1 050 516	1 000 867	1 191 528	1 118 500	1 252 120	1 192 881	1 817 441	16 757 096	16 403 331	17 238 367
Water management	584 334	584 334	584 334	584 334	613 134	606 234	584 334	584 334	584 334	584 334	584 334	535 191	7 013 569	7 489 856	8 001 087
Waste water management	389 556	389 556	389 556	389 556	408 756	404 156	389 556	389 556	389 556	389 556	389 556	356 794	4 675 713	4 993 237	5 334 058
Waste management	205 591	208 545	212 081	228 770	211 065	210 496	216 143	215 107	214 117	216 419	218 413	211 815	2 568 561	2 711 123	2 865 546
Other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure - Functional	7 099 729	7 035 694	6 450 812	6 237 814	6 864 510	6 084 905	6 017 460	6 219 411	6 164 687	6 335 266	6 275 022	(10 815 058)	59 970 251	62 168 161	65 329 403
Surplus/(Deficit)	(1 622 382)	(1 546 680)	(990 015)	(1 054 033)	(1 606 216)	(842 616)	(853 960)	(932 988)	(935 726)	(976 501)	(1 005 499)	16 810 816	4 444 200	5 344 033	6 479 244

Table SA28: Consolidated budgeted monthly capital expenditure (municipal vote)

Description R thousand	Budget Year 2020/21												Medium Term Revenue and Expenditure		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Multi-year expenditure to be appropriated															
Vote 1 - Economic Development	598	598	598	598	598	598	598	598	598	598	598	602	7 180	7 180	–
Vote 2 - Environment, Infrastructure and Services	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 663	200 000	200 000	5 000
Vote 3 - Transport	70 471	70 471	70 471	70 471	70 471	70 471	70 471	70 471	70 471	70 471	70 471	70 472	845 653	811 238	1 080 875
Vote 4 - Community Development	7 128	7 128	7 128	7 128	7 128	7 128	7 128	7 128	7 128	7 128	7 128	7 139	85 547	143 000	244 636
Vote 5 - Health	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 801	57 700	58 540	144 600
Vote 6 - Social Development	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	12 600	82 545	50 000
Vote 7 - Group Forensic Investigation Services	21	21	21	21	21	21	21	21	21	21	21	19	250	100	–
Vote 8 - Office of the Ombudsman	167	167	167	167	167	167	167	167	167	167	167	163	2 000	2 000	–
Vote 9 - City Manager	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 - Speaker: Legislative Arm of Council	167	167	167	167	167	167	167	167	167	167	167	163	2 000	5 000	–
Vote 11 - Group Information and Communication	31 250	31 250	31 250	31 250	31 250	31 250	31 250	31 250	31 250	31 250	31 250	31 250	375 000	195 000	211 500
Vote 12 - Group Finance	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	18 000	40 000	35 000
Vote 13 - Group Corporate and Shared Services	21 067	21 067	21 067	21 067	21 067	21 067	21 067	21 067	21 067	21 067	21 067	21 063	252 800	297 994	351 150
Vote 14 - Housing	105 984	105 984	105 984	105 984	105 984	105 984	105 984	105 984	105 984	105 984	105 984	106 012	1 271 836	1 334 212	1 207 208
Vote 15 - Development Planning	18 744	18 744	18 744	18 744	18 744	18 744	18 744	18 744	18 744	18 744	18 744	18 732	224 916	251 468	276 584
Vote 16 - Public Safety	12 706	12 706	12 706	12 706	12 706	12 706	12 706	12 706	12 706	12 706	12 706	12 734	152 500	71 400	65 500
Vote 17 - Municipal Entities Accounts	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 18 - City Power	69 566	69 566	69 566	69 566	69 566	69 566	69 566	69 566	69 566	69 566	69 566	69 585	834 811	932 112	1 283 700
Vote 19 - Johannesburg Water	94 131	94 131	94 131	94 131	94 131	94 131	94 131	94 131	94 131	94 131	94 131	94 126	1 129 567	1 259 750	1 353 850
Vote 20 - Pikitup	11 552	11 552	11 552	11 552	11 552	11 552	11 552	11 552	11 552	11 552	11 552	11 551	138 623	175 365	136 635
Vote 21 - Johannesburg Roads Agency	123 074	123 074	123 074	123 074	123 074	123 074	123 074	123 074	123 074	123 074	123 074	123 073	1 476 887	1 583 050	1 678 172
Vote 22 - Metrobus	10 579	10 579	10 579	10 579	10 579	10 579	10 579	10 579	10 579	10 579	10 579	10 581	126 950	71 100	100 700
Vote 23 - Johannesburg City Parks and Zoo	4 919	4 919	4 919	4 919	4 919	4 919	4 919	4 919	4 919	4 919	4 919	4 891	59 000	47 600	76 300
Vote 24 - Johannesburg Development Agency	16 858	16 858	16 858	16 858	16 858	16 858	16 858	16 858	16 858	16 858	16 858	16 862	202 300	271 965	349 188
Vote 25 - Johannesburg Property Company	12 124	12 124	12 124	12 124	12 124	12 124	12 124	12 124	12 124	12 124	12 124	12 117	145 481	147 500	56 000
Vote 26 - Metropolitan Trading Company	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	15 000	–	–
Vote 27 - Joburg Market	16 043	16 043	16 043	16 043	16 043	16 043	16 043	16 043	16 043	16 043	16 043	16 042	192 515	286 510	135 000
Vote 28 - Johannesburg Social Housing Company	45 758	45 758	45 758	45 758	45 758	45 758	45 758	45 758	45 758	45 758	45 758	45 720	549 058	374 675	375 000
Vote 29 - Joburg City Theatres	3 404	3 404	3 404	3 404	3 404	3 404	3 404	3 404	3 404	3 404	3 404	3 404	40 848	6 019	6 621
Total Capital Expenditure	701 587	701 587	701 587	701 587	701 587	701 587	701 587	701 587	701 587	701 587	701 587	701 565	8 419 022	8 655 323	9 223 218

Table SA29: Consolidated budgeted monthly capital expenditure (standard classification)

Description R thousand	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital Expenditure - Functional															
<i>Governance and administration</i>	66 296	66 296	66 296	66 296	66 296	66 296	66 296	66 296	66 296	66 296	66 296	66 275	795 531	687 594	653 650
Executive and council	334	334	334	334	334	334	334	334	334	334	334	326	4 000	7 000	–
Finance and administration	65 941	65 941	65 941	65 941	65 941	65 941	65 941	65 941	65 941	65 941	65 941	65 930	791 281	680 494	653 650
Internal audit	21	21	21	21	21	21	21	21	21	21	21	19	250	100	–
<i>Community and public safety</i>	182 354	182 354	182 354	182 354	182 354	182 354	182 354	182 354	182 354	182 354	182 354	223 195	2 229 089	2 117 990	2 169 865
Community and social services	8 178	8 178	8 178	8 178	8 178	8 178	8 178	8 178	8 178	8 178	8 178	49 037	138 995	231 564	301 257
Sport and recreation	4 919	4 919	4 919	4 919	4 919	4 919	4 919	4 919	4 919	4 919	4 919	4 891	59 000	47 600	76 300
Public safety	12 706	12 706	12 706	12 706	12 706	12 706	12 706	12 706	12 706	12 706	12 706	12 734	152 500	71 400	65 500
Housing	151 742	151 742	151 742	151 742	151 742	151 742	151 742	151 742	151 742	151 742	151 742	151 732	1 820 894	1 708 887	1 582 208
Health	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 809	4 801	57 700	58 540	144 600
<i>Economic and environmental services</i>	277 688	277 688	277 688	277 688	277 688	277 688	277 688	277 688	277 688	277 688	277 688	236 833	3 291 401	3 482 511	3 625 518
Planning and development	56 897	56 897	56 897	56 897	56 897	56 897	56 897	56 897	56 897	56 897	56 897	16 044	641 911	817 123	760 772
Road transport	204 124	204 124	204 124	204 124	204 124	204 124	204 124	204 124	204 124	204 124	204 124	204 126	2 449 490	2 465 388	2 859 747
Environmental protection	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 663	200 000	200 000	5 000
<i>Trading services</i>	175 249	175 249	175 249	175 249	175 249	175 249	175 249	175 249	175 249	175 249	175 249	175 262	2 103 001	2 367 227	2 774 185
Energy sources	69 566	69 566	69 566	69 566	69 566	69 566	69 566	69 566	69 566	69 566	69 566	69 585	834 811	932 112	1 283 700
Water management	56 479	56 479	56 479	56 479	56 479	56 479	56 479	56 479	56 479	56 479	56 479	56 476	677 740	755 850	812 310
Waste water management	37 652	37 652	37 652	37 652	37 652	37 652	37 652	37 652	37 652	37 652	37 652	37 650	451 827	503 900	541 540
Waste management	11 552	11 552	11 552	11 552	11 552	11 552	11 552	11 552	11 552	11 552	11 552	11 551	138 623	175 365	136 635
<i>Other</i>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	701 587	701 587	701 587	701 587	701 587	701 587	701 587	701 587	701 587	701 587	701 587	701 565	8 419 022	8 655 323	9 223 218
Funded by:															
National Government	40 355	104 986	191 273	127 235	132 208	242 578	137 840	211 123	216 349	211 307	110 776	503 570	2 229 600	2 195 395	2 705 514
Transfers recognised - capital	77 021	104 986	197 941	133 903	138 876	242 578	184 097	217 789	253 015	211 307	127 851	729 862	2 619 226	2 655 323	3 137 882
Borrowing	72 189	194 177	229 343	306 110	281 717	315 323	300 002	297 463	364 359	–	–	259 908	2 620 591	2 200 000	3 000 000
Internally generated funds	47 370	102 836	181 599	207 534	194 141	165 939	146 101	217 743	237 923	238 751	308 179	1 131 089	3 179 205	3 800 000	3 085 336
Total Capital Funding	196 580	401 999	608 883	647 547	614 734	723 840	630 200	732 995	855 297	450 058	436 030	2 120 859	8 419 022	8 655 323	9 223 218

Table SA30: Consolidated budgeted monthly cash flow

MONTHLY CASH FLOWS		Budget Year 2020/21												Medium Term Revenue and Expenditure		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
Cash Receipts By Source																
Property rates	1 041 135	1 041 135	1 041 135	1 041 135	1 041 135	1 041 135	1 041 135	1 041 135	1 041 135	1 041 135	1 041 135	1 041 135	12 493 618	13 201 518	13 840 001	
Service charges - electricity revenue	1 688 491	1 630 097	1 457 328	1 324 177	1 359 727	1 222 710	1 173 203	1 301 442	1 184 193	1 323 012	1 287 327	1 605 461	16 557 169	16 243 617	17 191 313	
Service charges - water revenue	587 692	587 692	587 692	587 692	587 692	587 692	587 692	587 692	587 692	587 692	587 692	588 279	7 052 889	7 681 872	8 362 539	
Service charges - sanitation revenue	365 616	365 616	365 616	365 616	365 616	365 616	365 616	365 616	365 616	365 616	365 616	365 616	4 387 389	4 752 879	5 149 800	
Service charges - refuse revenue	158 388	158 388	158 388	158 659	158 388	152 734	152 870	158 388	158 388	158 659	158 388	159 404	1 891 043	2 003 695	2 103 882	
Rental of facilities and equipment	15 530	15 434	15 878	15 690	15 754	15 791	15 247	15 760	15 760	15 760	15 760	140 365	312 730	329 200	339 142	
Interest earned - external investments	27 829	28 223	27 883	27 801	27 792	27 794	27 770	27 663	27 571	27 496	27 468	27 423	332 714	348 381	365 801	
Interest earned - outstanding debtors	30 536	30 536	30 536	30 536	30 536	30 536	30 536	30 536	30 536	30 536	30 536	30 536	366 435	385 254	407 639	
Fines, penalties and forfeits	61 450	61 450	61 450	61 450	61 450	61 450	61 450	61 450	61 450	61 450	61 450	61 450	737 399	775 737	814 523	
Licences and permits	99	99	99	99	2 897	99	99	99	2 399	99	99	2 204	8 391	8 246	8 310	
Agency services	59 674	63 994	68 574	63 074	63 074	72 764	65 074	63 474	63 674	62 674	62 014	102 624	810 688	841 938	876 551	
Transfers and Subsidies - Operational	830 714	833 214	891 714	830 714	830 714	830 714	905 714	840 214	870 448	830 714	830 714	850 542	10 176 125	11 187 114	11 686 973	
Other revenue	136 852	141 582	142 828	143 915	146 394	154 340	151 389	157 175	173 605	183 813	185 386	261 575	1 978 856	2 339 190	2 356 935	
Cash Receipts by Source	5 004 006	4 957 459	4 849 122	4 650 558	4 691 170	4 563 375	4 577 794	4 650 643	4 582 466	4 688 656	4 653 585	5 236 613	57 105 445	60 098 640	63 503 409	
Other Cash Flows by Source																
Transfers and subsidies - capital (monetary alloc	63 438	122 578	207 497	133 177	140 523	250 183	164 625	204 487	220 518	238 071	209 730	274 769	2 229 600	2 195 395	2 705 514	
Proceeds on Disposal of Fixed and Intangible As	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	2 750	33 000	34 716	36 452	
Borrowing long term/refinancing										2 620 591			2 620 591	2 200 000	3 000 000	
Increase (decrease) in consumer deposits	14	14	14	14	14	14	14	14	14	14	14	14	171	173	175	
Decrease (increase) in non-current receivables	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(10 391)	(124 687)	(118 558)	(132 053)	
Decrease (increase) in non-current investments	(5 029)	(5 029)	(5 029)	(5 029)	(5 029)	(5 029)	(5 029)	(5 029)	(5 029)	(5 029)	(5 029)	(5 029)	(60 344)	(1 101 740)	977 451	
Total Cash Receipts by Source	5 073 122	5 085 716	5 062 297	4 789 414	4 862 371	4 849 237	4 772 689	4 890 409	4 833 689	7 577 996	4 868 993	5 527 470	62 193 403	63 768 554	70 523 315	
Cash Payments by Type																
Employee related costs	1 291 823	1 290 173	1 291 736	1 293 431	1 960 196	1 328 345	1 297 064	1 292 455	1 291 092	1 293 396	1 296 454	1 208 872	16 135 036	17 151 550	18 232 105	
Remuneration of councillors	16 085	16 085	16 085	16 085	16 085	16 085	16 085	16 085	16 085	16 085	16 085	16 085	193 019	205 179	218 105	
Finance charges	241 802	241 802	241 802	241 802	241 802	241 802	241 802	241 802	241 802	241 802	241 802	241 802	2 901 623	3 034 160	3 182 113	
Bulk purchases - Electricity	1 815 895	1 735 788	1 117 001	881 293	847 945	711 779	663 661	850 356	780 955	910 282	852 146	1 466 866	12 633 967	12 104 824	12 715 148	
Bulk purchases - Water & Sewer	532 988	532 988	532 988	532 988	532 988	532 988	532 988	532 988	532 988	532 988	532 988	532 988	6 395 861	6 817 988	7 267 975	
Other materials	164 170	167 264	170 731	175 365	173 781	172 941	178 884	177 492	178 256	177 474	176 792	348 389	2 261 537	2 367 827	2 486 219	
Contracted services	318 450	322 881	325 463	345 646	329 536	329 222	332 018	327 922	328 567	327 417	327 291	349 933	3 964 348	4 171 913	3 897 587	
Transfers and grants - other	35 773	31 776	43 557	32 881	35 210	44 695	50 904	59 048	71 419	75 946	98 647	46 291	626 148	658 428	691 350	
Other expenditure	407 336	423 627	442 826	454 018	460 908	444 940	443 452	457 954	463 949	496 321	469 893	1 063 904	6 029 128	6 148 518	6 548 880	
Cash Payments by Type	4 824 322	4 762 385	4 182 189	3 973 509	4 598 452	3 822 798	3 756 857	3 956 103	3 905 112	4 071 711	4 012 098	5 275 131	51 140 667	52 660 387	55 239 482	
Other Cash Flows/Payments by Type																
Capital assets	701 586	701 586	701 586	701 586	701 586	701 586	701 586	701 586	701 586	701 586	701 586	701 576	8 419 022	8 655 323	9 223 218	
Repayment of borrowing	153 207	153 207	153 207	153 207	153 207	153 207	153 207	153 207	153 207	153 207	153 207	153 207	1 838 485	1 034 322	3 211 981	
Total Cash Payments by Type	5 679 115	5 617 178	5 036 982	4 828 302	5 453 245	4 677 591	4 611 651	4 810 896	4 759 905	4 926 504	4 866 891	6 129 914	61 398 174	62 350 032	67 674 681	
NET INCREASE/(DECREASE) IN CASH HELD	(605 992)	(531 462)	25 315	(38 889)	(590 874)	171 645	161 038	79 513	73 784	2 651 492	2 102	(602 444)	795 229	1 418 522	2 848 634	
Cash/cash equivalents at the month/year begin:	5 809 934	5 203 941	4 672 479	4 697 794	4 658 905	4 068 032	4 239 677	4 400 715	4 480 228	4 554 012	7 205 504	7 207 606	5 809 934	6 605 163	8 023 685	
Cash/cash equivalents at the month/year end:	5 203 941	4 672 479	4 697 794	4 658 905	4 068 032	4 239 677	4 400 715	4 480 228	4 554 012	7 205 504	7 207 606	6 605 163	6 605 163	8 023 685	10 872 319	

2.9 LEGISLATION COMPLIANCE STATUS

The promulgation of the Municipal Finance Management Act (The Act) in 2003 has brought in proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act has had a profound effect on local government operations that required transformation in financial discipline and planning processes. The budget preparation for 2019/20- 2020/21 complies with most of these key requirements.

The Act has created clear reporting standards for local government that conforms to international standards. In addition to providing for improved reporting by local government, the Act stipulates that new accounting and financial standards must be complied with.

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

h) In- year reporting

The City's electronic reporting to National Treasury has been complied with and has also improved over time. The monthly and quarterly returns to NT have been submitted on time.

i) MFMA training

The City of Johannesburg, in its strides to comply with the Act, has in its plan of compliance instructed departments to train all finance and non-finance officials on MFMA from 2005. This has resulted in mass training programme for officials in all sectors including the municipal entities. This massive training schedule was also boosted by the on line training provided by National Treasury. Compliance on all critical elements of the MFMA is enhanced due the fact that most officials are aware of the Act.

j) Accounting standards

The reform agenda set out through the Municipal Finance Management Act includes new accounting standards, which includes national standards such as Generally Recognised Accounting Practice (GRAP) and Generally Accepted Municipal Accounting Practice (GAMAP). The above mentioned accounting practices have been adhered to during the development of the budget.

The City's consolidated financial statements were prepared to comply with GAMAP since the 2004/05 financial year. The municipal entities financial statements were also prepared in line with GAAP.

k) Municipal Budget and Reporting Regulations

Budgeting in the CoJ is done in accordance with the MFMA: Municipal Budget and Reporting Regulations promulgated in 2009. Other directives from the National Treasury, for example in the form of budget circulars, are also taken into cognizance.

l) Budget and Treasury Office

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

m) Audit Committee

An Audit Committee has been established and is fully functional.

n) Annual Report

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

l) SDBIP

The detail SDBIP is directly aligned and informed by the budget and is approved together with the budget.

m) Budget Steering Committee

A Budget Steering Committee has been established in accordance with MBRR and is fully functional.

n) Alignment of Budget with development priorities

There is clear linkage between the budget and the IDP. In turn, the IDP is developed from the GDS and Mayoral priorities. The City is implementing programme budgeting to ensure that the development programmes identified in the IDP are appropriately funded.

o) Public participation

In accordance with the Act, the City's draft budget is made public immediately after tabling in Council to allow for the public to comment on it. The budget has a strong political oversight.

2.10 OTHER SUPPORTING DOCUMENTS

Table SA1: Supporting detail to 'Budgeted Financial Performance

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
REVENUE ITEMS:								
Property rates								
Total Property Rates	9 042 140	10 341 355	14 158 029	14 348 790	14 348 790	15 551 340	16 357 871	17 143 945
less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)	1 129 759	1 230 795	1 785 997	2 056 240	2 056 240	2 193 064	2 306 974	2 417 763
Net Property Rates	7 912 381	9 110 560	12 372 032	12 292 550	12 292 550	13 358 276	14 050 897	14 726 182
Service charges - electricity revenue								
Total Service charges - electricity revenue	17 134 458	15 719 408	16 611 351	19 449 131	18 732 105	19 655 082	19 341 659	20 430 115
less Cost of Free Basis Services (50 kwh per indigent household per month)	2 484 938	2 509 787	2 534 885	2 560 234	2 560 234	2 585 836	2 611 694	2 742 279
Net Service charges - electricity revenue	14 649 520	13 209 621	14 076 466	16 888 897	16 171 871	17 069 246	16 729 965	17 687 836
Service charges - water revenue								
Total Service charges - water revenue	5 694 610	6 027 025	7 078 623	7 926 567	7 926 567	8 539 026	9 296 875	10 116 992
less Cost of Free Basis Services (6 kilolitres per indigent household per month)	664 485	30 164	35 262	37 871	37 871	40 863	40 863	40 863
Net Service charges - water revenue	5 030 125	5 996 861	7 043 361	7 888 696	7 888 696	8 498 163	9 256 012	10 076 129
Service charges - sanitation revenue								
Total Service charges - sanitation revenue	3 478 048	3 658 651	4 131 645	4 709 919	4 709 919	5 304 880	5 745 229	6 223 448
less Cost of Free Basis Services (free sanitation service to indigent households)	280 193	14 258	16 283	17 488	17 488	18 869	18 869	18 869
Net Service charges - sanitation revenue	3 197 855	3 644 393	4 115 362	4 692 431	4 692 431	5 286 011	5 726 360	6 204 579
Service charges - refuse revenue								
Total refuse removal revenue	1 312 414	1 426 311	1 615 430	1 731 100	1 831 361	1 903 421	1 993 711	2 093 868
Total landfill revenue	47 363	60 402	85 486	57 684	57 684	60 684	63 536	66 712
less Revenue Foregone (in excess of one removal a week to indigent households)	–	–	–	–	–	–	–	–
less Cost of Free Basis Services (removed once a week to indigent households)	40 000	45 600	49 200	59 096	59 096	59 379	63 000	66 621
Net Service charges - refuse revenue	1 319 777	1 441 113	1 651 716	1 729 688	1 829 949	1 904 726	1 994 247	2 093 959
Other Revenue by source								
Fuel Levy	–	–	–	–	–	–	–	–
Other Revenue	1 861 620	2 006 027	2 532 161	2 039 451	2 009 599	2 435 374	2 698 925	2 831 851
Total 'Other' Revenue	1 861 620	2 006 027	2 532 161	2 039 451	2 009 599	2 435 374	2 698 925	2 831 851
EXPENDITURE ITEMS:								
Employee related costs								
Basic Salaries and Wages	7 318 355	7 385 566	8 639 845	10 069 769	10 287 561	10 764 687	11 615 975	12 347 642
Pension and UIF Contributions	926 545	1 014 285	1 060 465	1 359 439	1 359 439	1 569 590	1 668 977	1 774 162
Medical Aid Contributions	548 291	589 769	578 034	1 631 849	1 631 849	1 007 000	1 081 898	1 150 102
Overtime	374 657	475 478	562 339	290 964	290 964	496 657	527 671	560 933
Performance Bonus	116 454	128 418	123 125	164 800	163 937	163 937	175 207	186 276
Motor Vehicle Allowance	311 415	298 605	314 546	495 541	495 541	504 589	536 412	570 252
Cellphone Allowance	11 969	9 739	6 889	16 812	16 812	14 634	15 557	16 563
Housing Allowances	50 596	47 054	49 044	93 234	93 234	84 593	89 977	95 668
Other benefits and allowances	483 471	620 430	948 885	750 275	750 275	1 255 054	1 148 576	1 220 864
Payments in lieu of leave	92 729	92 656	212 852	209 924	272 115	228 115	288 980	307 175
Post-retirement benefit obligations	13 191	13 534	171 641	2 800	2 800	1 889	2 010	2 138
Total Employee related costs	10 255 081	10 684 522	12 667 744	15 085 407	15 303 199	16 135 036	17 151 550	18 232 105
Depreciation & asset impairment								
Depreciation of Property, Plant & Equipment	2 998 824	3 132 794	3 258 999	4 289 935	4 266 823	4 493 251	4 759 763	5 209 353
Total Depreciation & asset impairment	2 998 824	3 132 794	3 258 999	4 289 935	4 266 823	4 493 251	4 759 763	5 209 353
Bulk purchases								
Electricity Bulk Purchases	14 978 933	15 173 013	16 535 145	12 482 612	12 152 310	12 633 967	12 104 824	12 715 148
Water Bulk Purchases	–	–	–	5 910 579	5 910 579	6 395 861	6 817 988	7 267 975
Total bulk purchases	14 978 933	15 173 013	16 535 145	18 393 191	18 062 889	19 029 828	18 922 812	19 983 123
Transfers and grants								
Cash transfers and grants	500 747	289 336	180 269	447 548	377 229	626 148	658 428	691 350
Total transfers and grants	500 747	289 336	180 269	447 548	377 229	626 148	658 428	691 350
Contracted services								
Outsourced Services	2 321 325	3 328 942	2 983 618	3 953 537	3 890 499	3 964 348	4 171 913	3 897 587
Total contracted services	2 321 325	3 328 942	2 983 618	3 953 537	3 890 499	3 964 348	4 171 913	3 897 587
Other Expenditure By Type								
Contributions to 'other' provisions	–	–	–	–	–	4 923	5 855	7 594
Total 'Other' Expenditure	4 806 980	4 161 944	4 156 830	5 199 788	5 480 850	5 921 207	6 256 867	6 491 033
Repairs and Maintenance								
Employee related costs	–	–	–	1 136 186	1 136 186	1 184 013	1 239 532	1 266 915
Other materials	–	–	–	2 153 876	2 153 876	2 131 924	2 232 122	2 343 729
Contracted Services	–	–	–	807 824	807 824	841 751	882 027	968 593
Other Expenditure	3 054 428	2 887 412	3 418 932	516 490	454 331	533 214	557 665	604 588
Total Repairs and Maintenance Expenditure	3 054 428	2 887 412	3 418 932	4 614 376	4 552 217	4 690 902	4 911 346	5 183 825

Table SA3: Supporting detail to 'Budgeted Financial Position

Description	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
ASSETS								
Call investment deposits	2 585 350	1 212 598	3 521 341	3 992 598	3 992 598	4 472 598	5 052 598	6 232 598
Other current investments	–	–	–	–	–	–	–	–
	2 585 350	1 212 598	3 521 341	3 992 598	3 992 598	4 472 598	5 052 598	6 232 598
Consumer debtors								
Consumer debtors	4 483 072	5 615 024	6 303 388	6 394 807	6 488 259	6 744 589	6 873 140	7 107 583
Less: Provision for debt impairment	–	–	–	–	–	–	–	–
Total Consumer debtors	4 483 072	5 615 024	6 303 388	6 394 807	6 488 259	6 744 589	6 873 140	7 107 583
Debt impairment provision								
Balance at the beginning of the year	–	–	–	–	–	–	–	–
Contributions to the provision	–	–	–	–	–	–	–	–
Bad debts written off	–	–	–	–	–	–	–	–
Balance at end of year	–	–	–	–	–	–	–	–
Property, plant and equipment (PPE)								
PPE at cost/valuation (excl. finance leases)	84 626 486	89 725 989	97 437 743	106 247 479	105 772 421	114 191 443	122 846 766	132 069 984
Leases recognised as PPE	–	–	–	–	–	–	–	–
Less: Accumulated depreciation	19 284 190	20 665 327	24 059 831	30 115 090	28 326 654	32 819 905	37 579 668	42 789 021
Total Property, plant and equipment (PPE)	65 342 296	69 060 662	73 377 912	76 132 389	77 445 767	81 371 538	85 267 098	89 280 963
LIABILITIES								
Current liabilities - Borrowing								
Short term loans (other than bank overdraft)	–	–	–	–	–	–	–	–
Current portion of long-term liabilities	3 255 769	761 803	948 987	1 695 229	1 838 485	1 034 322	3 211 981	2 237 671
Total Current liabilities - Borrowing	3 255 769	761 803	948 987	1 695 229	1 838 485	1 034 322	3 211 981	2 237 671
Trade and other payables								
Trade Payables	13 657 481	13 629 358	13 428 316	13 969 330	13 431 946	13 383 875	13 462 509	13 369 786
Other creditors	–	–	–	–	–	–	–	–
Unspent conditional transfers	–	–	–	–	–	–	–	–
VAT	–	–	–	90 822	90 822	–	–	–
Total Trade and other payables	13 657 481	13 629 358	13 428 316	14 060 152	13 522 768	13 383 875	13 462 509	13 369 786
Non current liabilities - Borrowing								
Borrowing	16 855 880	19 144 526	21 097 960	22 479 406	22 248 793	23 835 062	22 823 081	23 585 410
Finance leases (including PPP asset element)	–	–	–	–	–	–	–	–
Total Non current liabilities - Borrowing	16 855 880	19 144 526	21 097 960	22 479 406	22 248 793	23 835 062	22 823 081	23 585 410
Provisions - non-current								
Retirement benefits	–	–	–	–	–	–	–	–
Refuse landfill site rehabilitation	–	–	–	–	–	–	–	–
Other	6 478 348	6 852 203	6 715 013	7 388 921	6 782 163	6 849 985	6 918 485	6 987 669
Total Provisions - non-current	6 478 348	6 852 203	6 715 013	7 388 921	6 782 163	6 849 985	6 918 485	6 987 669
CHANGES IN NET ASSETS								
Accumulated Surplus/(Deficit)								
Accumulated Surplus/(Deficit) - opening balance	40 390 845	43 412 117	46 017 451	48 837 303	52 898 576	56 275 772	60 719 882	66 063 813
GRAP adjustments	–	–	–	–	–	–	–	–
Restated balance	40 390 845	43 412 117	46 017 451	48 837 303	52 898 576	56 275 772	60 719 882	66 063 813
Surplus/(Deficit)	1 372 800	2 614 453	6 882 676	3 897 976	3 377 282	4 444 200	5 344 033	6 479 244
Transfers to/from Reserves	–	–	–	–	–	–	–	–
Depreciation offsets	–	–	–	–	–	–	–	–
Other adjustments	–	–	–	–	–	–	–	–
Accumulated Surplus/(Deficit)	41 763 645	46 026 570	52 900 127	52 735 279	56 275 857	60 719 972	66 063 915	72 543 057
Reserves								
Housing Development Fund	–	–	–	–	–	–	–	–
Capital replacement	–	–	–	–	–	–	–	–
Self-insurance	–	–	–	–	–	–	–	–
Other reserves	(1 386)	–	–	1 637	1 551	1 637	1 727	1 829
Revaluation	–	–	–	–	–	–	–	–
Total Reserves	(1 386)	–	–	1 637	1 551	1 637	1 727	1 829
TOTAL COMMUNITY WEALTH/EQUITY	41 762 259	46 026 570	52 900 127	52 736 916	56 277 409	60 721 609	66 065 642	72 544 886

Table SA22: Summary councillor and staff benefits

Summary of Employee and Councillor remuneration R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
	A	B	C	D	E	G	H	I
Councillors (Political Office Bearers plus Other)								
Basic Salaries and Wages	103 695	126 769		142 937	142 937	154 447	164 177	174 520
Pension and UIF Contributions	18 099	12 492		14 294	14 294	14 302	15 203	16 161
Medical Aid Contributions	2 472	4 636		5 287	5 287	5 289	5 622	5 976
Motor Vehicle Allowance	12 579	8 271		9 654	9 654	9 671	10 280	10 927
Cellphone Allowance	330	7 133		8 091	8 091	8 091	8 601	9 143
Other benefits and allowances	2 114	1 339	1 391	1 145	1 145	1 219	1 296	1 378
Sub Total - Councillors	139 593	160 640	1 391	181 408	181 408	193 019	205 179	218 105
Senior Managers of the Municipality								
Basic Salaries and Wages	29 384	19 045	12 220	49 491	58 019	54 489	57 270	60 881
Pension and UIF Contributions	1 440	860	742	2 287	2 118	2 362	2 477	2 627
Medical Aid Contributions	322	105	151	488	606	651	684	724
Performance Bonus	925	808	126	1 424	1 700	1 958	2 078	2 207
Motor Vehicle Allowance	1 543	763	278	1 668	1 734	1 836	1 952	2 071
Cellphone Allowance	8	5	5	20	19	20	21	22
Housing Allowances	201	64	23	24	23	81	84	88
Other benefits and allowances	196	956	219	182	176	190	202	213
Sub Total - Senior Managers of Municipality	34 019	22 606	13 764	55 584	64 395	61 587	64 768	68 833
Other Municipal Staff								
Basic Salaries and Wages	3 874 041	4 243 105	5 404 569	5 867 013	6 138 207	6 237 780	6 813 965	7 243 168
Pension and UIF Contributions	472 423	523 181	605 291	748 484	873 466	919 115	977 800	1 039 425
Medical Aid Contributions	295 374	322 364	306 370	1 283 001	538 343	576 781	613 837	652 533
Overtime	77 552	112 071	209 724	183 539	124 709	151 810	161 310	171 474
Performance Bonus	4 075	664	12 268	2 725	3 047	3 336	4 479	4 766
Motor Vehicle Allowance	201 405	185 487	211 746	356 090	353 034	370 841	394 289	419 158
Cellphone Allowance	5	5	7	7	6	490	498	531
Housing Allowances	31 076	33 431	34 588	71 776	46 554	49 908	53 120	56 471
Other benefits and allowances	316 690	394 190	695 475	497 474	678 419	907 123	778 795	827 842
Payments in lieu of leave	82 062	75 829	170 154	113 410	166 146	188 646	200 287	212 894
Long service awards								
Sub Total - Other Municipal Staff	5 364 473	5 900 179	7 652 502	9 126 019	8 924 057	9 407 719	10 000 390	10 630 400
Total Parent Municipality	5 538 085	6 083 425	7 667 657	9 363 011	9 169 860	9 662 325	10 270 337	10 917 338
Board Members of Entities								
Basic Salaries and Wages		10 117	5 697	12 252	12 254	6 111	6 511	6 921
Pension and UIF Contributions								
Medical Aid Contributions								
Motor Vehicle Allowance								
Cellphone Allowance								
Other benefits and allowances								
Board Fees	13 502	13 268	6 535	22 400	16 798	18 914	20 105	21 374
Sub Total - Board Members of Entities	13 502	23 385	12 232	34 652	29 052	25 025	26 616	28 295
Senior Managers of Entities								
Basic Salaries and Wages								
Pension and UIF Contributions	1 789	1 309	1 985	3 792	2 825	1 098	1 167	1 240
Medical Aid Contributions	391	227	332	889	530	234	249	264
Performance Bonus	1 010	1 872	2 771	3 971	2 841	2 006	2 133	2 268
Motor Vehicle Allowance								
Cellphone Allowance								
Other benefits and allowances								
Sub Total - Senior Managers of Entities	3 190	3 408	5 088	8 652	6 196	3 338	3 549	3 772
Other Staff of Entities								
Basic Salaries and Wages	3 049 535	3 284 152	3 653 016	4 056 023	4 275 091	4 540 930	4 816 881	5 120 264
Pension and UIF Contributions	449 843	487 890	452 762	604 876	615 219	645 687	686 115	729 363
Medical Aid Contributions	252 223	267 078	271 239	347 471	397 781	429 299	467 090	496 540
Overtime	297 105	363 407	352 615	290 964	362 058	344 847	366 361	389 459
Performance Bonus	109 840	124 847	107 960	159 405	162 416	155 968	165 803	176 276
Motor Vehicle Allowance	107 425	111 420	100 744	136 202	132 286	130 788	138 976	147 753
Cellphone Allowance	11 914	9 683	6 851	16 429	16 320	14 003	14 909	15 872
Housing Allowances	19 309	13 549	14 433	21 434	30 710	34 604	36 773	39 109
Other benefits and allowances	165 774	223 336	245 952	252 150	308 522	347 431	369 249	392 458
Payments in lieu of leave	10 667	16 827	42 698	74 114	78 439	83 469	88 693	94 281
Post-retirement benefit obligations	3 421	3 682	169 331	300	300			
Sub Total - Other Staff of Entities	4 484 464	4 914 859	5 417 680	5 959 388	6 379 142	6 727 317	7 151 160	7 601 705
Total Municipal Entities	4 501 156	4 941 652	5 435 000	6 002 692	6 414 390	6 755 680	7 181 325	7 633 772
TOTAL SALARY, ALLOWANCES & BENEFITS	10 039 242	11 025 077	13 102 657	15 365 703	15 584 250	16 418 005	17 451 662	18 551 110
TOTAL MANAGERS AND STAFF	9 899 649	10 864 437	13 101 266	15 184 295	15 402 842	16 224 986	17 246 483	18 333 005

Table SA23: Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	Salary	Contribution	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum		1.				2.
Councillors						
Speaker	903 127	138 000	133 781	–	–	1 174 908
Chief Whip	902 526	128 597	77 989	–	–	1 109 112
Executive Mayor	1 233 973	105 965	105 122	–	–	1 445 060
Total for all other councillors	9 614 533	718 573	758 013	–	–	11 091 119
Total Councillors	12 654 159	1 091 135	1 074 905	–	–	14 820 199
Senior Managers of the Municipality						
Municipal Manager (MM)	3 061 000	59 000	–	–	–	3 120 000
Chief Finance Officer	2 117 486	–	–	–	–	2 117 486
Chief Operation Officer	2 635 000	2 000	–	–	–	2 637 000
Executive Director : Economic Development	2 300 000	–	–	–	–	2 300 000
<i>List of each official with packages >= senior manager</i>						
Executive Director : Environment, Infrastructure and Services	1 800 000	148 000	119 000	180 000	–	2 247 000
Executive Director : Transport	2 599 000	390 000	124 000	–	–	3 113 000
Executive Director : Community Development	2 094 000	207 000	199 000	–	–	2 500 000
Executive Director : Health	2 896 000	–	56 000	312 000	–	3 264 000
Executive Director : Social Development	1 832 000	119 000	144 000	82 000	–	2 177 000
Executive Director : Development Planning	1 575 000	250 000	256 000	157 000	–	2 238 000
Commissioner : Group Forensic and Investigation Services	1 969 000	230 000	14 000	194 000	–	2 407 000
Ombudsman	2 138 000	162 000	12 000	165 000	–	2 477 000
Head: Private Office of the Executive Mayor	2 227 000	2 000	–	–	–	2 229 000
Director : Office of the City Manager	2 271 000	208 000	–	–	–	2 479 000
Group ME Governance and MC Support	1 851 000	199 000	138 000	–	–	2 188 000
Group Marketing and Communications	1 300 000	390 000	100 000	300 000	–	2 090 000
Group Head: Legal and Contracts	1 289 000	146 000	84 000	213 000	–	1 732 000
Group Audit, Risk and Compliance	2 821 000	–	–	–	–	2 821 000
Group Strategy and Monitoring	2 215 000	2 000	204 000	–	–	2 421 000
Group Citizen Relations and Urban Management	1 938 000	206 000	106 000	–	–	2 250 000
Secretary to council	3 413 000	–	–	–	–	3 413 000
Integrity Commissioner	2 443 000	2 000	175 000	220 000	–	2 840 000
Group Corporate and Shared Services	2 687 000	2 000	–	–	–	2 689 000
Executive Director : Development Planning	1 575 000	250 000	256 000	157 000	–	2 238 000
Total Senior Managers of the Municipality	53 046 486	2 974 000	1 987 000	1 980 000	–	59 987 486
A Heading for Each Entity						
List each member of board by designation						
Chief Executive Officer : City Power	2 292 920	392 616	291 536	321 328	–	3 298 400
Chief Executive Officer : Johannesburg Water	2 371 000	417 000	187 000	210 000	–	3 185 000
Chief Executive Officer : Pikitup	2 193 000	343 000	406 000	412 000	–	3 354 000
Chief Executive Officer : Johannesburg Roads Agency	2 716 000	199 000	185 000	–	–	3 100 000
Chief Executive Officer : Metrobus	2 255 000	2 000	122 000	226 000	–	2 605 000
Chief Executive Officer : Johannesburg Parks and Zoo	2 290 000	–	193 000	320 000	–	2 803 000
Chief Executive Officer : Johannesburg Development Agency	2 353 000	–	–	–	–	2 353 000
Chief Executive Officer : Metropolitan Trading Company	2 820 000	–	–	–	–	2 820 000
Chief Executive Officer : Joburg Theatres	2 221 803	22 218	–	194 712	–	2 438 733
Total for municipal entities	21 512 723	1 375 834	1 384 536	1 684 040	–	25 957 133
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	87 213 368	5 440 969	4 446 441	3 664 040	–	100 764 818

Table SA24: Summary of personnel numbers

Summary of Personnel Numbers				Current Year 2019/20			Budget Year 2020/21		
Number	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)	270	–	282	282	–	282	270	270	282
Board Members of municipal entities	93	10	71	81	10	71	80	12	66
Municipal employees									
Municipal Manager and Senior Managers	256	98	49	147	98	49	235	185	47
Other Managers	1 357	876	21	897	876	21	1 367	855	18
Professionals	3 880	2 845	221	7 077	5 356	1 721	9 406	8 782	1 164
<i>Finance</i>	1 255	667	17	1 184	1 167	17	1 240	702	–
<i>Spatial/town planning</i>	136	64	–	64	64	–	114	66	–
<i>Information Technology</i>	98	40	–	60	60	–	54	40	–
<i>Roads</i>	6	34	–	525	525	–	–	–	–
<i>Electricity</i>	214	212	–	212	212	–	810	874	–
<i>Water</i>	3	–	–	–	–	–	3	3	–
<i>Sanitation</i>	189	–	–	–	–	–	27	23	–
<i>Other</i>	1 979	1 762	204	4 966	3 262	1 704	7 158	7 032	1 164
Technicians	6 459	7 456	222	9 178	7 956	1 222	7 302	7 793	113
<i>Finance</i>	2 319	1 520	59	1 579	1 520	59	2 289	1 599	–
<i>Spatial/town planning</i>	470	304	–	304	304	–	470	301	–
<i>Information Technology</i>	145	44	–	44	44	–	35	50	–
<i>Roads</i>	2	28	–	1 028	28	1 000	1	1 096	–
<i>Electricity</i>	515	546	–	546	546	–	741	893	–
<i>Water</i>	140	154	–	154	154	–	162	159	–
<i>Sanitation</i>	187	136	–	136	136	–	187	138	–
<i>Refuse</i>	276	168	–	168	168	–	–	49	–
<i>Other</i>	2 405	4 556	163	5 219	5 056	163	3 417	3 508	113
Clerks (Clerical and administrative)	3 153	2 715	–	3 215	3 215	–	3 147	2 848	132
Service and sales workers	7 202	5 460	254	6 214	5 960	254	6 848	6 935	–
Skilled agricultural and fishery workers	250	–	–	–	–	–	250	116	–
Craft and related trades	109	3	–	3	3	–	109	344	–
Plant and Machine Operators	1 108	766	–	766	766	–	2 130	1 781	–
Elementary Occupations	7 976	7 360	9	7 369	7 360	9	8 672	8 073	–
TOTAL PERSONNEL NUMBERS	32 113	27 589	1 129	35 229	31 600	3 629	39 816	37 994	1 822

Table SA31: Aggregated entity budget

Description R million	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Performance								
Service charges	23 784	25 575	27 806	31 200	30 583	32 758	33 707	36 063
Investment revenue	8	8	16	6	16	17	18	19
Transfers recognised - operational	25	4	12	–	–	–	–	–
Other own revenue	2 791	2 180	1 972	1 939	1 967	2 050	2 178	2 284
Transfers and subsidies - capital (monetary allocation)	569	631	873	943	943	791	774	766
Total Revenue (excluding capital transfers and subsidies)	27 177	28 397	30 678	34 087	33 509	35 616	36 676	39 132
Employee costs	4 484	4 915	5 418	5 959	6 379	6 727	7 151	7 602
Remuneration of Board Members	14	23	12	35	29	25	27	28
Depreciation & asset impairment	1 114	1 119	1 212	1 411	1 394	1 386	1 470	1 560
Finance charges	42	40	27	25	25	20	17	14
Materials and bulk purchases	15 319	15 635	16 884	18 393	18 125	19 095	18 991	20 054
Transfers and grants	8	19	20	21	21	22	23	24
Other expenditure	7 827	7 450	8 193	8 812	8 855	9 087	9 571	10 124
Total Expenditure	28 808	29 201	31 765	34 656	34 827	36 362	37 250	39 407
Surplus/(Deficit)	(1 631)	(804)	(1 087)	(569)	(1 318)	(745)	(574)	(275)

Table SA34a: Consolidated capital expenditure on new assets by asset class

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure on new assets by Asset Class								
Infrastructure	3 189 659	5 074 046	5 412 270	2 665 903	2 665 903	2 337 830	2 715 422	3 223 703
Roads Infrastructure	536 740	1 787 064	1 906 185	984 760	984 760	1 090 030	1 041 738	1 651 375
<i>Roads</i>	536 740	1 787 064	1 906 185	984 760	984 760	1 090 030	1 041 738	1 651 375
Storm water Infrastructure				40 000	40 000	30 000	30 000	35 000
<i>Storm water Conveyance</i>				40 000	40 000	30 000	30 000	35 000
Electrical Infrastructure	566 093	1 010 769	1 078 144	486 393	486 393	417 026	548 567	579 000
<i>Power Plants</i>	566 093	1 010 769	1 078 144	486 393	486 393	417 026	548 567	579 000
Water Supply Infrastructure	227 066	428 169	456 710	822 399	822 399	331 651	456 500	531 000
<i>Water Treatment Works</i>	227 066	428 169	456 710	822 399	822 399	331 651	456 500	531 000
Sanitation Infrastructure	128 207	285 446	304 473	50 000	50 000	109 000	225 000	220 585
<i>Waste Water Treatment Works</i>	128 207	285 446	304 473	50 000	50 000	109 000	225 000	220 585
Solid Waste Infrastructure				250 126	250 126	308 623	328 073	69 243
<i>Landfill Sites</i>				250 126	250 126	308 623	328 073	69 243
Information and Communication Infrastructure	1 731 554	1 562 598	1 666 757	32 225	32 225	51 500	85 545	137 500
<i>Capital Spares</i>	1 731 554	1 562 598	1 666 757	32 225	32 225	51 500	85 545	137 500
Community Assets	209 727	268 610	286 515	220 100	220 100	281 700	324 800	448 400
Community Facilities	209 727	268 610	286 515	220 100	220 100	281 700	324 800	448 400
<i>Capital Spares</i>	209 727	268 610	286 515	220 100	220 100	281 700	324 800	448 400
Heritage assets	26			4 000	4 000			
Other Heritage	26			4 000	4 000			
Investment properties				55 200	55 200		22 500	28 000
Revenue Generating				55 200	55 200		22 500	28 000
<i>Improved Property</i>				55 200	55 200		22 500	28 000
Other assets	718 432	1 212 761	1 293 601	285 859	285 859	895 861	1 093 491	866 298
Operational Buildings	718 432	1 212 761	1 293 601	285 859	285 859	895 861	1 093 491	866 298
<i>Capital Spares</i>	718 432	1 212 761	1 293 601	285 859	285 859	895 861	1 093 491	866 298
Biological or Cultivated Assets	2 012	2 912	3 106			500		
Biological or Cultivated Assets	2 012	2 912	3 106			500		
Intangible Assets	42 395	330 486	352 515	76 000	76 000	59 805	63 000	25 500
Licences and Rights	42 395	330 486	352 515	76 000	76 000	59 805	63 000	25 500
<i>Unspecified</i>	42 395	330 486	352 515	76 000	76 000	59 805	63 000	25 500
Computer Equipment				50 958	50 958	21 800	81 600	112 500
Computer Equipment				50 958	50 958	21 800	81 600	112 500
Furniture and Office Equipment				32 269	32 269	29 900	34 588	48 436
Furniture and Office Equipment				32 269	32 269	29 900	34 588	48 436
Machinery and Equipment				114 783	114 783	119 000	21 000	6 500
Machinery and Equipment				114 783	114 783	119 000	21 000	6 500
Transport Assets				405 600	405 600	678 000	669 494	463 150
Transport Assets				405 600	405 600	678 000	669 494	463 150
Zoo's, Marine and Non-biological Animals				3 500	3 500	2 000	4 000	2 000
Zoo's, Marine and Non-biological Animals				3 500	3 500	2 000	4 000	2 000
Total Capital Expenditure on new assets	4 162 252	6 888 816	7 348 007	3 914 172	3 914 172	4 426 396	5 029 895	5 224 486

Table SA34b: Consolidated capital expenditure on existing assets by asset class

Description R thousand	Current Year 2019/20		2020/21 Medium Term Revenue &		
	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure on renewal of existing asset					
<u>Infrastructure</u>	2 061 651	2 061 651	2 908 655	2 692 717	3 064 633
Roads Infrastructure	853 438	853 438	1 251 626	1 286 718	1 360 276
<i>Roads</i>	853 438	853 438	1 251 626	1 286 718	1 360 276
Storm water Infrastructure	80 000	80 000	225 000	258 000	314 000
<i>Storm water Conveyance</i>	80 000	80 000	225 000	258 000	314 000
Electrical Infrastructure	374 357	374 357	345 300	353 500	585 700
<i>Power Plants</i>	374 357	374 357	345 300	353 500	585 700
Water Supply Infrastructure	474 500	474 500	722 529	495 475	427 350
<i>Water Treatment Works</i>	474 500	474 500	722 529	495 475	427 350
Sanitation Infrastructure	127 356	127 356	175 500	234 775	279 915
<i>Waste Water Treatment Works</i>	127 356	127 356	175 500	234 775	279 915
Solid Waste Infrastructure	55 500	55 500	37 600	61 749	97 392
<i>Landfill Sites</i>	55 500	55 500	37 600	61 749	97 392
Information and Communication Infrastructure	96 500	96 500	151 100	2 500	
<i>Capital Spares</i>	96 500	96 500	151 100	2 500	
<u>Community Assets</u>	200 670	200 670	246 768	143 037	266 083
Community Facilities	200 670	200 670	246 768	143 037	266 083
<i>Capital Spares</i>	200 670	200 670	246 768	143 037	266 083
<u>Heritage assets</u>			3 000	4 000	
Other Heritage			3 000	4 000	
<u>Investment properties</u>	188 743	188 743	77 000	500	10 500
Revenue Generating	188 743	188 743	77 000	500	10 500
<i>Improved Property</i>	188 743	188 743	77 000	500	10 500
<u>Other assets</u>	294 000	294 000	404 381	478 496	287 790
Operational Buildings	294 000	294 000	404 381	478 496	287 790
<i>Capital Spares</i>	294 000	294 000	404 381	478 496	287 790
<u>Intangible Assets</u>	238 800	238 800	243 901	173 955	170 551
Licences and Rights	238 800	238 800	243 901	173 955	170 551
<i>Unspecified</i>	238 800	238 800	243 901	173 955	170 551
<u>Computer Equipment</u>	31 015	31 015	30 115	25 410	42 000
Computer Equipment	31 015	31 015	30 115	25 410	42 000
<u>Furniture and Office Equipment</u>	26 191	26 191	5 680	4 680	
Furniture and Office Equipment	26 191	26 191	5 680	4 680	
<u>Machinery and Equipment</u>	121 088	121 088	21 626	13 932	9 176
Machinery and Equipment	121 088	121 088	21 626	13 932	9 176
<u>Transport Assets</u>	672 100	672 100	46 500	82 700	140 000
Transport Assets	672 100	672 100	46 500	82 700	140 000
<u>Zoo's, Marine and Non-biological Animals</u>	6 000	6 000	5 000	6 000	8 000
Zoo's, Marine and Non-biological Animals	6 000	6 000	5 000	6 000	8 000
Total Capital Expenditure on renewal of existing	3 840 257	3 840 257	3 992 626	3 625 427	3 998 732

Table SA34c: Consolidated repairs and maintenance by asset class

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20		2020/21 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Repairs and maintenance expenditure by Asset Class								
Infrastructure	2 311 972	2 185 553	1 426 241	3 339 197	3 266 145	3 396 137	3 492 230	3 662 000
Roads Infrastructure	693 213	655 308	346 342	910 715	909 115	924 362	903 418	1 078 281
<i>Roads</i>	693 213	655 308	346 342	910 715	909 115	924 362	903 418	1 078 281
Storm water Infrastructure				251 200	251 200	256 700	275 674	295 000
<i>Storm water Conveyance</i>				251 200	251 200	256 700	275 674	295 000
Electrical Infrastructure	708 391	669 657	435 330	643 101	603 101	629 043	632 987	625 068
<i>Power Plants</i>	708 391	669 657	435 330	643 101	603 101	629 043	632 987	625 068
Water Supply Infrastructure	446 070	421 679	386 741	702 338	683 467	743 240	869 331	821 411
<i>Water Treatment Works</i>	446 070	421 679	386 741	702 338	683 467	743 240	869 331	821 411
Sanitation Infrastructure	395 974	374 322	257 828	806 629	794 048	813 655	780 941	818 284
<i>Waste Water Treatment Works</i>	395 974	374 322	257 828	806 629	794 048	813 655	780 941	818 284
Solid Waste Infrastructure				9 128	9 128	13 449	14 114	7 207
<i>Capital Spares</i>				9 128	9 128	13 449	14 114	7 207
Information and Communication Infrastructure	68 324	64 588		16 086	16 086	15 688	15 765	16 749
<i>Capital Spares</i>	68 324	64 588		16 086	16 086	15 688	15 765	16 749
Community Assets	13 890	13 131		328 761	328 761	334 568	308 208	324 053
Community Facilities	13 890	13 131		328 761	328 761	334 568	308 208	324 053
<i>Capital Spares</i>	13 890	13 131		328 761	328 761	334 568	308 208	324 053
Other assets	728 566	688 728	1 992 691	946 418	957 311	958 039	1 110 908	1 197 772
Operational Buildings	728 566	688 728	1 992 691	946 418	957 311	958 039	1 110 908	1 197 772
<i>Capital Spares</i>	728 566	688 728	1 992 691	946 418	957 311	958 039	1 110 908	1 197 772
Total Repairs and Maintenance Expenditure	3 054 428	2 887 412	3 418 932	4 614 376	4 552 217	4 690 902	4 911 346	5 183 825

Table SA34d: Consolidated depreciation by asset class

Description R thousand	Current Year 2019/20		2020/21 Medium Term Revenue &		
	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Depreciation by Asset Class/Sub-class					
Infrastructure	1 108 307	1 094 769	1 073 566	1 130 358	1 203 144
Roads Infrastructure	55 940	56 334	59 268	62 058	65 164
<i>Roads</i>	55 940	56 334	59 268	62 058	65 164
Electrical Infrastructure	598 592	598 592	560 093	580 774	615 198
<i>Power Plants</i>	598 592	598 592	560 093	580 774	615 198
Water Supply Infrastructure	205 429	205 429	209 204	226 222	244 061
<i>Dams and Weirs</i>	205 429	205 429	209 204	226 222	244 061
Sanitation Infrastructure	136 952	136 952	139 470	150 814	162 707
<i>Reticulation</i>	136 952	136 952	139 470	150 814	162 707
Solid Waste Infrastructure	111 394	97 462	105 531	110 490	116 014
<i>Landfill Sites</i>	111 394	97 462	105 531	110 490	116 014
Community Assets	290 586	289 286	295 418	312 923	319 552
Community Facilities	290 586	289 286	295 418	312 923	319 552
<i>Capital Spares</i>	290 586	289 286	295 418	312 923	319 552
Other assets	2 891 042	2 882 768	3 124 266	3 316 482	3 686 657
Operational Buildings	2 891 042	2 882 768	3 124 266	3 316 482	3 686 657
<i>Capital Spares</i>	2 891 042	2 882 768	3 124 266	3 316 482	3 686 657
Total Depreciation	4 289 935	4 266 823	4 493 251	4 759 763	5 209 353

Table SA35: Consolidated future financial implications of the capital budget

Vote Description R thousand	2020/21 Medium Term Revenue &			Forecasts		
	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26
Capital expenditure						
Vote 1 - Economic Development	7 180	7 180				
Vote 2 - Environment, Infrastructure and Services	200 000	200 000	5 000			
Vote 3 - Transport	845 653	811 238	1 080 875			
Vote 4 - Community Development	85 547	143 000	244 636			
Vote 5 - Health	57 700	58 540	144 600			
Vote 6 - Social Development	12 600	82 545	50 000			
Vote 7 - Group Forensic Investigation Services	250	100				
Vote 8 - Office of the Ombudsman	2 000	2 000				
Vote 9 - City Manager						
Vote 10 - Speaker: Legislative Arm of Council	2 000	5 000				
Vote 11 - Group Information and Communication Technology	375 000	195 000	211 500			
Vote 12 - Group Finance	18 000	40 000	35 000			
Vote 13 - Group Corporate and Shared Services	252 800	297 994	351 150			
Vote 14 - Housing	1 271 836	1 334 212	1 207 208			
Vote 15 - Development Planning	224 916	251 468	276 584			
Vote 16 - Public Safety	152 500	71 400	65 500			
Vote 17 - Municipal Entities Accounts						
Vote 18 - City Power	834 811	932 112	1 283 700			
Vote 19 - Johannesburg Water	1 129 567	1 259 750	1 353 850			
Vote 20 - Pikitup	138 623	175 365	136 635			
Vote 21 - Johannesburg Roads Agency	1 476 887	1 583 050	1 678 172			
Vote 22 - Metrobus	126 950	71 100	100 700			
Vote 23 - Johannesburg City Parks and Zoo	59 000	47 600	76 300			
Vote 24 - Johannesburg Development Agency	202 300	271 965	349 188			
Vote 25 - Johannesburg Property Company	145 481	147 500	56 000			
Vote 26 - Metropolitan Trading Company	15 000					
Vote 27 - Joburg Market	192 515	286 510	135 000			
Vote 28 - Johannesburg Social Housing Company	549 058	374 675	375 000			
Vote 29 - Joburg City Theatres	40 848	6 019	6 621			
List entity summary if applicable	8 419 022	8 655 323	9 223 218			

2.11 MEDIUM TERM BUDGET PER CLUSTER, DEPARTMENT AND MUNICIPAL ENTITY**2.11.1 Medium Term Operating Budget****Medium Term Expenditure and Revenue per Cluster**

For purposes of this section the expenditure growth percentage of the various departments within the Core Administration is based on direct expenditure (excluding internal transfers) and for the MEs it is based on total expenditure (including taxation) or subsidies received.

SUSTAINABLE CLUSTER

Sustainable Cluster	Adjusted Budget	Budget	Estimate	Estimate
Revenue	2019/20	2020/21	2021/22	2022/23
	R 000	R 000	R 000	R 000
Environment And Infrastructure	86 450	86 500	88 980	89 980
Housing	371 964	343 909	362 107	380 213
City Power	16 446 684	17 378 613	17 064 713	18 049 413
Johannesburg Water	12 793 786	13 950 030	15 158 378	16 468 384
Pikitup	2 638 615	2 717 218	2 867 127	3 029 350
Johannesburg Social Housing Company	201 637	198 237	209 939	221 798
Total Revenue	32 539 136	34 674 507	35 751 244	38 239 139

The Sustainable Cluster's revenue budget increases by 6.6% from the 2019/20 financial year.

Sustainable Cluster	Adjusted Budget	Budget	Estimate	Estimate
Expenditure	2019/20	2020/21	2021/22	2022/23
	R 000	R 000	R 000	R 000
Environment And Infrastructure	153 782	158 702	165 954	183 574
Housing	1 176 307	1 246 245	1 309 834	1 408 883
City Power	17 356 278	17 588 728	17 316 516	18 177 395
Johannesburg Water	11 512 940	12 379 263	13 208 955	14 097 300
Pikitup	2 638 615	2 717 218	2 867 127	3 029 350
Johannesburg Social Housing Company	201 637	198 237	209 939	221 798
Total Expenditure	33 039 559	34 288 393	35 078 325	37 118 300

The Sustainable Cluster's expenditure budget increases by 3.8% from the 2019/20 financial year. Below follow details of the expenditure budget per department and municipal entity within the sustainable cluster:

Environment and Infrastructure

Environment and Infrastructure's revenue budget increases by 0.1% to R86.5 million as a result of the Energy Efficiency and Demand Side Management grant allocation. The expenditure budget increases by 3.2% to R158.7 million. Below is a highlight of programmes that are within the budget:

- Active and engaged citizenry - Environmental Education and Awareness;
- Sustainability environmental development - Water Resources Management: Healthy Rivers;
- Sustainability environmental development - Water Resources Management: Climate Change Resilience;
- Sustainability environmental development - Open Space Management;
- Sustainability environmental development - Climate Change;
- Sustainability environmental development - Waste Management;
- Environmental sustainability - Environmental Protection;
- Environmental sustainability - Biodiversity Protection;
- Climate change - Air Quality Management; and
- Environmental sustainability - Water and Biodiversity.

Housing

The 2020/21 revenue budget for the Housing department is decreasing by 7.5% to R343.9 million mainly due to the reduction in Housing Top Structure grant funding. The expenditure budget increases by 5.9% to R1.2 billion mainly due to the increase in the provision for depreciation and asset impairment. Below is a highlight of programmes that are within the budget:

- Prioritising the formalisation of informal settlements;
- 1200 serviced sites constructed;
- 17200 Mixed housing opportunities created for households including Housing data base, special cases and military veterans;
- Refurbishment of Hostels; and
- Refurbishment of Senior Homes.

City Power

City Power's expected deficit after taxation (excluding capital grants and contributions) amounts to R210.1 million. Service charges - electricity: The projected electricity revenue of R17.4 billion is a 5.7% increase from the 2019/20 financial year. The increase is based on a proposed average tariff increase for electricity of 8.10% and the strategic drive to reduce total electricity losses to a level of 25.50% in the 2020/21 financial year. The expenditure budget increases by 1.3% to R17.6 billion. The average tariff increase for bulk purchases from City Power's main suppliers (Eskom, Kelvin and Ekurhuleni municipality) is estimated at 7.3%. Below is a highlight of programmes that are within the budget:

- Financial sustainability - Revenue Enhancement, Non-Technical Losses Reduction and Customer Engagement Initiatives;
- Sustainable service delivery - Repairs and Maintenance of the infrastructure, Provision of public lighting, Spot & repair streetlight and Traffic light maintenance programme;
- Sustainable service delivery - Expanded Social Package Programme: Provision of Free Basic Electricity;
- Job opportunity and creation - SMME's Support and Youth Development Programme;
- Safer city - Reducing petty crimes and enforcing by-laws;
- Focused improvement of ICT equipment and software;
- Interventions to mitigate electricity constraints;
- Revenue Management Programme;
- Performance Management Programme; and
- Community based planning and enhanced community engagement, including Izimbizo.

Johannesburg Water

Joburg Water's expected surplus (excluding capital grants and contributions) amounts to R1.9 billion. Service charges - water and sewerage: The projected water and sewerage revenue is estimated at R14 billion, approximately 9% increase from the 2019/20 financial year. The increase is based on an average tariff increase of 8.6%, based on a proposed Rand Water tariff increase of 6.6% plus a retail margin of 2% and an estimated population growth increase of 1.2%. Furthermore, business customers are to pay a 2% surcharge on water, sewerage and sanitary services. The City is also reintroducing the first 6kl water free to all customers as from 1 July 2020. The expenditure budget increases by 7.5% to R12.4 billion mainly to cater for an increase of 6.6% on bulk purchases and an assumed consumption increase of 2.12% in line with population growth. Below is a highlight of programmes that are within the budget:

- Sustainable service delivery - Inner City Upgrade & Renewal Programme;
- Sustainable service delivery - Infrastructure Upgrade & Renewal Programme;
- Integrated human settlements - Provision of Basic Services; and
- Sustainable service delivery - Water Conservation and Water Demand Management.

Pikitup

Pikitup's revenue budget increases by 3% to R2.7 billion. Service charges - refuse: The projected refuse revenue of R1.9 billion is a 4.1% increase from the 2019/20 financial year; the increase is based on a proposed average tariff increase of 5.2% and a proposed stepped tariff to ensure affordability for lower priced properties. The expenditure budget increases by 3% to R2.7 billion mainly due to critical vacancies to be filled, to cater for depreciation and asset impairment costs as well as staff leave provision. The subsidy allocation to Pikitup decreases by 1.3% to R579.3 million. Below is a highlight of programmes that are within the budget:

- Sustainable service delivery - Cleaning of proclaimed informal settlements;
- Sustainable service delivery - Street sweeping (including Kleena Joburg campaign, inner city and regional CBDs);

- Financial sustainability - Commercial services; and
- Sustainable service delivery - Waste minimization.

Johannesburg Social Housing Company (JOSHCO)

JOSHCO's total revenue budget decreases by 1.7% to R198 million due to the reduction in operating grants and subsidies from City. Expenditure decreases by 1.7% to R198 million mainly as a result of the reduction in debt impairment. Below is a highlight of programmes that are within the budget:

- Social housing in the Inner City including student accommodation;
- Social housing in economic hubs in the Southern and Northern suburbs;
- Developing pro-active maintenance and service teams to preserve the City's buildings;
- Inner city regeneration, including key economic nodes - allocation of affordable housing units to low-income earning households;
- Fast-tracking service delivery, especially to poorer communities - Provide essential services to tenants (electricity, gas, refuse and water);
- Instilling best service standards - Online Leasing Application System;
- Project Security Upgrades (CCTV and Biometrics);
- Smart buildings (Energy efficient, Eco-Friendly); and
- Improvement of Revenue Collection.

HUMAN AND SOCIAL DEVELOPMENT CLUSTER

Human and Social Development Cluster Revenue	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Community Development	53 719	54 717	57 652	60 534
Health	162 459	171 925	181 490	190 566
Social Development	655	689	721	757
Public Safety	1 527 787	1 531 375	1 606 129	1 686 436
Johannesburg City Parks And Zoo	1 098 828	1 143 320	1 207 291	1 276 338
Joburg City Theatres	202 999	210 487	222 223	234 750
Total Revenue	3 046 447	3 112 513	3 275 506	3 449 381

The revenue budget of the Human and Social Development Cluster increases by 2.2% from the 2019/20 financial year.

Human and Social Development Cluster Expenditure	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Community Development	1 261 229	1 321 004	1 395 067	1 463 505
Health	1 141 483	1 339 900	1 343 564	1 354 529
Social Development	254 597	266 376	281 956	298 447
Public Safety	5 548 378	5 808 875	6 155 567	6 523 872
Johannesburg City Parks And Zoo	1 098 828	1 143 320	1 207 291	1 276 338
Joburg City Theatres	202 999	210 487	222 223	234 750
Total Expenditure	9 507 514	10 089 962	10 605 668	11 151 441

The expenditure budget of the Human and Social Development Cluster increase by 6.1% from the 2019/20 financial year. Below follows the budget per department and municipal entity within the human and social development cluster.

Community Development

Community Development's revenue budget increases by 1.9% to R54.7 million. The expenditure budget increases by 4.7% to R1.3 billion as a result of funding required for the operationalizing of new facilities. Below is a highlight of programmes that are within the budget:

- Financial Sustainability - A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region;
- Active and Engaged citizenry - Extended library hours on Fridays/Saturdays;
- Safer City - Selected libraries to deliver regular educational workshops and special holiday programmes on substance abuse;
- Smart city - Enhanced access to ICT infrastructure, including free Wi-Fi;
- Good Governance and Active and engaged citizenry - Stakeholder engagement; and
- Job opportunity and creation - EPWP programme and SMME Support.

Health

Health Department's revenue budget increases by 5.8% to R171.9 million. The expenditure budget increases by 17.4% to R1.3 billion due to an increase in employee related costs as a result of extended service hours to 14 additional clinics as well as to cater for staffing requirements for 6 additional Substance Abuse Centres, 10 mobile clinics and 3 new additional clinics (Florida, Bophelong and Claremont clinics). Furthermore, a provision of R140 million has been allocated in response to the Covid-19 Pandemic. Below is a highlight of programmes that are within the budget:

- Sustainable service delivery - Primary Health Care;
- Safer city - Substance Abuse; and
- Sustainable service delivery - Environmental Health.

Social Development

Social Development's revenue budget increases by 5.2% to R689 thousand. The expenditure budget increases by 4.6% to R266.4 million due to an increase on employee related costs to cater for critical vacancies to be filled. Below is a highlight of programmes that are within the budget:

- Job opportunity and creation - EPWP Programme and SMME's Support Programme;
- Economic development - Co-operatives Development, Urban Farming & Agro-processing Programme, Skills Development Programme and Strategic Youth Development Agenda;
- Smart city - Digital Computerized Clubhouses and Hydroponic Farming;
- Active and engaged citizenry - Mayoral Izimbizo and Local Drug Action Committees;
- Sustainable service delivery - Johannesburg Migration Advisory Committee and Johannesburg Migration Advisory Plan (JMAP);
- Safer city - Combat Gender Based Violence, Substance Abuse Programme and Initiatives for displaced persons;
- Sustainable service delivery - Food Bank Resilience Programme;
- Sustainable environmental development - Food Gardens Resilience Programme and Sustainable Organic and Mushroom Farming;
- Integrated human settlements - Initiatives & Programmes targeting Migrants;
- People With Disability Programme;
- Policy Development and Research;
- Monitoring and evaluation of the Expanded Service Package Programme; and
- Early Childhood Development Programme.

Public Safety

The revenue budget of Public Safety increases by 0.2% to R1.5 billion due to anticipated revenue from poundage and storage fees. The expenditure budget increases by 4.7% to R5.8 billion mainly due to the increases in employee related costs, depreciation and assets impairment and internal charges ME's. The programmes within the budget are highlighted below:

Public Safety Head Office

- Improvement in Intelligent Policing through Integrated Operations Centre (IOC) link-up to CCTV Camera Network and Software Applications;
- Modernisation of Licensing Centres; and
- Disaster preparedness.

Emergency Management Services (EMS)

- Increasing the levels of public safety and sense of security experienced by residents of our City;
- Improve emergency response times;
- Emergency Management Services by-law enforcement; and
- Emergency Prevention – Community training.

Johannesburg Metropolitan Police Department (JMPD)

- Joburg 10+ programme - Ward based deployment;
- Visible policing and by-law enforcement activities in the Inner-City; and
- Traffic and By-Law Enforcement.

Johannesburg City Parks and Zoo

City Parks and Zoo revenue budget increases by 4% to R1.1 billion. The expenditure budget increases by 4% to R1.1 billion in line with revenue. The subsidy allocation to City Parks and Zoo increases by 6.8% to R935.1 million to cater for the implementation of horticultural programme (including grass cutting). Below is a highlight of programmes that are within the budget:

- Sustainable environmental development - Tree Planting, Biodiversity and Ecosystem Programmes;
- Sustainable service delivery - Horticultural Programme;
- Active and engaged citizenry - Research & Development, Environmental Education and Stakeholder Engagement Programme;
- Smart city - Wi-Fi enabled open space facilities and Cemetery Records Automation;
- Safer city - Park Ranger Patrols Programme; and
- Economic development - Co-operatives Support Programme; and
- Infrastructure Maintenance Plan Programme

Joburg City Theatres

The revenue of Joburg City Theatres increases by 3.7% to R210.5 million. The expenditure budget increases by 3.7% to R215.5 million in line with revenue. The Joburg City Theatre's subsidy increases by 13.2% to R136.5 million. Below is a highlight of programmes that are within the budget:

- Financial Sustainability - Insourcing of catering services to the City;
- Active and engaged citizenry – Theatre Productions; and
- Job Opportunity and creation - Insourcing of cleaning and security services to the City.

ECONOMIC GROWTH CLUSTER

Economic Growth Cluster Revenue	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Economic Development	23 955	19 819		
Transport	690 754	1 230 778	1 375 840	961 708
Development Planning	90 617	101 382	102 141	107 250
Joburg Market	520 289	536 264	556 228	569 235
Johannesburg Property Company	846 216	879 085	926 226	979 105
Johannesburg Development Agency	116 473	121 058	128 155	135 720
Johannesburg Roads Agency	1 416 217	1 473 220	1 555 341	1 643 988
Metrobus	773 794	812 598	860 030	908 089
Total Revenue	4 478 315	5 174 204	5 503 961	5 305 095

The revenue budget of the Economic Growth Cluster increases by 15.5%.

Economic Growth Cluster Expenditure	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Economic Development	162 193	178 642	188 607	198 882
Transport	1 868 838	2 268 794	2 396 025	2 052 493
Development Planning	400 256	420 347	464 936	502 988
Joburg Market	395 837	413 605	433 163	453 220
Johannesburg Property Company	846 216	879 085	926 226	979 105
Johannesburg Development Agency	116 473	121 058	128 155	135 721
Johannesburg Roads Agency	1 416 217	1 473 220	1 555 341	1 643 988
Metrobus	773 794	812 598	860 030	908 089
Total Expenditure	5 979 824	6 567 348	6 952 483	6 874 486

The expenditure budget of the Economic Growth Cluster increases by 9.8% from the 2019/20 financial year. Below follows the budget per department and municipal entity within the economic development cluster.

Economic Development

The revenue decreased by 17.3% to R19.8 million due to the reduction of the Expanded Public Works Program (EPWP) incentive grant. The expenditure budget increases by 10.1% to R178.6 million mainly due to an allocation of R11.5 million for the transfers and subsidies paid. Below is a highlight of programmes that are within the budget:

- Expanding the reach and rollout of the basket of services offered to SMMEs via the City's Opportunity Centres;
- The rollout of a Youth Skills Programmes, Learnership and Artisan;
- The rollout of the City's Work seekers' Database;
- Implementation of investment facilitation programme;
- Tourism Development and Marketing; and

- Integrated Regional Economic Development.

Transport Department

The department's revenue budget increases by 78.2% to R1.2 billion in the 2020/21 financial year mainly due to the Public Transport Network Operating Grant (PTNOG) allocation from the National Treasury, the revenue from the Johannesburg International Transport Interchange (JITI) and the Rea Vaya Phase 1C operationalization. The expenditure budget increases by 21.4% to R2.3 billion mainly due to the increase in transfers and subsidies paid for taxi compensation. Below is a highlight of the programs that are within the budget:

- Quality Rea Vaya Services through Phase 1A and 1B;
- Rea Vaya Phase 1C infrastructure rollout (stations, depots and interchanges) including Intelligent Transport Systems (ITS);
- Operationalisation of the Johannesburg International Transport Interchange;
- SMME Development: Phase 1C(a) Bus Operating Company (BOC) Formation; and
- Redevelopment of Inner-City taxi ranks.

Development Planning

Development Planning's revenue budget increases by 11.9% to R101.4 million. The expenditure budget increases by 5% to R420.3 million.

Below is a highlight of programmes that are within the budget:

- Jobs and growth – the achievement of inclusive economic growth that drives job creation;
- Financial sustainability – maintenance of the corporate geo – informatics spatial information system; and
- Preservation of resources for future generations through integrated planning, policy development and standard setting.

Joburg Market

The total revenue for the Joburg Market increases by 3.1% to R536.3 million due to the increases in agency services fees. The expenditure budget increases by 4.5% to R413.6 million mainly due to the increase 5.4% in salaries and a 7% increase in depreciation and asset impairment. Below is a highlight of the programmes that are within the budget:

- Increase of black commercial farmers' produce sold at the market;
- Launch of Wi-Fi facility – for commercial purposes and SMME development;
- Maximize revenue to R9 billion turnover by 2022/23;
- Unemployed Youth Mainstreaming (EPWP's): and

- Trading that encourages cashless facilities.

Johannesburg Property Company (JPC)

The JPC's total revenue increases by 3.9% to R879.1 million due to the increase in internal charges for the insourcing of the cleaning service, and an increase in the CoJ subsidy. The expenditure budget increases by 3.9% to R879.1 million in line with the increase in revenue. Below is a highlight of the programmes that are within the budget:

- Jobs and Growth - Improved support to SMMEs in the City to empower more entrepreneurs;
- Increased infrastructure investment from both the public and private sectors and Inner-city regeneration, including key economic nodes;
- towards achieving 5% economic growth that reduces unemployment by 2021;
- Stimulate developments in the South through mega projects and Township Economies through property transactions and developments;
- Regeneration of the inner-cities of Joburg, Randburg and Roodepoort through the release of derelict buildings to the private sector; and
- Financial Sustainability - Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents.

Johannesburg Development Agency

The revenue of Johannesburg Development Agency increases by 3.9% to R121 million. Expenditure increases in line with revenue by 3.9% to R121 million. The subsidy increases by 1.8% to R37.8 million.

Below is a highlight of programmes that are within the budget:

- Integrated human settlements – meaningful progress towards addressing the infrastructure and social backlogs;
- Job opportunity and creation – improved support to SMME's in the City; and
- Good governance – create a responsive administration focussed on service delivery.

Johannesburg Roads Agency

The total revenue for the Johannesburg Roads Agency increased by 4% to R1.5 billion in the 2020/21 financial year due to the increase in the CoJ subsidy. The expenditure budget increases by 4% to R1.5 billion mainly due to the increase mainly on employee related costs and internal charges ME's. Below is a highlight of the programs that are within the budget:

- Road Rehabilitation and Resurfacing;
- Tarring of Gravel Roads;
- Bridge Rehabilitation;

- Traffic Signals Upgrade – Mobility; and
- Stormwater Management.

Metrobus

The total revenue for Metrobus increases by 5% to R812.6 million in 2020/21 mainly due to the increase in the CoJ subsidy. The expenditure budget increases by 5% to R812.6 million mainly as a result of the increase in employee related costs and the interest on mirror conduit loans. Below is a highlight of programmes that are within the budget:

- Re-fleeting: procurement, refurbishment and/or leasing of buses;
- Financial viability – move out of technical insolvency: and
- Day-to-Day transportation of passengers.

GOOD GOVERNANCE CLUSTER

Good Governance Cluster Revenue	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Group Forensic Investigation Services				
Office Of The Ombudsman	2 073	166	174	183
City Manager				
Group Information And Communication Technology				
Group Finance	21 098 271	23 111 989	24 804 651	26 440 975
Group Corporate And Shared Services	6 200	13 000	13 782	7 500
Metropolitan Trading Company	466 936	507 074	539 059	566 011
Speaker: Legislative Arm Of Council				
Municipal Entities Accounts	283 772	303 643	361 089	379 143
Total Revenue	21 857 252	23 935 872	25 718 755	27 393 812

The revenue budget of the Good Governance Cluster increases by 9.5%.

Good Governance Cluster Expenditure	Adjusted Budget 2019/20 R 000	Budget 2020/21 R 000	Estimate 2021/22 R 000	Estimate 2022/23 R 000
Group Forensic Investigation Services	103 045	107 337	113 114	119 663
Office Of The Ombudsman	34 773	36 175	38 217	40 474
City Manager	1 291 595	1 492 681	1 572 143	1 661 965
Group Information And Communication Technology	706 715	752 514	789 389	822 916
Group Finance	5 319 698	5 583 014	5 805 335	6 102 371
Group Corporate And Shared Services	466 133	492 585	520 733	605 608
Metropolitan Trading Company	466 936	507 074	539 059	566 011
Speaker: Legislative Arm Of Council	443 015	465 000	494 474	523 259
Municipal Entities Accounts	1 593 957	1 670 188	1 883 317	2 059 235
Total Expenditure	10 425 867	11 106 568	11 755 781	12 501 502

The expenditure budget of the Good Governance Cluster increases by 6.5%. Below follow the key focus areas for the budget per department within the good governance cluster.

Group Forensic Investigation Services

Group Forensic and Investigation Service's expenditure budget increases by 4.2% to R 107.3 million. Below is a highlight of programmes that are within the budget:

- Prevent, combat and investigate all forms of crime committed against the City including fraud, corruption, theft and maladministration;
- Communicating and sensitising all relevant stakeholders regarding the City's stance on Fraud, corruption, theft, hijacked properties and maladministration;
- Investigate hijacked buildings and facilitate the arrest and prosecution of offenders;
- Complete investigations in relation to an investigation methodology. Issuing of a final report for disciplinary action, recoveries and /or reporting the case to SAPS and NPA for investigation;
- Improved turnaround times for the completion of investigations and;
- Follow up and monitoring cases referred to Group Legal for recovery of losses and civil claims.

Ombudsman

Ombudsman's expenditure budget increases by 4% to R36.2 million. Below is a highlight of programmes that are within the budget:

- Resolving grievances and disputes for the citizens of Johannesburg in an amicable manner;
- Improved accessibility, transparency and accountability in relation to service delivery by having footprint in all City regions
- Improved system of governance and customer service delivery; and
- Instilling best service standards by City employees.

City Manager

The City Manager's revenue budget decreases by 92% to R166 thousand. The expenditure budget increases by 15.6% to R1.5 billion. Below is a highlight of programmes that are addressed within the budget:

Group Audit, Risk and Compliance

- Improvement in Enterprise Risk Management for the City;
- Safeguarding and securing City's assets and liabilities; and
- Improved assurance for the City by complying with IIA Standard 1300.

Office of the City Manager

- Focussing on driving up capital expenditure investment in infrastructure;
- Cutting wasteful expenditure on non-core functions by monitoring resolution of audit queries raised in the AGSA management letter;
- Driving the "service with pride" campaign; and
- Improve and strengthen the financial position by attaining 95% of revenue.

Citizen Relations and Urban Settlement

- Monthly citizen engagement activities aimed at creating awareness and public participation.
- Quarterly monitoring of service delivery in the CoJ regions - Stakeholder engagement, Regional Walkabouts, Awareness Campaigns, Public meetings, CBP Community Engagements; and
- 135 ward profiles reviews.

Group Strategy and Monitoring

- Improved well-being of residents, increased global competitiveness, exemplary African City of Innovation; and
- Driving the "service with pride" campaign through enhanced public participation, Community Ownership of planning and development.

Group Legal and Contracts

- Ensure successful prosecutions on by-law related infringements;
- Ensure legally sound contracts that protect the interests of the CoJ and promote service delivery;
- Speedy resolution of disciplinary cases to avoid long and costly suspensions; and
- Reducing petty crimes and enforcing by-laws through the Municipal Court.

Group Marketing and Communications

- Implementation of integrated advertising and marketing initiatives that respond to the needs of citizens, customers, stakeholders and businesses on all communication platforms.

Office of the Executive Mayor

- A responsive City, that is capable of reacting to the needs of its resident efficiently, effectively and in a manner which shows that it cares.
- Community based planning and enhanced community engagement.

ME Governance MC Support

- Outline and strengthen the accountability of the Board of Directors of the ME to the City with respect to the service delivery mandate of the ME; and
- Promote transparency and good governance.

Group Information and Communication Technology:

Group Information and Communication Technology's expenditure budget increases by 6.5% to R752.5 million due to an allocation for IT related services.

Below is a highlight of programmes that are within the budget:

- Smart City - Wi-Fi roll out and smart City enablement; and
- Financial sustainability - Modernizing Legacy Applications, SAP Business Transformation, and Upgrade of Security Hardware Equipment and Licenses.

Group Finance

Group Finance's revenue budget increases by 9.5% to R23.1 billion. The expenditure increases by 4.9% to R5.6 billion. Below is a highlight of programmes that are within the budget:

- Meaningful progress towards addressing the R170 billion infrastructure backlog resulting in better quality, reliable services for the City's residents;
- Increasing revenue collection;
- Increasing capital budget capacity in the city;
- Payment of invoices within 30 days of receiving invoices;
- Establishing controls to reduce irregular expenditure;
- Implementation of Valuations system;
- Supply Chain Management turnaround strategy and deployment of Procurement Policy to support SME's and Economic Growth;

- mSCOA and SAP enhancement implementation;
- Implementation of Revenue Strategy;
- Focussing on driving up capital expenditure investment in infrastructure;
- Increasing responsiveness to billing problems;
- Cutting wasteful expenditure on non-core functions; and
- Improve governance and attainment of clean audit.

Group Corporate and Shared Services

Group Corporate Shared Service's revenue budget increases by 109.7% to R13 million due to LG SETA rebate for training. The expenditure budget increases by 5.7% to R492.6 million.

Below is a highlight of programmes that are within the budget:

- Jobs and growth – skills audit programme leading to the significant improvement in the ease and experience of doing business in the City.

Metropolitan Trading Company

Revenue of the entity increases by 8.6% to R507.1 million. The expenditure budget increases by 8.6% to R507.1 million in line with revenue. Below is a highlight of programmes that are within the budget:

- Improve access throughout the City to enable economic growth by rolling out free Wi-Fi services to the City's residents.
- Enhanced, quality services and sustainable environmental practices by ensuring 99% of the network, Wi-Fi and CCTVs are consistently available and running for end users.

Speaker: Legislative Arm of Council

Speaker's expenditure budget increases by 5% to R 465 million. Below is a highlight of programmes that are within the budget:

- Provide support to strengthen Sec 79 Committees and Chairpersons in order to enhance oversight and scrutiny over the executive;
- Ensure efficient By-Law making review process in consultation with communities to enable development and revision of City Policies;
- Public participation through timely publication of the IDP and Budget Review Process;
- Meaningful public participation through civic education for the publicity;
- Creating a platform for communities to raise issues for redress by the City.

Municipal Entities Accounts

The revenue for the municipal entities accounts increases by 7% to R303.6 million. The increase mainly relates to the revenue generated from outdoor advertising and servitude rights. The expenditure for the municipal entities accounts increases by 4.8% to R1.7 billion. The increase in expenditure relates to the increased provision for depreciation and asset impairment, other general expenditure (utility charges), and internal charges.

2.11.2 Medium Term Capital Budget per Cluster

The level of capital expenditure and borrowing are based on the principles of affordability, prudential indicators and sustainability (debt ratio, current ratio, operating surplus and the impact or return of the capital investment on the operating account).

The proposed capital budget projects a spending plan of approximately R26 billion over the next three-year period. Below follows a high-level summary of the Capital Budget per Cluster.

SUSTAINABLE CLUSTER

Sustainable Cluster Capital	Original Budget 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Environment And Infrastructure	39 970	200 000	200 000	5 000
Housing	1 182 701	1 271 836	1 334 212	1 207 208
City Power	901 231	834 811	932 112	1 283 700
Johannesburg Water	1 050 681	1 129 567	1 259 750	1 353 850
Pikitup	102 250	138 623	175 365	136 635
Johannesburg Social Housing Company	405 700	549 058	374 675	375 000
Total Capital	3 682 533	4 123 895	4 276 113	4 361 393

The three-year medium-term capital budget of the Sustainable Cluster amounts to approximately R12.8 billion. Detailed capital projects are reflected at the end of this document section 2.11 - Annual budget per department and municipal entity.

HUMAN AND SOCIAL DEVELOPMENT CLUSTER

Human and Social Development Cluster Capital	Original Budget 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Community Development	131 683	85 547	143 000	244 636
Health	92 685	57 700	58 540	144 600
Social Development	5 000	12 600	82 545	50 000
Public Safety	111 800	152 500	71 400	65 500
Johannesburg City Parks And Zoo	66 700	59 000	47 600	76 300
Joburg City Theatres	34 751	40 848	6 019	6 621
Total Capital	442 619	408 195	409 104	587 657

The three-year medium-term capital budget of the Human and Social Development Cluster amounts to approximately R1.4 billion. Detailed capital projects are reflected at the end of this document section 2.11 - Annual budget per department and municipal entity.

ECONOMIC GROWTH CLUSTER

Economic Growth Cluster Capital	Original Budget 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Economic Development	13 170	7 180	7 180	
Transport	1 118 100	845 653	811 238	1 080 875
Development Planning	248 700	224 916	251 468	276 584
Joburg Market	70 015	192 515	286 510	135 000
Johannesburg Property Company	110 080	145 481	147 500	56 000
Johannesburg Development Agency	165 288	202 300	271 965	349 188
Johannesburg Roads Agency	1 140 860	1 476 887	1 583 050	1 678 172
Metrobus	93 490	126 950	71 100	100 700
Total Capital	2 959 703	3 221 882	3 430 011	3 676 518

The three-year medium-term capital budget of the Economic Growth Cluster amounts to approximately R10.3 billion. Detailed capital projects are reflected at the end of this document section 2.11 - Annual budget per department and municipal entity.

GOOD GOVERNANCE CLUSTER

Good Governance Cluster Capital	Original Budget 2019/20 R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Group Forensic Investigation Services		250	100	
Office Of The Ombudsman	2 000	2 000	2 000	
City Manager	9 351			
Group Information And Communication Technology	406 629	375 000	195 000	211 500
Group Finance	5 525	18 000	40 000	35 000
Group Corporate And Shared Services	236 600	252 800	297 994	351 150
Metropolitan Trading Company		15 000		
Speaker: Legislative Arm Of Council	9 500	2 000	5 000	
Total Capital	669 605	665 050	540 094	597 650

The three-year medium-term capital budget of the Good Governance Cluster amounts to approximately R1.8 billion. Detailed capital projects are reflected at the end of this document section 2.11 - Annual budget per department and municipal entity.

The tables that follow present detailed operating and capital budgets of departments and MEs.

Operating Core Administration

CORE ADMINISTRATION
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates	7 914 688	9 087 994	12 371 980	12 292 550	12 292 550	13 358 276	14 050 897	14 726 182
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse	(2 306)	(38)	52					
Service charges - other	336 156	348 614	354 974	388 525	388 525	461 885	481 285	505 276
Rental of facilities and equipment	122 850	123 502	135 158	157 817	157 817	166 024	173 830	182 522
Interest earned - external investments	628 806	504 019	758 180	300 000	300 000	315 600	330 433	346 955
Interest earned - outstanding debtors	95 553	139 668	205 751	160 095	160 095	166 714	174 714	181 750
Fines, penalties and forfeits	239 806	211 547	560 309	1 004 523	1 004 523	1 058 764	1 113 813	1 169 503
Licences and permits	3 649	8 202	8 196	7 503	8 282	8 391	8 246	8 310
Agency services	14		265 108	280 924	280 924	295 532	309 422	324 894
Transfers and subsidies received	6 697 971	7 169 628	7 863 459	9 037 510	9 144 305	10 176 125	11 187 114	11 686 973
Other revenue	435 957	638 085	696 871	655 398	605 440	929 580	1 090 286	1 136 428
Gains on disposal of PPE				56 215	56 215	33 000	34 716	36 452
Revenue	16 473 144	18 231 221	23 220 037	24 341 060	24 398 676	26 969 892	28 954 756	30 305 245
Interest Income (Sweeping Account)				87 813	304 046	293 754	361 922	351 733
Interest on Loans (Core)	1 022 831	1 076 699	1 133 270	988 208	1 095 242	943 025	972 980	1 030 940
Internal recoveries (ME's)	456 472	403 874	515 370	929 791	728 420	768 914	808 896	849 340
Internal Recoveries (Core)	167 651	141 359	432 058	783 710	786 049	827 502	870 503	914 029
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	1 646 955	1 621 932	2 080 698	2 789 522	2 913 757	2 833 195	3 014 301	3 146 042
Total Revenue	18 120 099	19 853 152	25 300 735	27 130 582	27 312 433	29 803 087	31 969 057	33 451 287
Expenditure By Type								
Employee related costs	5 364 473	5 900 179	7 652 502	9 126 019	8 924 057	9 407 719	10 000 390	10 630 400
Remuneration of Councillors	139 594	156 206	162 088	181 408	181 408	193 019	205 179	218 105
Debt impairment	788 672	881 807	1 616 568	1 228 750	1 243 865	1 323 005	1 329 279	1 388 461
Depreciation and asset impairment	2 012 070	2 070 521	2 053 486	2 878 706	2 872 926	3 107 070	3 289 605	3 649 404
Finance charges	2 337 713	2 519 899	2 390 475	2 782 275	2 782 502	2 881 841	3 017 287	3 168 151
Bulk purchases								
Repairs and maintenance	441 843	233 653	220 860	621 469	622 553	634 385	664 200	697 411
Other materials				27 343				
Contracted services	1 670 219	1 424 447	1 301 028	1 933 380	1 845 357	1 944 878	2 041 823	1 660 990
Transfers and subsidies paid	495 729	269 998	159 802	426 903	356 584	604 285	635 428	667 200
Other expenditure	2 517 438	2 686 350	2 525 979	3 036 188	3 219 873	3 606 735	3 834 001	3 945 575
Contributions to/(from) provisions	(126 968)	(232 081)	(142 726)	(123 132)	(123 132)	(94 559)	(98 960)	(103 033)
Loss on disposal of PPE	41 268	292 848	24 913					
Expenditure	15 682 051	16 203 825	17 964 976	22 119 310	21 925 994	23 608 378	24 918 232	25 922 664
Interest (Sweeping Account)				74 389	176 333	108 913	115 696	122 880
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	258 746	619 368	727 658	282 401	499 918	505 832	542 643	569 850
Internal Charges (Core)	165 427	145 789	437 879	783 710	786 049	827 502	870 503	914 029
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's	3 378 690	3 414 593	3 934 836	4 075 061	4 208 019	4 410 799	4 653 958	4 939 618
Total Internal Transfers	3 802 863	4 179 751	5 100 373	5 215 561	5 670 319	5 853 046	6 182 800	6 546 377
Total Expenditure	19 484 914	20 383 576	23 065 349	27 334 871	27 596 313	29 461 424	31 101 032	32 469 041
Surplus/(Deficit) before capital grants	(1 364 815)	(530 424)	2 235 386	(204 289)	(283 880)	341 663	868 025	982 246
Transfers recognised								
Capital Grants	2 278 954	1 962 330	2 300 830	2 215 073	2 191 563	1 788 115	1 851 739	2 341 436
Capital Contributions	97 491	77 767	139 001	30 000	31 000	40 000	30 000	30 000
Surplus/(Deficit)	1 011 630	1 509 673	4 675 217	2 040 784	1 938 683	2 169 778	2 749 764	3 353 682
Taxation								
Surplus/(Deficit) for the year	1 011 630	1 509 673	4 675 217	2 040 784	1 938 683	2 169 778	2 749 764	3 353 682

ECONOMIC DEVELOPMENT
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	111	1 492	1 722	23 955	23 955	19 819		
Other revenue	38							
Gains on disposal of PPE								
Revenue	149	1 492	1 722	23 955	23 955	19 819		
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	149	1 492	1 722	23 955	23 955	19 819		
Expenditure By Type								
Employee related costs	68 111	73 002	70 873	92 337	89 747	94 593	100 552	106 887
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	1 934	1 740	2 240	15 233	15 233	16 132	16 890	17 271
Finance charges								
Bulk purchases								
Repairs and maintenance	7 770	(2 795)	2 592	5 511	11 011	11 220	11 747	12 334
Other materials								
Contracted services	6 844	1 963	5 009	6 304	2 804	2 857	2 991	3 141
Transfers and subsidies paid	44 782	1 184	5 297	10 961	1 900	11 553	12 154	12 762
Other expenditure	50 151	42 828	25 092	38 384	41 498	42 286	44 273	46 487
Contributions to/(from) provisions		(162)						
Loss on disposal of PPE	3							
Expenditure	179 596	117 761	111 104	168 730	162 193	178 642	188 607	198 882
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	55	3 890	(48)	21 530	25 477	1 943	2 058	2 161
Internal Charges (Core)	4 400	1 232	790	4 849	4 849	5 115	5 380	5 649
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	4 456	5 122	742	26 379	30 326	7 058	7 438	7 810
Total Expenditure	184 052	122 882	111 846	195 109	192 519	185 700	196 045	206 692
Surplus/(Deficit) before capital grants	(183 902)	(121 390)	(110 124)	(171 154)	(168 564)	(165 881)	(196 045)	(206 692)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(183 902)	(121 390)	(110 124)	(171 154)	(168 564)	(165 881)	(196 045)	(206 692)
Taxation								
Surplus/(Deficit) for the year	(183 902)	(121 390)	(110 124)	(171 154)	(168 564)	(165 881)	(196 045)	(206 692)

ENVIRONMENT AND INFRASTRUCTURE
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome R 000	Audited Outcome R 000	Audited Outcome R 000	Original Budget R 000	Adjusted Budget R 000	Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments	31 082	30 788	30 300					
Interest earned - outstanding debtors				32 300	32 300	32 300	33 980	33 980
Fines, penalties and forfeits								
Licences and permits	2 306	7 051	7 100	6 050	7 150	7 200	7 000	7 000
Agency services								
Transfers and subsidies received	16 387	231			10 000	10 000	11 000	12 000
Other revenue	36 946	37 096	37 022	37 000	37 000	37 000	37 000	37 000
Gains on disposal of PPE								
Revenue	86 721	75 166	74 422	75 350	86 450	86 500	88 980	89 980
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	86 721	75 166	74 422	75 350	86 450	86 500	88 980	89 980
Expenditure By Type								
Employee related costs	62 633	65 017	68 185	73 837	72 229	76 129	80 925	86 023
Remuneration of Councillors								
Debt impairment	31 044	31 192	45 300	32 300	32 300	32 300	32 300	32 300
Depreciation and asset impairment	3 912	9 147	12 929	9 719	13 237	13 572	14 304	24 904
Finance charges								
Bulk purchases								
Repairs and maintenance	2 513	1 245	839	2 274	1 774	1 808	1 893	1 988
Other materials								
Contracted services	76 650	18 875	19 581	40 928	31 286	31 880	33 378	35 047
Transfers and subsidies paid								
Other expenditure	5 849	3 203	3 309	3 003	2 956	3 013	3 154	3 312
Contributions to/(from) provisions								
Loss on disposal of PPE	3 046	58	1					
Expenditure	185 647	128 738	150 145	162 061	153 782	158 702	165 954	183 574
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	11	(2 429)			10 000	10 000	11 000	12 000
Internal Charges (Core)	822	1 038	717	3 716	3 716	3 931	4 135	4 342
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	833	(1 391)	717	3 716	13 716	13 931	15 135	16 342
Total Expenditure	186 480	127 346	150 862	165 777	167 498	172 633	181 089	199 916
Surplus/(Deficit) before capital grants	(99 759)	(52 180)	(76 440)	(90 427)	(81 048)	(86 133)	(92 109)	(109 936)
Transfers recognised								
Capital Grants								
Capital Contributions	504							
Surplus/(Deficit)	(99 255)	(52 180)	(76 440)	(90 427)	(81 048)	(86 133)	(92 109)	(109 936)
Taxation								
Surplus/(Deficit) for the year	(99 255)	(52 180)	(76 440)	(90 427)	(81 048)	(86 133)	(92 109)	(109 936)

TRANSPORT
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	206 165	211 990	252 465	550 818	534 732	807 365	857 023	416 950
Other revenue	132 121	124 501	158 698	206 760	156 022	423 413	518 817	544 758
Gains on disposal of PPE								
Revenue	338 285	336 491	411 163	757 578	690 754	1 230 778	1 375 840	961 708
Interest Income (Sweeping Account)								
Interest on Loans (Core)	13 018	1 594	3 703					
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	13 018	1 594	3 703					
Total Revenue	351 303	338 085	414 866	757 578	690 754	1 230 778	1 375 840	961 708
Expenditure By Type								
Employee related costs	165 843	184 408	182 722	211 045	203 277	214 254	227 752	242 100
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	443 161	475 178	493 945	669 232	669 232	705 371	749 635	803 748
Finance charges	19 486	16 805	14 543	7	7	7	7	7
Bulk purchases								
Repairs and maintenance	155 485	20 787	56 782	126 255	117 880	120 120	125 766	132 054
Other materials				12 550				
Contracted services	505 392	467 833	515 255	667 677	685 491	762 973	804 368	361 662
Transfers and subsidies paid	2 000	499	14 047	146 264	42 945	313 213	328 457	344 880
Other expenditure	71 580	94 597	31 000	110 400	150 006	152 856	160 040	168 042
Contributions to/(from) provisions								
Loss on disposal of PPE	1 920	84 738	3 927					
Expenditure	1 364 868	1 344 845	1 312 222	1 943 430	1 868 838	2 268 794	2 396 025	2 052 493
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	3 447	90 937	85 500	48 078	98 672	104 677	110 581	116 110
Internal Charges (Core)	965	4 414	69 564	111 834	111 950	118 074	124 214	130 425
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	4 412	95 351	155 064	159 912	210 622	222 751	234 795	246 535
Total Expenditure	1 369 280	1 440 195	1 467 286	2 103 342	2 079 460	2 491 545	2 630 820	2 299 028
Surplus/(Deficit) before capital grants	(1 017 977)	(1 102 110)	(1 052 420)	(1 345 764)	(1 388 706)	(1 260 767)	(1 254 980)	(1 337 320)
Transfers recognised								
Capital Grants	807 431	685 585	660 256	636 700	636 700	244 153	201 939	687 892
Capital Contributions								
Surplus/(Deficit)	(210 546)	(416 525)	(392 164)	(709 064)	(752 006)	(1 016 614)	(1 053 041)	(649 428)
Tax ation								
Surplus/(Deficit) for the year	(210 546)	(416 525)	(392 164)	(709 064)	(752 006)	(1 016 614)	(1 053 041)	(649 428)

COMMUNITY DEVELOPMENT
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	4 088	4 981	5 847	4 041	4 041	4 250	4 448	4 596
Rental of facilities and equipment	2 645	2 609	2 779	4 580	4 580	4 819	5 049	5 302
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits	433	375	458	1 353	1 353	1 423	1 490	1 564
Licences and permits								
Agency services								
Transfers and subsidies received	25 543	18 000	18 600	25 000	25 000	24 500	26 000	27 300
Other revenue	13 745	8 466	12 131	18 745	18 745	19 725	20 665	21 772
Gains on disposal of PPE								
Revenue	46 454	34 431	39 815	53 719	53 719	54 717	57 652	60 534
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	46 454	34 431	39 815	53 719	53 719	54 717	57 652	60 534
Expenditure By Type								
Employee related costs	413 566	445 222	467 560	508 112	514 649	542 440	576 614	612 941
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	230 906	225 700	231 481	268 397	268 397	282 376	299 192	305 340
Finance charges	22	(21)	(24)					
Bulk purchases								
Repairs and maintenance	63 570	(8 691)	92 561	184 577	184 577	188 084	196 924	206 770
Other materials				14 687				
Contracted services	11 873	8 789	8 589	10 269	8 592	8 756	9 168	9 627
Transfers and subsidies paid	5 111	6 489	6 607	6 694	6 694	6 794	7 147	7 504
Other expenditure	322 111	288 817	133 458	269 330	278 320	292 554	306 022	321 323
Contributions to/(from) provisions	(388)	(305)	(1 335)					
Loss on disposal of PPE	74	34	200					
Expenditure	1 046 845	966 034	939 099	1 262 066	1 261 229	1 321 004	1 395 067	1 463 505
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	20 090	108 742	20 819	13 496	26 877	19 266	20 310	21 326
Internal Charges (Core)	9 734	9 828	93 134	169 879	169 879	179 079	188 389	197 809
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	29 823	118 570	113 953	183 375	196 756	198 345	208 699	219 135
Total Expenditure	1 076 668	1 084 604	1 053 052	1 445 441	1 457 985	1 519 349	1 603 766	1 682 640
Surplus/(Deficit) before capital grants	(1 030 214)	(1 050 173)	(1 013 237)	(1 391 722)	(1 404 266)	(1 464 632)	(1 546 114)	(1 622 106)
Transfers recognised								
Capital Grants	26 132	(510)	450					
Capital Contributions	6 123	3 329	432					
Surplus/(Deficit)	(997 959)	(1 047 354)	(1 012 356)	(1 391 722)	(1 404 266)	(1 464 632)	(1 546 114)	(1 622 106)
Taxation								
Surplus/(Deficit) for the year	(997 959)	(1 047 354)	(1 012 356)	(1 391 722)	(1 404 266)	(1 464 632)	(1 546 114)	(1 622 106)

HEALTH
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	8	4	6					
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits	1 342	1 151	1 083	1 453	1 132	1 191	1 246	1 310
Agency services								
Transfers and subsidies received	145 801	147 367	155 726	161 327	161 327	170 734	180 244	189 256
Other revenue	1 748	421	574					
Gains on disposal of PPE								
Revenue	148 899	148 942	157 389	162 780	162 459	171 925	181 490	190 566
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	47	80	289					
Internal Recoveries (Core)					321	337	352	370
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	47	80	289		321	337	352	370
Total Revenue	148 946	149 022	157 678	162 780	162 780	172 262	181 842	190 936
Expenditure By Type								
Employee related costs	687 157	792 724	892 868	993 525	1 021 997	1 077 185	1 145 048	1 217 186
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	9 233	16 821	21 829	21 133	21 133	22 221	23 257	26 822
Finance charges								
Bulk purchases								
Repairs and maintenance	11 353	446	12 283	15 004	15 004	15 289	16 008	16 808
Other materials								
Contracted services	11 368	10 571	13 160	17 492	15 003	15 288	16 007	16 807
Transfers and subsidies paid	6 565	6 977	7 378	7 810	7 810	8 231	8 659	9 092
Other expenditure	97 209	82 306	76 567	77 360	60 536	201 686	134 585	67 814
Contributions to/(from) provisions	(330)							
Loss on disposal of PPE	5	612	66					
Expenditure	822 560	910 457	1 024 151	1 132 324	1 141 483	1 339 900	1 343 564	1 354 529
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)		16 705	1 412	3 296	3 296	3 491	3 673	3 857
Internal Charges (Core)	8 525	9 314	41 662	55 142	55 142	58 123	61 140	64 197
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	8 525	26 019	43 073	58 438	58 438	61 614	64 813	68 054
Total Expenditure	831 085	936 476	1 067 225	1 190 762	1 199 921	1 401 514	1 408 377	1 422 583
Surplus/(Deficit) before capital grants	(682 139)	(787 454)	(909 547)	(1 027 982)	(1 037 141)	(1 229 252)	(1 226 535)	(1 231 647)
Transfers recognised								
Capital Grants	29 225	44 462	29 519	30 000	36 323	17 000	35 000	6 000
Capital Contributions								
Surplus/(Deficit)	(652 914)	(742 992)	(880 027)	(997 982)	(1 000 818)	(1 212 252)	(1 191 535)	(1 225 647)
Taxation								
Surplus/(Deficit) for the year	(652 914)	(742 992)	(880 027)	(997 982)	(1 000 818)	(1 212 252)	(1 191 535)	(1 225 647)

SOCIAL DEVELOPMENT
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	2 999	1 552	1 158					
Other revenue	258	9 582	753	655	655	689	721	757
Gains on disposal of PPE								
Revenue	3 257	11 135	1 911	655	655	689	721	757
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	3 257	11 135	1 911	655	655	689	721	757
Expenditure By Type								
Employee related costs	112 953	126 812	148 830	176 250	178 446	189 846	201 793	214 492
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	9 737	12 716	11 819	10 737	10 737	11 298	11 829	12 215
Finance charges					20	21	22	23
Bulk purchases								
Repairs and maintenance	7 882	12	9 439	10 948	10 948	11 156	11 680	12 264
Other materials								
Contracted services	7 215	6 427	4 771	11 773	10 599	10 800	11 308	11 873
Transfers and subsidies paid	4 010	7 051	7 394	9 665	9 665	10 188	10 718	11 254
Other expenditure	36 510	15 766	16 041	34 202	34 182	33 067	34 606	36 326
Contributions to/(from) provisions								
Loss on disposal of PPE	39	253	800					
Expenditure	178 346	169 036	199 094	253 575	254 597	266 376	281 956	298 447
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	76	9 338	132	615	4 207	4 464	4 729	4 965
Internal Charges (Core)	1 034	1 382	15 562	23 208	23 348	24 624	25 905	27 199
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	1 111	10 720	15 693	23 823	27 555	29 088	30 634	32 164
Total Expenditure	179 457	179 756	214 787	277 398	282 152	295 464	312 590	330 611
Surplus/(Deficit) before capital grants	(176 200)	(168 621)	(212 877)	(276 743)	(281 497)	(294 775)	(311 869)	(329 854)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(176 200)	(168 621)	(212 877)	(276 743)	(281 497)	(294 775)	(311 869)	(329 854)
Tax ation								
Surplus/(Deficit) for the year	(176 200)	(168 621)	(212 877)	(276 743)	(281 497)	(294 775)	(311 869)	(329 854)

GROUP FORENSIC INVESTIGATION SERVICES
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue								
Gains on disposal of PPE								
Revenue								
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue								
Expenditure By Type								
Employee related costs			42 723	46 432	63 388	66 811	71 020	75 494
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment			681	570	770	900	605	605
Finance charges								
Bulk purchases								
Repairs and maintenance				56	56	57	60	63
Other materials								
Contracted services			12 173	36 857	9 352	9 530	9 978	10 477
Transfers and subsidies paid								
Other expenditure			20 128	22 519	29 479	30 039	31 451	33 024
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure			75 705	106 434	103 045	107 337	113 114	119 663
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)				800	800	850	894	939
Internal Charges (Core)				688	688	725	763	801
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers				1 488	1 488	1 575	1 657	1 740
Total Expenditure			75 705	107 922	104 533	108 912	114 771	121 403
Surplus/(Deficit) before capital grants			(75 705)	(107 922)	(104 533)	(108 912)	(114 771)	(121 403)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)			(75 705)	(107 922)	(104 533)	(108 912)	(114 771)	(121 403)
Taxation								
Surplus/(Deficit) for the year			(75 705)	(107 922)	(104 533)	(108 912)	(114 771)	(121 403)

OFFICE OF THE OMBUDSMAN
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue								
Gains on disposal of PPE								
Revenue								
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue								
Expenditure By Type								
Employee related costs	12 594	19 548	17 187	19 235	20 245	21 338	22 682	24 111
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	651	883	946	1 004	1 004	1 056	1 106	1 212
Finance charges								
Bulk purchases								
Repairs and maintenance	80	150	10	85	85	87	91	96
Other materials								
Contracted services	7 387	7 728	10 210	10 046	9 746	9 931	10 398	10 918
Transfers and subsidies paid								
Other expenditure	6 153	1 422	3 757	3 693	3 693	3 763	3 940	4 137
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	26 865	29 731	32 110	34 063	34 773	36 175	38 217	40 474
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)				1 348	2 129	2 258	2 382	2 501
Internal Charges (Core)	96	38		193	193	203	213	224
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	96	38		1 541	2 322	2 461	2 595	2 725
Total Expenditure	26 961	29 769	32 110	35 604	37 095	38 636	40 812	43 199
Surplus/(Deficit) before capital grants	(26 961)	(29 769)	(32 110)	(35 604)	(37 095)	(38 636)	(40 812)	(43 199)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(26 961)	(29 769)	(32 110)	(35 604)	(37 095)	(38 636)	(40 812)	(43 199)
Taxation								
Surplus/(Deficit) for the year	(26 961)	(29 769)	(32 110)	(35 604)	(37 095)	(38 636)	(40 812)	(43 199)

CITY MANAGER
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year	Budget Yr +1	Budget Yr +2
	R 000	R 000	R 000	R 000	R 000	2020/21 R 000	2021/22 R 000	2022/23 R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments	75	83	76					
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	5 193	26 137	1 106	158	2 073	166	174	183
Gains on disposal of PPE								
Revenue	5 268	26 220	1 182	158	2 073	166	174	183
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	5 038		73 874	246 223	246 223	260 749	274 309	288 024
Internal Recoveries (Core)	85 603	60 489	57 746	229 595	231 297	243 139	255 782	268 571
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	90 642	60 489	131 619	475 818	477 520	503 888	530 091	556 595
Total Revenue	95 910	86 709	132 801	475 976	479 593	504 054	530 265	556 778
Expenditure By Type								
Employee related costs	421 449	443 402	494 300	631 124	553 211	583 084	619 818	658 867
Remuneration of Councillors	1 252	1 339	1 391	1 572	1 572	1 673	1 778	1 890
Debt impairment					1 167			
Depreciation and asset impairment	17 574	7 877	7 609	18 884	11 884	11 206	11 682	15 398
Finance charges	270	3			2			
Bulk purchases								
Repairs and maintenance	7 172	2 222	2 011	16 666	16 517	16 833	17 624	18 506
Other materials								
Contracted services	127 483	117 455	58 776	143 642	147 645	150 451	157 522	165 398
Transfers and subsidies paid	22 686		840		780			
Other expenditure	288 790	407 345	430 078	539 636	558 817	729 434	763 719	801 906
Contributions to/(from) provisions		(18)						
Loss on disposal of PPE	874		12					
Expenditure	887 549	979 624	995 017	1 351 524	1 291 595	1 492 681	1 572 143	1 661 965
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	(62)	11 490	(7 138)	94	1 812	1 924	2 039	2 141
Internal Charges (Core)	26 444	9 002	8 685	12 470	12 470	13 160	13 841	14 533
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	26 381	20 492	1 547	12 564	14 282	15 084	15 880	16 674
Total Expenditure	913 931	1 000 116	996 564	1 364 088	1 305 877	1 507 765	1 588 023	1 678 639
Surplus/(Deficit) before capital grants	(818 021)	(913 407)	(863 763)	(888 112)	(826 284)	(1 003 711)	(1 057 758)	(1 121 861)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(818 021)	(913 407)	(863 763)	(888 112)	(826 284)	(1 003 711)	(1 057 758)	(1 121 861)
Taxation								
Surplus/(Deficit) for the year	(818 021)	(913 407)	(863 763)	(888 112)	(826 284)	(1 003 711)	(1 057 758)	(1 121 861)

SPEAKER: LEGISLATIVE ARM OF COUNCIL
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	55	38	34					
Gains on disposal of PPE								
Revenue	55	38	34					
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	55	38	34					
Expenditure By Type								
Employee related costs	111 544	135 431	145 999	165 419	169 085	178 216	189 444	201 379
Remuneration of Councillors	138 341	154 867	160 697	179 836	179 836	191 346	203 401	216 215
Debt impairment								
Depreciation and asset impairment	3 898	21 548	22 289	25 900	23 400	23 400	26 206	26 471
Finance charges								
Bulk purchases								
Repairs and maintenance	1 157	34 522	1 811	2 218	4 718	4 808	5 034	5 286
Other materials								
Contracted services	6 525	8 742	9 411	12 910	8 046	8 199	8 584	9 013
Transfers and subsidies paid								
Other expenditure	44 485	32 953	35 278	60 130	57 930	59 031	61 805	64 895
Contributions to/(from) provisions								
Loss on disposal of PPE			11					
Expenditure	305 951	388 063	375 496	446 413	443 015	465 000	494 474	523 259
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)		1 058			7 027	7 461	7 913	8 309
Internal Charges (Core)	6 014	6 895	3 902	5 426	5 426	5 719	6 014	6 315
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	6 014	7 953	3 902	5 426	12 453	13 180	13 927	14 624
Total Expenditure	311 965	396 016	379 398	451 839	455 468	478 180	508 401	537 883
Surplus/(Deficit) before capital grants	(311 910)	(395 979)	(379 364)	(451 839)	(455 468)	(478 180)	(508 401)	(537 883)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(311 910)	(395 979)	(379 364)	(451 839)	(455 468)	(478 180)	(508 401)	(537 883)
Taxation								
Surplus/(Deficit) for the year	(311 910)	(395 979)	(379 364)	(451 839)	(455 468)	(478 180)	(508 401)	(537 883)

GROUP INFORMATION AND COMMUNICATION TECHNOLOGY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue								
Gains on disposal of PPE								
Revenue								
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	36 129		27 003	36 448	36 448	36 475	38 371	40 290
Internal Recoveries (Core)	1 281		31					
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	37 411		27 034	36 448	36 448	36 475	38 371	40 290
Total Revenue	37 411		27 034	36 448	36 448	36 475	38 371	40 290
Expenditure By Type								
Employee related costs	54 579	57 500	58 104	68 281	89 381	94 208	100 143	106 452
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	210 351	270 543	236 189	324 014	305 811	340 863	356 884	367 484
Finance charges								
Bulk purchases								
Repairs and maintenance	(28)	50	33	990	990	1 009	1 056	1 109
Other materials								
Contracted services	208 322	269 317	221 234	259 273	258 767	263 684	276 077	289 881
Transfers and subsidies paid								
Other expenditure	25 102	66 453	68 875	51 336	51 766	52 750	55 229	57 990
Contributions to/(from) provisions								
Loss on disposal of PPE			55					
Expenditure	498 326	663 863	584 490	703 894	706 715	752 514	789 389	822 916
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)			59 623	79 439	80 532	84 976	97 569	102 448
Internal Charges (Core)			762	2 490	2 490	2 632	2 769	2 907
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers			60 384	81 929	83 022	87 608	100 338	105 355
Total Expenditure	498 326	663 863	644 874	785 823	789 737	840 122	889 727	928 271
Surplus/(Deficit) before capital grants	(460 915)	(663 863)	(617 840)	(749 375)	(753 289)	(803 647)	(851 356)	(887 981)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(460 915)	(663 863)	(617 840)	(749 375)	(753 289)	(803 647)	(851 356)	(887 981)
Taxation								
Surplus/(Deficit) for the year	(460 915)	(663 863)	(617 840)	(749 375)	(753 289)	(803 647)	(851 356)	(887 981)

GROUP FINANCE
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates	7 914 688	9 087 994	12 371 980	12 292 550	12 292 550	13 358 276	14 050 897	14 726 182
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse	(2 306)	(38)	52					
Service charges - other	225 784	243 464	235 964	265 932	265 932	279 760	292 909	307 554
Rental of facilities and equipment								
Interest earned - external investments	597 649	472 415	727 113	300 000	300 000	315 600	330 433	346 955
Interest earned - outstanding debtors	54 476	89 174	152 753	92 083	92 083	96 871	101 424	106 495
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	5 778 909	6 378 635	7 173 186	7 963 327	7 963 327	8 867 514	9 825 905	10 740 552
Other revenue	132 986	298 438	296 936	184 379	184 379	193 967	203 083	213 237
Gains on disposal of PPE								
Revenue	14 702 185	16 570 082	20 957 985	21 098 271	21 098 271	23 111 989	24 804 651	26 440 975
Interest Income (Sweeping Account)				87 813	304 046	293 754	361 922	351 733
Interest on Loans (Core)	1 009 813	1 075 105	1 129 567	988 208	1 095 242	943 025	972 980	1 030 940
Internal recoveries (ME's)	294 915	318 896	334 651	355 612	355 612	376 593	396 175	415 984
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	1 304 728	1 394 001	1 464 218	1 431 633	1 754 900	1 613 372	1 731 077	1 798 657
Total Revenue	16 006 913	17 964 082	22 422 203	22 529 904	22 853 171	24 725 361	26 535 728	28 239 632
Expenditure By Type								
Employee related costs	729 689	782 036	834 557	953 885	936 569	987 144	1 049 334	1 115 442
Remuneration of Councillors								
Debt impairment	472 341	647 329	1 401 729	799 016	799 016	864 658	849 379	886 181
Depreciation and asset impairment	5 665	4 870	6 560	37 711	37 711	39 748	41 617	41 617
Finance charges	2 212 047	2 376 280	2 259 575	2 782 268	2 782 268	2 881 813	3 017 258	3 168 121
Bulk purchases								
Repairs and maintenance	9 285	1 453	6 193	30 265	30 265	30 840	32 289	33 904
Other materials								
Contracted services	83 856	156 597	57 714	154 981	151 000	153 869	161 101	169 156
Transfers and subsidies paid								
Other expenditure	619 243	689 380	472 365	715 885	703 368	716 732	750 418	787 939
Contributions to/(from) provisions	(106 515)	(105 964)	(102 771)	(120 500)	(120 500)	(91 790)	(96 061)	(99 989)
Loss on disposal of PPE	371	27	123					
Expenditure	4 025 982	4 552 008	4 936 045	5 353 512	5 319 698	5 583 014	5 805 335	6 102 371
Interest (Sweeping Account)				74 389	176 333	108 913	115 696	122 880
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	169 696	178 974	468 127	572	8 380	8 875	9 407	9 874
Internal Charges (Core)	11 662	13 091	30 627	52 450	54 225	55 472	58 351	61 270
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's	3 378 690	3 414 593	3 934 836	4 075 061	4 208 019	4 410 799	4 653 958	4 939 618
Total Internal Transfers	3 560 048	3 606 657	4 433 590	4 202 472	4 446 957	4 584 059	4 837 412	5 133 642
Total Expenditure	7 586 030	8 158 665	9 369 634	9 555 984	9 766 655	10 167 073	10 642 747	11 236 013
Surplus/(Deficit) before capital grants	8 420 883	9 805 417	13 052 569	12 973 920	13 086 516	14 558 288	15 892 981	17 003 619
Transfers recognised								
Capital Grants	()		1 983					
Capital Contributions								
Surplus/(Deficit)	8 420 883	9 805 417	13 054 552	12 973 920	13 086 516	14 558 288	15 892 981	17 003 619
Taxation								
Surplus/(Deficit) for the year	8 420 883	9 805 417	13 054 552	12 973 920	13 086 516	14 558 288	15 892 981	17 003 619

GROUP CORPORATE AND SHARED SERVICES
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome R 000	Audited Outcome R 000	Audited Outcome R 000	Original Budget R 000	Adjusted Budget R 000	Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received			7 200	7 200	6 200	7 000	7 500	7 500
Other revenue	25 840	15 590	12 267			6 000	6 282	
Gains on disposal of PPE								
Revenue	25 841	15 590	19 467	7 200	6 200	13 000	13 782	7 500
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	105 302	66 593	58 525	72 102	72 102	75 998	79 949	83 946
Internal Recoveries (Core)	77 398	77 564	73 491	101 802	102 118	107 271	112 823	118 464
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	182 699	144 157	132 016	173 904	174 220	183 269	192 772	202 410
Total Revenue	208 540	159 747	151 483	181 104	180 420	196 269	206 554	209 910
Expenditure By Type								
Employee related costs	246 013	204 317	188 954	427 849	296 249	312 246	331 917	352 828
Remuneration of Councillors								
Debt impairment	17							
Depreciation and asset impairment	233 924	20 715	22 751	18 920	37 122	39 054	40 890	104 054
Finance charges	106 223	128 645	116 373					
Bulk purchases								
Repairs and maintenance	2 527	170	1 592	1 836	3 836	3 909	4 093	4 298
Other materials								
Contracted services	243 758	14 870	7 739	13 245	9 245	9 421	9 864	10 357
Transfers and subsidies paid								
Other expenditure	232 890	77 463	61 121	71 761	119 681	127 955	133 969	134 071
Contributions to/(from) provisions	(13 881)	(118 293)	(28 268)					
Loss on disposal of PPE	70	38	303					
Expenditure	1 051 541	327 924	370 564	533 611	466 133	492 585	520 733	605 608
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	35 761		7 628	548	6 748	7 580	8 110	8 141
Internal Charges (Core)	9 908	4 998	6 082	8 669	8 669	9 155	9 631	10 113
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	45 669	4 998	13 710	9 217	15 417	16 735	17 741	18 254
Total Expenditure	1 097 210	332 922	384 274	542 828	481 550	509 320	538 474	623 862
Surplus/(Deficit) before capital grants	(888 670)	(173 175)	(232 791)	(361 724)	(301 130)	(313 051)	(331 920)	(413 952)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(888 670)	(173 175)	(232 791)	(361 724)	(301 130)	(313 051)	(331 920)	(413 952)
Taxation								
Surplus/(Deficit) for the year	(888 670)	(173 175)	(232 791)	(361 724)	(301 130)	(313 051)	(331 920)	(413 952)

HOUSING
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	46 252	46 368	48 284	53 305	53 305	56 077	58 712	61 648
Interest earned - external investments								
Interest earned - outstanding debtors	39 522	45 701	53 170	31 871	31 871	33 528	35 104	36 859
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	404 736	282 496	116 728	245 507	286 788	254 304	268 291	281 706
Other revenue	900	7 524	16 682					
Gains on disposal of PPE								
Revenue	491 411	382 089	234 864	330 683	371 964	343 909	362 107	380 213
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	4 442	4 329	5 203	10 561	10 561	11 184	11 765	12 353
Internal Recoveries (Core)	622	438	443	538	538	569	598	628
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	5 064	4 766	5 647	11 099	11 099	11 753	12 363	12 981
Total Revenue	496 475	386 855	240 511	341 782	383 063	355 662	374 470	393 194
Expenditure By Type								
Employee related costs	156 839	158 150	170 408	179 117	176 841	186 390	198 133	210 615
Remuneration of Councillors								
Debt impairment	78 471	85 241	94 470	74 851	90 166	94 855	99 313	104 279
Depreciation and asset impairment	223 058	304 573	157 404	300 493	300 493	382 557	400 537	451 544
Finance charges	(334)	(1 810)	(1)					
Bulk purchases								
Repairs and maintenance	55 394	124 772	(1 772)	63 563	63 563	64 771	67 815	71 206
Other materials								
Contracted services	17 548	18 325	7 425	12 953	52 953	53 959	56 495	59 320
Transfers and subsidies paid	410 559	247 645	118 239	245 507	286 788	254 304	268 291	281 706
Other expenditure	220 682	281 163	274 011	215 503	205 503	209 408	219 250	230 213
Contributions to/(from) provisions	(751)	(576)	(1 241)					
Loss on disposal of PPE		3 055	4 987					
Expenditure	1 161 466	1 220 539	823 930	1 091 987	1 176 307	1 246 245	1 309 834	1 408 883
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	(141)	108 615	(599)	916	36 987	39 268	41 636	43 718
Internal Charges (Core)	9 862	9 287	37 875	89 211	89 211	94 239	99 138	104 095
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	9 721	117 902	37 276	90 127	126 198	133 507	140 774	147 813
Total Expenditure	1 171 187	1 338 441	861 206	1 182 114	1 302 505	1 379 752	1 450 608	1 556 696
Surplus/(Deficit) before capital grants	(674 712)	(951 586)	(620 695)	(840 332)	(919 442)	(1 024 090)	(1 076 138)	(1 163 502)
Transfers recognised								
Capital Grants	858 614	691 225	1 043 457	944 627	944 627	872 802	1 123 516	1 002 608
Capital Contributions								
Surplus/(Deficit)	183 902	(260 361)	422 763	104 295	25 185	(151 288)	47 378	(160 894)
Taxation								
Surplus/(Deficit) for the year	183 902	(260 361)	422 763	104 295	25 185	(151 288)	47 378	(160 894)

DEVELOPMENT PLANNING
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	71 269	65 618	78 359	78 112	78 112	82 721	87 022	91 374
Rental of facilities and equipment								
Interest earned - external investments		733	691					
Interest earned - outstanding debtors				500	500	500	526	552
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received				5 220	8 874	14 889	11 151	11 709
Other revenue	6 399	3 671	4 002	4 266	3 131	3 272	3 442	3 615
Gains on disposal of PPE								
Revenue	77 667	70 022	83 052	88 098	90 617	101 382	102 141	107 250
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	10 600	13 976	8 195	7 474	7 474	7 915	8 327	8 743
Internal Recoveries (Core)	2 746	2 868	3 026	3 189	3 189	3 377	3 552	3 730
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	13 346	16 844	11 221	10 663	10 663	11 292	11 879	12 473
Total Revenue	91 013	86 866	94 273	98 761	101 280	112 674	114 020	119 723
Expenditure By Type								
Employee related costs	201 992	219 602	239 933	288 370	275 330	290 198	308 480	327 914
Remuneration of Councillors								
Debt impairment	121	319	262	1 517	150	271	206	216
Depreciation and asset impairment	30 898	32 459	56 222	71 927	71 927	76 025	99 867	115 656
Finance charges								
Bulk purchases								
Repairs and maintenance	441	1	135	1 576	1 576	1 606	1 681	1 765
Other materials								
Contracted services	3 535	11 033	2 033	14 736	13 936	14 201	14 868	15 611
Transfers and subsidies paid	2	152		2	2	2	2	2
Other expenditure	44 972	19 584	28 273	35 535	37 335	38 044	39 832	41 824
Contributions to/(from) provisions		(39)						
Loss on disposal of PPE	58	3 998	35					
Expenditure	282 019	287 109	326 893	413 663	400 256	420 347	464 936	502 988
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	(11)							
Internal Charges (Core)	6 322	13 910	15 217	16 259	16 259	17 191	18 082	18 986
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	6 311	13 910	15 217	16 259	16 259	17 191	18 082	18 986
Total Expenditure	288 330	301 019	342 111	429 922	416 515	437 538	483 018	521 974
Surplus/(Deficit) before capital grants	(197 316)	(214 153)	(247 837)	(331 161)	(315 235)	(324 864)	(368 998)	(402 251)
Transfers recognised								
Capital Grants	101 054	107 617	126 545	140 757	110 924	137 160	133 982	128 225
Capital Contributions	25	283						
Surplus/(Deficit)	(96 238)	(106 253)	(121 292)	(190 404)	(204 311)	(187 704)	(235 016)	(274 026)
Taxation								
Surplus/(Deficit) for the year	(96 238)	(106 253)	(121 292)	(190 404)	(204 311)	(187 704)	(235 016)	(274 026)

PUBLIC SAFETY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year	Budget Yr +1	Budget Yr +2
	R 000	R 000	R 000	R 000	R 000	2020/21	2021/22	2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	35 007	34 548	34 799	40 440	40 440	95 154	96 906	101 752
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits	239 373	211 172	559 851	1 003 170	1 003 170	1 057 341	1 112 323	1 167 939
Licences and permits			13					
Agency services	14		265 108	280 924	280 924	295 532	309 422	324 894
Transfers and subsidies received	117 321	127 864	136 673	55 156	124 102			
Other revenue	31 760	32 998	46 494	79 151	79 151	83 348	87 478	91 851
Gains on disposal of PPE								
Revenue	423 475	406 582	1 042 937	1 458 841	1 527 787	1 531 375	1 606 129	1 686 436
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)			7 629	201 371				
Internal Recoveries (Core)			297 321	448 586	448 586	472 809	497 396	522 266
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers			304 950	649 957	448 586	472 809	497 396	522 266
Total Revenue	423 475	406 582	1 347 887	2 108 798	1 976 373	2 004 184	2 103 525	2 208 702
Expenditure By Type								
Employee related costs	1 919 510	2 193 008	3 629 299	4 291 202	4 263 413	4 493 636	4 776 735	5 077 669
Remuneration of Councillors								
Debt impairment	206 678	117 725	74 807	319 063	319 063	328 814	345 875	363 169
Depreciation and asset impairment	26 763	35 440	45 550	73 459	73 462	77 325	81 128	83 614
Finance charges		(3)	9		205			
Bulk purchases								
Repairs and maintenance	73 759	21 410	31 434	96 107	96 215	98 043	102 651	107 783
Other materials				106				
Contracted services	342 399	281 916	332 626	481 965	407 018	414 751	434 245	455 957
Transfers and subsidies paid	14							
Other expenditure	143 339	194 909	262 909	294 342	391 634	399 075	417 832	438 724
Contributions to/(from) provisions	(5 102)	(6 724)	(9 111)	(2 632)	(2 632)	(2 769)	(2 899)	(3 044)
Loss on disposal of PPE	268	170	1					
Expenditure	2 707 628	2 837 850	4 367 525	5 553 612	5 548 378	5 808 875	6 155 567	6 523 872
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	(1 220)	48 801	45 370	40 178	76 289	80 886	85 421	89 692
Internal Charges (Core)	69 638	43 312	73 982	153 614	153 922	162 282	170 716	179 251
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	68 418	92 114	119 352	193 792	230 211	243 168	256 137	268 943
Total Expenditure	2 776 047	2 929 964	4 486 877	5 747 404	5 778 589	6 052 043	6 411 704	6 792 815
Surplus/(Deficit) before capital grants	(2 352 571)	(2 523 382)	(3 138 989)	(3 638 606)	(3 802 216)	(4 047 859)	(4 308 179)	(4 584 113)
Transfers recognised								
Capital Grants								
Capital Contributions	3							
Surplus/(Deficit)	(2 352 568)	(2 523 382)	(3 138 989)	(3 638 606)	(3 802 216)	(4 047 859)	(4 308 179)	(4 584 113)
Tax ation								
Surplus/(Deficit) for the year	(2 352 568)	(2 523 382)	(3 138 989)	(3 638 606)	(3 802 216)	(4 047 859)	(4 308 179)	(4 584 113)

MUNICIPAL ENTITIES ACCOUNTS
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome R 000	Audited Outcome R 000	Audited Outcome R 000	Original Budget R 000	Adjusted Budget R 000	Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	73 953	74 525	84 094	99 932	99 932	105 128	110 069	115 572
Interest earned - external investments								
Interest earned - outstanding debtors	1 555	4 793	(172)	3 341	3 341	3 515	3 680	3 864
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	47 968	73 623	110 172	124 284	124 284	162 000	212 624	223 255
Gains on disposal of PPE				56 215	56 215	33 000	34 716	36 452
Revenue	123 476	152 941	194 094	283 772	283 772	303 643	361 089	379 143
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers								
Total Revenue	123 476	152 941	194 094	283 772	283 772	303 643	361 089	379 143
Expenditure By Type								
Employee related costs								
Remuneration of Councillors								
Debt impairment				2 003	2 003	2 107	2 206	2 316
Depreciation and asset impairment	560 406	630 310	723 042	1 011 373	1 011 373	1 063 966	1 113 976	1 251 449
Finance charges								
Bulk purchases								
Repairs and maintenance	43 482	37 899	4 919	63 538	63 538	64 745	67 788	71 177
Other materials								
Contracted services	10 063	24 008	15 321	38 329	23 874	24 328	25 471	26 745
Transfers and subsidies paid								
Other expenditure	308 372	388 162	583 716	493 169	493 169	515 042	673 876	707 548
Contributions to/(from) provisions								
Loss on disposal of PPE	34 539	199 866	14 389					
Expenditure	956 862	1 280 244	1 341 388	1 608 412	1 593 957	1 670 188	1 883 317	2 059 235
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	31 044	43 248	46 832	71 491	110 685	127 913	134 921	141 668
Internal Charges (Core)		18 049	39 319	73 612	73 612	77 778	81 822	85 913
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	31 044	61 297	86 151	145 103	184 297	205 691	216 743	227 581
Total Expenditure	987 906	1 341 542	1 427 539	1 753 515	1 778 254	1 875 879	2 100 060	2 286 816
Surplus/(Deficit) before capital grants	(864 430)	(1 188 600)	(1 233 444)	(1 469 743)	(1 494 482)	(1 572 236)	(1 738 971)	(1 907 673)
Transfers recognised								
Capital Grants	456 498	433 952	438 619	462 989	462 989	517 000	357 302	516 711
Capital Contributions	90 836	74 155	138 569	30 000	31 000	40 000	30 000	30 000
Surplus/(Deficit)	(317 096)	(680 493)	(656 256)	(976 754)	(1 000 493)	(1 015 236)	(1 351 669)	(1 360 962)
Taxation								
Surplus/(Deficit) for the year	(317 096)	(680 493)	(656 256)	(976 754)	(1 000 493)	(1 015 236)	(1 351 669)	(1 360 962)

Operating Municipal Entity

MUNICIPAL ENTITIES
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue	13 845 456	13 996 162	14 378 262	16 888 897	16 171 871	17 069 246	16 729 965	17 687 836
Service charges - water revenue	5 293 791	6 297 079	7 422 705	7 888 696	7 888 696	8 498 163	9 256 012	10 076 129
Service charges - sanitation revenue	3 299 977	3 780 137	4 296 373	4 692 431	4 692 431	5 286 011	5 726 360	6 204 579
Service charges - refuse	1 344 867	1 501 650	1 708 785	1 729 688	1 829 949	1 904 726	1 994 247	2 093 959
Service charges - other	1 126 697	277 224	220 248	225 595	226 295	238 162	273 387	287 056
Rental of facilities and equipment	178 406	180 911	201 140	247 237	234 899	257 879	271 768	278 838
Interest earned - external investments	7 626	7 645	15 599	5 700	16 264	17 114	17 948	18 846
Interest earned - outstanding debtors	218 213	234 616	264 920	211 496	217 864	233 130	245 945	263 529
Fines, penalties and forfeits								
Licences and permits								
Agency services	434 949	455 442	418 759	484 684	498 527	515 156	532 516	551 657
Transfers and subsidies received	25 406	3 700	11 750					
Other revenue	832 300	1 031 663	867 189	769 933	789 339	805 746	853 967	903 091
Gains on disposal of PPE								
Revenue	26 607 688	27 766 230	29 805 730	33 144 357	32 566 135	34 825 333	35 902 115	38 365 521
Interest Income (Sweeping Account)	104 940	115 867	122 973	74 389	176 333	108 913	115 696	122 880
Interest on Loans (Core)								
Internal recoveries (ME's)	138 301	253 608	334 038	354 470	571 987	582 159	622 941	654 163
Internal Recoveries (Core)			44 826					
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	3 296 662	3 414 593	3 107 294	4 075 061	4 208 019	4 410 799	4 653 958	4 939 618
Total Internal Transfers	3 539 903	3 784 068	3 609 131	4 503 920	4 956 339	5 101 871	5 392 595	5 716 661
Total Revenue	30 147 591	31 550 297	33 414 861	37 648 277	37 522 474	39 927 204	41 294 710	44 082 182
Expenditure By Type								
Employee related costs	4 484 464	4 914 859	5 417 680	5 959 388	6 379 142	6 727 317	7 151 160	7 601 705
Remuneration of Councillors								
Debt impairment	2 939 912	2 386 421	2 871 010	2 907 961	2 877 598	3 073 548	3 261 784	3 504 096
Depreciation and asset impairment	1 113 955	1 119 020	1 211 674	1 411 229	1 393 897	1 386 181	1 470 158	1 559 949
Finance charges	42 158	39 746	26 907	25 120	25 120	19 782	16 873	13 962
Bulk purchases	15 319 135	15 634 603	16 884 113	18 393 191	18 062 889	19 029 828	18 922 812	19 983 123
Repairs and maintenance	1 028 679	944 752	1 136 919	1 595 945	1 532 702	1 562 284	1 635 710	1 717 495
Other materials					61 661	64 868	67 917	71 313
Contracted services	2 051 733	1 907 649	1 760 376	2 020 157	2 045 142	2 019 470	2 130 090	2 236 597
Transfers and subsidies paid	8 000	19 339	19 587	20 645	20 645	21 863	23 000	24 150
Other expenditure	1 987 391	2 009 023	2 383 671	2 196 395	2 290 393	2 309 549	2 417 011	2 537 864
Contributions to/(from) provisions	15 247	23 711	35 740	90 336	93 715	99 482	104 815	110 627
Loss on disposal of PPE	2 396	9 395	5 025					
Expenditure	28 993 071	29 008 518	31 752 704	34 620 368	34 782 904	36 314 173	37 201 330	39 360 881
Interest (Sweeping Account)	44 199	40 306	255 823	87 813	304 046	293 754	361 922	351 733
Interest on Shareholders Loans	125 636	115 787	109 617	109 921	111 440	110 222	110 171	111 196
Interest on Mirror Conduit loans	797 655	835 204	699 007	878 287	983 802	832 803	862 809	919 744
Internal charges (ME's)	454 792	578 999	518 478	1 001 860	800 489	845 241	889 194	933 653
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	1 422 282	1 570 296	1 582 925	2 077 881	2 199 777	2 082 020	2 224 096	2 316 326
Total Expenditure	30 415 353	30 578 814	33 335 628	36 698 249	36 982 681	38 396 193	39 425 426	41 677 207
Surplus/(Deficit) before capital grants	(267 762)	971 483	79 233	950 028	539 793	1 531 011	1 869 284	2 404 975
Transfers recognised								
Capital Grants	342 378	426 658	421 006	530 407	530 407	441 485	343 656	364 078
Capital Contributions	226 868	204 120	451 669	412 488	412 488	349 626	429 928	402 368
Surplus/(Deficit)	301 484	1 602 261	951 908	1 892 923	1 482 688	2 322 122	2 642 868	3 171 421
Taxation	(185 184)	192 213	12 759	35 731	44 089	47 700	48 599	45 858
Surplus/(Deficit) for the year	486 668	1 410 048	939 149	1 857 192	1 438 599	2 274 422	2 594 269	3 125 563

CITY POWER
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue	13 845 456	13 996 162	14 378 262	16 888 897	16 171 871	17 069 246	16 729 965	17 687 836
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	890 624							
Rental of facilities and equipment	251	474	556	488	488	513	538	564
Interest earned - external investments								
Interest earned - outstanding debtors	55 555	61 685	63 532	37 906	39 476	39 332	40 670	45 121
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	172 679	223 277	185 993	226 879	218 649	252 522	275 040	296 392
Gains on disposal of PPE								
Revenue	14 964 565	14 281 599	14 628 343	17 154 170	16 430 484	17 361 613	17 046 213	18 029 913
Interest Income (Sweeping Account)	21 082	11 393	11 266					
Interest on Loans (Core)								
Internal recoveries (ME's)					16 200	17 000	18 500	19 500
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	21 082	11 393	11 266		16 200	17 000	18 500	19 500
Total Revenue	14 985 647	14 292 991	14 639 609	17 154 170	16 446 684	17 378 613	17 064 713	18 049 413
Expenditure By Type								
Employee related costs	962 662	1 084 802	1 114 762	1 261 500	1 273 188	1 341 941	1 426 483	1 516 351
Remuneration of Councillors								
Debt impairment	885 398	365 831	481 725	591 111	485 156	512 077	486 348	496 523
Depreciation and asset impairment	500 475	514 696	575 741	598 592	598 592	560 093	580 774	615 198
Finance charges	4 376							
Bulk purchases	11 060 071	10 835 065	11 290 141	12 482 612	12 152 310	12 633 967	12 104 824	12 715 148
Repairs and maintenance	828 474	763 433	895 593	1 217 879	1 177 879	1 200 259	1 256 671	1 319 505
Other materials								
Contracted services	641 855	460 786	202 895	299 216	259 216	199 141	224 206	235 416
Transfers and subsidies paid								
Other expenditure	293 835	179 429	280 672	392 754	345 279	309 617	324 025	340 226
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	15 177 146	14 204 042	14 841 531	16 843 664	16 291 621	16 757 096	16 403 331	17 238 367
Interest (Sweeping Account)			191 370		224 944	213 580	279 766	265 469
Interest on Shareholders Loans	109 617	109 617	109 617	109 921	109 921	109 617	109 921	109 600
Interest on Mirror Conduit loans	317 586	343 848	218 202	307 691	426 302	187 810	186 200	209 796
Internal charges (ME's)	164 924	193 653	170 389	307 987	303 490	320 625	337 298	354 163
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	592 127	647 118	689 578	725 599	1 064 657	831 632	913 185	939 028
Total Expenditure	15 769 273	14 851 160	15 531 108	17 569 263	17 356 278	17 588 728	17 316 516	18 177 395
Surplus/(Deficit) before capital grants	(783 626)	(558 169)	(891 499)	(415 093)	(909 594)	(210 115)	(251 803)	(127 982)
Transfers recognised								
Capital Grants	271 867	311 344	217 302	200 000	200 000	98 377	200 000	200 000
Capital Contributions	140 908	124 496	368 604	412 488	412 488	349 626	429 928	402 368
Surplus/(Deficit)	(370 851)	(122 329)	(305 593)	197 395	(297 106)	237 888	378 125	474 386
Taxation	(187 718)	192 300	(14 347)					
Surplus/(Deficit) for the year	(183 133)	(314 629)	(291 246)	197 395	(297 106)	237 888	378 125	474 386

JOHANNESBURG WATER
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue	5 293 605	6 296 317	7 421 950	7 888 029	7 888 029	8 497 456	9 255 268	10 075 348
Service charges - sanitation revenue	3 299 977	3 780 137	4 296 373	4 692 431	4 692 431	5 286 011	5 726 360	6 204 579
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors	122 056	128 834	158 197	149 191	149 191	166 563	176 750	188 457
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	262 113	339 364	196 818					
Gains on disposal of PPE								
Revenue	8 977 751	10 544 652	12 073 338	12 729 651	12 729 651	13 950 030	15 158 378	16 468 384
Interest Income (Sweeping Account)	19 314	26 418	28 162		64 135			
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers	19 314	26 418	28 162		64 135			
Total Revenue	8 997 065	10 571 070	12 101 500	12 729 651	12 793 786	13 950 030	15 158 378	16 468 384
Expenditure By Type								
Employee related costs	927 785	966 469	1 083 871	1 208 006	1 257 565	1 325 474	1 408 979	1 497 745
Remuneration of Councillors								
Debt impairment	1 905 026	1 838 974	2 043 242	2 138 678	2 138 678	2 343 189	2 546 877	2 767 588
Depreciation and asset impairment	286 177	289 562	309 302	342 381	342 381	348 674	377 036	406 768
Finance charges	35 481	36 137	24 237	22 596	22 596	17 116	14 074	11 023
Bulk purchases	4 259 064	4 799 538	5 593 972	5 910 579	5 910 579	6 395 861	6 817 988	7 267 975
Repairs and maintenance	12 715	16 644	29 633	31 452				
Other materials					31 452	33 088	34 643	36 375
Contracted services	419 209	413 978	457 374	681 119	697 249	710 497	743 890	781 085
Transfers and subsidies paid								
Other expenditure	497 974	507 749	578 962	464 796	448 666	457 191	478 679	502 613
Contributions to/(from) provisions				55 211	55 211	58 192	60 927	63 973
Loss on disposal of PPE								
Expenditure	8 343 431	8 869 051	10 120 593	10 854 818	10 904 377	11 689 282	12 483 093	13 335 145
Interest (Sweeping Account)	551							
Interest on Shareholders Loans	16 019	6 170						
Interest on Mirror Conduit loans	275 107	272 891	244 162	308 787	308 787	373 266	392 676	412 310
Internal charges (ME's)	227 090	259 399	269 785	350 743	299 776	316 715	333 186	349 845
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	518 767	538 460	513 947	659 530	608 563	689 981	725 862	762 155
Total Expenditure	8 862 198	9 407 511	10 634 540	11 514 348	11 512 940	12 379 263	13 208 955	14 097 300
Surplus/(Deficit) before capital grants	134 867	1 163 559	1 466 960	1 215 303	1 280 846	1 570 767	1 949 423	2 371 084
Transfers recognised								
Capital Grants	70 511	115 314	203 704	330 407	330 407	343 108	143 656	164 078
Capital Contributions	85 960	79 624	83 065					
Surplus/(Deficit)	291 338	1 358 497	1 753 729	1 545 710	1 611 253	1 913 875	2 093 079	2 535 162
Taxation								
Surplus/(Deficit) for the year	291 338	1 358 497	1 753 729	1 545 710	1 611 253	1 913 875	2 093 079	2 535 162

PIKITUP
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse	1 344 867	1 501 650	1 708 785	1 729 688	1 829 949	1 904 726	1 994 247	2 093 959
Service charges - other	150 116	171 641	173 938	176 049	176 749	185 940	218 449	229 372
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors	20 456	22 935	34 372	19 525	24 323	25 587	26 791	28 130
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	3 500	2 400	11 750					
Other revenue	2 795	3 158	5 564	4 147	4 147	4 364	4 568	4 798
Gains on disposal of PPE								
Revenue	1 521 734	1 701 784	1 934 409	1 929 409	2 035 168	2 120 617	2 244 055	2 356 259
Interest Income (Sweeping Account)	11 927	11 758	13 609	9 442	16 420	17 274	18 086	18 990
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	694 762	617 166	540 076	569 198	587 027	579 327	604 986	654 101
Total Internal Transfers	706 689	628 924	553 685	578 640	603 447	596 601	623 072	673 091
Total Revenue	2 228 423	2 330 708	2 488 094	2 508 049	2 638 615	2 717 218	2 867 127	3 029 350
Expenditure By Type								
Employee related costs	931 568	949 373	1 087 253	1 231 177	1 256 135	1 324 178	1 407 602	1 496 280
Remuneration of Councillors								
Debt impairment	105 740	151 905	283 316	161 988	226 536	199 623	209 001	219 449
Depreciation and asset impairment	102 785	101 791	98 077	111 394	97 462	105 531	110 490	116 014
Finance charges								
Bulk purchases								
Repairs and maintenance	4 464	6 037	3 273	14 996	14 996	15 281	15 999	16 799
Other materials								
Contracted services	573 308	647 918	586 589	615 202	636 957	649 059	679 565	713 543
Transfers and subsidies paid								
Other expenditure	197 005	190 555	219 813	172 713	228 941	233 291	244 256	256 469
Contributions to/(from) provisions	15 247	23 711	35 740	35 125	38 504	41 290	43 888	46 654
Loss on disposal of PPE								
Expenditure	1 930 117	2 071 290	2 314 061	2 342 595	2 499 531	2 568 253	2 710 801	2 865 208
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans	54 271	57 809	60 572	72 748	70 364	77 023	80 643	84 675
Internal charges (ME's)	22 319	22 079	22 861	92 706	68 720	71 942	75 683	79 467
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	76 590	79 888	83 433	165 454	139 084	148 965	156 326	164 142
Total Expenditure	2 006 707	2 151 178	2 397 494	2 508 049	2 638 615	2 717 218	2 867 127	3 029 350
Surplus/(Deficit) before capital grants	221 716	179 530	90 600					
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	221 716	179 530	90 600					
Taxation								
Surplus/(Deficit) for the year	221 716	179 530	90 600					

JOHANNESBURG ROADS AGENCY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	4 011	4 001	4 015	4 310	4 310	4 543	4 779	5 057
Interest earned - external investments								
Interest earned - outstanding debtors	18 721	17 930						
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	181 228	216 889	241 678	185 300	217 376	186 636	196 772	207 331
Gains on disposal of PPE								
Revenue	203 960	238 820	245 693	189 610	221 686	191 179	201 551	212 388
Interest Income (Sweeping Account)			38 499	10 390	18 000	10 951	11 520	12 096
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	816 774	896 443	1 103 170	1 154 615	1 176 531	1 271 090	1 342 270	1 419 504
Total Internal Transfers	816 774	896 443	1 141 669	1 165 005	1 194 531	1 282 041	1 353 790	1 431 600
Total Revenue	1 020 734	1 135 263	1 387 362	1 354 615	1 416 217	1 473 220	1 555 341	1 643 988
Expenditure By Type								
Employee related costs	485 831	548 730	679 527	712 347	746 815	787 143	836 733	889 447
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	37 838	35 361	40 938	55 940	56 334	59 268	62 058	65 164
Finance charges								
Bulk purchases								
Repairs and maintenance	9 721	10 916	5 811	25 500	23 900	24 354	25 499	26 774
Other materials								
Contracted services	211 712	193 183	339 008	245 238	271 188	276 341	289 329	303 795
Transfers and subsidies paid								
Other expenditure	232 534	242 305	149 660	245 363	264 576	269 603	282 274	296 388
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	977 636	1 030 495	1 214 944	1 284 388	1 362 813	1 416 709	1 495 893	1 581 568
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)		46 106		70 227	53 404	56 511	59 448	62 420
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers		46 106		70 227	53 404	56 511	59 448	62 420
Total Expenditure	977 636	1 076 601	1 214 944	1 354 615	1 416 217	1 473 220	1 555 341	1 643 988
Surplus/(Deficit) before capital grants	43 098	58 662	172 418					
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	43 098	58 662	172 418					
Taxation	5 262							
Surplus/(Deficit) for the year	37 836	58 662	172 418					
<u>Surplus/(Deficit) for the year</u>								

METROBUS
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome R 000	Audited Outcome R 000	Audited Outcome R 000	Original Budget R 000	Adjusted Budget R 000	Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors		1 930	1 963					
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	15 388							
Other revenue	100 848	105 989	96 172	129 733	132 341	139 478	146 710	154 045
Gains on disposal of PPE								
Revenue	116 236	107 919	98 135	129 733	132 341	139 478	146 710	154 045
Interest Income (Sweeping Account)	2 115	1 930						
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	506 354	504 212	545 463	571 270	641 453	673 120	713 320	754 044
Total Internal Transfers	508 469	506 142	545 463	571 270	641 453	673 120	713 320	754 044
Total Revenue	624 705	614 061	643 598	701 003	773 794	812 598	860 030	908 089
Expenditure By Type								
Employee related costs	300 180	294 442	295 562	308 710	347 142	365 888	388 939	413 442
Remuneration of Councillors								
Debt impairment	943	164	334					
Depreciation and asset impairment	65 941	51 437	52 235	82 361	59 343	62 428	68 671	72 105
Finance charges								
Bulk purchases								
Repairs and maintenance	49 101	51 553	82 870	53 327	95 301	97 112	101 676	106 760
Other materials								
Contracted services	32 178	28 347	13 183	9 806	23 284	23 726	24 841	26 083
Transfers and subsidies paid								
Other expenditure	118 228	154 461	153 933	144 005	174 347	177 660	186 010	195 311
Contributions to/(from) provisions								
Loss on disposal of PPE	2 249	9 136	663					
Expenditure	568 820	589 540	598 780	598 209	699 417	726 814	770 137	813 701
Interest (Sweeping Account)	36 689	33 347	28 326	41 933	33 222	34 949	36 592	38 422
Interest on Shareholders Loans								
Interest on Mirror Conduit loans	31 672	31 279	32 573	37 302	26 590	35 423	37 088	38 942
Internal charges (ME's)	6 845	18 578	11 464	23 559	14 565	15 412	16 213	17 024
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	75 206	83 204	72 363	102 794	74 377	85 784	89 893	94 388
Total Expenditure	644 026	672 744	671 143	701 003	773 794	812 598	860 030	908 089
Surplus/(Deficit) before capital grants	(19 321)	(58 683)	(27 545)					
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(19 321)	(58 683)	(27 545)					
Tax ation								
Surplus/(Deficit) for the year	(19 321)	(58 683)	(27 545)					

JOHANNESBURG CITY PARKS AND ZOO
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other	85 957	105 583	46 310	49 546	49 546	52 222	54 938	57 684
Rental of facilities and equipment	3 161	3 708		3 941	3 941	4 154	4 700	4 935
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	5 518	1 300						
Other revenue	23 901	16 009		14 418	16 818	15 221	16 012	16 812
Gains on disposal of PPE								
Revenue	118 537	126 600	46 310	67 905	70 305	71 597	75 650	79 431
Interest Income (Sweeping Account)	35 423	36 138		41 440	43 634	43 600	45 867	48 160
Interest on Loans (Core)								
Internal recoveries (ME's)				109 144	109 144	93 048	97 886	102 780
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	688 207	737 022		841 463	875 745	935 075	987 888	1 045 967
Total Internal Transfers	723 630	773 160		992 047	1 028 523	1 071 723	1 131 641	1 196 907
Total Revenue	842 167	899 760	46 310	1 059 952	1 098 828	1 143 320	1 207 291	1 276 338
Expenditure By Type								
Employee related costs	474 510	480 541	507 191	550 973	596 085	628 274	667 855	709 930
Remuneration of Councillors								
Debt impairment	19 007	4 535	(457)	4 220	4 220	4 448	4 679	4 913
Depreciation and asset impairment	26 555	21 679	22 349	23 735	38 935	41 100	43 032	45 184
Finance charges								
Bulk purchases								
Repairs and maintenance	20 141	18 542	39 308	36 150	39 150	39 894	41 770	43 858
Other materials								
Contracted services	44 565	40 615	42 136	48 500	57 273	58 361	61 104	64 159
Transfers and subsidies paid								
Other expenditure	264 120	275 807	393 932	317 564	332 658	338 979	354 910	372 656
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	848 898	841 719	1 004 459	981 142	1 068 321	1 111 056	1 173 350	1 240 700
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	10 777	19 252	14 293	78 810	30 507	32 264	33 941	35 638
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	10 777	19 252	14 293	78 810	30 507	32 264	33 941	35 638
Total Expenditure	859 675	860 971	1 018 752	1 059 952	1 098 828	1 143 320	1 207 291	1 276 338
Surplus/(Deficit) before capital grants	(17 508)	38 789	(972 442)					
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(17 508)	38 789	(972 442)					
Taxation								
Surplus/(Deficit) for the year	(17 508)	38 789	(972 442)					

JOHANNESBURG DEVELOPMENT AGENCY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services	76 200	75 867	70 504	74 381	78 079	81 731	85 806	91 276
Transfers and subsidies received								
Other revenue	1 660	1 505	1 000	1 213	1 213	1 459	1 527	1 603
Gains on disposal of PPE								
Revenue	77 860	77 372	71 504	75 594	79 292	83 190	87 333	92 879
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	26 695	28 707	39 006	38 524	37 181	37 868	40 822	42 841
Total Internal Transfers	26 695	28 707	39 006	38 524	37 181	37 868	40 822	42 841
Total Revenue	104 555	106 079	110 510	114 118	116 473	121 058	128 155	135 720
Expenditure By Type								
Employee related costs	58 565	65 966	75 739	79 553	79 500	83 793	89 072	94 684
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	1 220	2 561	2 712	2 861	2 861	3 035	3 177	3 336
Finance charges								
Bulk purchases								
Repairs and maintenance	1 827	875	800	844	844	860	900	945
Other materials								
Contracted services	6 308	5 125	4 029	4 341	5 711	5 820	6 094	6 399
Transfers and subsidies paid								
Other expenditure	18 482	13 224	11 691	11 097	13 800	14 062	14 723	15 459
Contributions to/(from) provisions								
Loss on disposal of PPE	25							
Expenditure	86 427	87 751	94 971	98 696	102 716	107 570	113 966	120 823
Interest (Sweeping Account)	6 959	6 959	7 369	7 180	7 180	6 525	6 864	7 207
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	11 169	11 369	8 170	8 242	6 577	6 963	7 325	7 691
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	18 128	18 328	15 539	15 422	13 757	13 488	14 189	14 898
Total Expenditure	104 555	106 079	110 510	114 118	116 473	121 058	128 155	135 721
Surplus/(Deficit) before capital grants								(1)
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)								(1)
Taxation								
Surplus/(Deficit) for the year								(1)

JOHANNESBURG PROPERTY COMPANY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments								
Interest earned - outstanding debtors	1 275	1 152	696	3 169	3 169			
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	4 327	9 477	34 204	79 860	79 860	84 172	88 549	92 977
Gains on disposal of PPE								
Revenue	5 602	10 629	34 900	83 029	83 029	84 172	88 549	92 977
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	92 429	84 946	43 633	71 491	264 071	288 236	304 954	320 202
Internal Recoveries (Core)			44 826					
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	245 540	368 134	509 336	519 984	499 116	506 677	532 723	565 926
Total Internal Transfers	337 969	453 080	597 795	591 475	763 187	794 913	837 677	886 128
Total Revenue	343 571	463 709	632 695	674 504	846 216	879 085	926 226	979 105
Expenditure By Type								
Employee related costs	240 370	261 607	278 751	292 413	450 951	475 301	505 246	537 075
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	5 646	9 074	8 537	9 121	13 434	14 133	14 798	15 538
Finance charges	916	2 289	1 422	1 074	1 074	1 130	1 183	1 242
Bulk purchases								
Repairs and maintenance	39 388	41 397	32 651	89 495	91 995	93 744	98 149	103 056
Other materials					30 209	31 780	33 274	34 938
Contracted services	42 178	50 959	32 495	46 279	28 466	29 007	30 370	31 890
Transfers and subsidies paid								
Other expenditure	163 279	143 487	168 199	165 166	184 448	187 953	196 787	206 626
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	491 777	508 813	522 055	603 548	800 577	833 048	879 807	930 365
Interest (Sweeping Account)			28 758	38 700	38 700	38 700	38 700	40 635
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)				32 256	6 939	7 337	7 719	8 105
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers			28 758	70 956	45 639	46 037	46 419	48 740
Total Expenditure	491 777	508 813	550 813	674 504	846 216	879 085	926 226	979 105
Surplus/(Deficit) before capital grants	(148 206)	(45 104)	81 882		()			
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	(148 206)	(45 104)	81 882		()			
Taxation								
Surplus/(Deficit) for the year	(148 206)	(45 104)	81 882		()			

METROPOLITAN TRADING COMPANY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment								
Interest earned - external investments	904							
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received								
Other revenue	40 714	33 175	32 176	49 615	49 615	52 195	54 648	57 380
Gains on disposal of PPE								
Revenue	41 618	33 175	32 176	49 615	49 615	52 195	54 648	57 380
Interest Income (Sweeping Account)	3 226	17 000	23 548	2 785	2 785	2 930	3 068	3 221
Interest on Loans (Core)								
Internal recoveries (ME's)	32 872	158 386	281 705	173 835	173 875	183 875	201 601	211 681
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	211 158	143 670	226 855	240 661	240 661	268 074	279 742	293 729
Total Internal Transfers	247 256	319 056	532 108	417 281	417 321	454 879	484 411	508 631
Total Revenue	288 874	352 231	564 284	466 896	466 936	507 074	539 059	566 011
Expenditure By Type								
Employee related costs	10 447	12 903	23 480	33 146	32 146	34 268	36 426	38 721
Remuneration of Councillors								
Debt impairment	10 943	7 547	6 259					
Depreciation and asset impairment	64 318	66 718	69 258	156 436	156 436	161 780	178 484	187 422
Finance charges								
Bulk purchases								
Repairs and maintenance	8 934	12 800	8 700	13 928	13 928	14 652	15 341	16 108
Other materials								
Contracted services	8 676	15 750	33 272	13 204	14 204	14 943	15 645	16 428
Transfers and subsidies paid								
Other expenditure	13 409	59 846	179 021	96 031	96 071	119 618	124 297	130 514
Contributions to/(from) provisions								
Loss on disposal of PPE	122	259						
Expenditure	116 849	175 823	319 990	312 745	312 785	345 261	370 193	389 193
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans	119 019	129 377	143 498	151 759	151 759	159 281	166 202	174 021
Internal charges (ME's)				2 392	2 392	2 532	2 664	2 797
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	119 019	129 377	143 498	154 151	154 151	161 813	168 866	176 818
Total Expenditure	235 868	305 200	463 488	466 896	466 936	507 074	539 059	566 011
Surplus/(Deficit) before capital grants	53 006	47 031	100 796					
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	53 006	47 031	100 796					
Taxation			30 760					
Surplus/(Deficit) for the year	53 006	47 031	70 036					

JOBURG MARKET
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	52 717	47 992	61 278	70 712	70 712	71 344	75 205	72 409
Interest earned - external investments	2 100	2 100	10 566		10 564	11 114	11 636	12 218
Interest earned - outstanding debtors	150	150	266	150	150			
Fines, penalties and forfeits								
Licences and permits								
Agency services	349 476	367 794	340 638	398 200	408 345	420 596	433 214	446 210
Transfers and subsidies received								
Other revenue		33 505	29 723	5 288	7 391	7 770	8 189	7 615
Gains on disposal of PPE								
Revenue	404 443	451 541	442 471	474 350	497 162	510 824	528 244	538 452
Interest Income (Sweeping Account)				2 100	23 127	25 440	27 984	30 783
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)								
Total Internal Transfers				2 100	23 127	25 440	27 984	30 783
Total Revenue	404 443	451 541	442 471	476 450	520 289	536 264	556 228	569 235
Expenditure By Type								
Employee related costs		136 012	141 940	132 460	150 863	159 010	169 028	179 677
Remuneration of Councillors								
Debt impairment			8 363					
Depreciation and asset impairment	20 632	23 438	30 196	24 182	25 193	26 965	28 232	29 644
Finance charges								
Bulk purchases								
Repairs and maintenance	27 963	19 978	9 360	32 704	32 704	33 325	34 891	36 636
Other materials								
Contracted services	38 244	43 987	46 072	54 074	48 401	49 321	51 639	54 221
Transfers and subsidies paid								
Other expenditure	83 794	72 673	96 644	72 979	86 498	88 141	92 284	96 898
Contributions to/(from) provisions								
Loss on disposal of PPE			4 362					
Expenditure	170 633	296 088	336 937	316 399	343 659	356 762	376 074	397 076
Interest (Sweeping Account)								
Interest on Shareholders Loans					1 519	605	250	1 596
Interest on Mirror Conduit loans								
Internal charges (ME's)			14 326	11 734	8 070	8 538	8 982	9 431
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers			14 326	11 734	9 589	9 143	9 232	11 027
Total Expenditure	170 633	296 088	351 263	328 133	353 248	365 905	385 306	408 103
Surplus/(Deficit) before capital grants	233 810	155 453	91 208	148 317	167 041	170 359	170 922	161 132
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	233 810	155 453	91 208	148 317	167 041	170 359	170 922	161 132
Taxation				34 231	42 589	47 700	47 857	45 117
Surplus/(Deficit) for the year	233 810	155 453	91 208	114 086	124 452	122 659	123 065	116 015

JOHANNESBURG SOCIAL HOUSING COMPANY
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome R 000	Audited Outcome R 000	Audited Outcome R 000	Original Budget R 000	Adjusted Budget R 000	Budget Year 2020/21 R 000	Budget Yr +1 2021/22 R 000	Budget Yr +2 2022/23 R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue	186	762	755	667	667	707	744	781
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	110 778	116 703	128 679	159 328	146 990	168 867	177 648	186 530
Interest earned - external investments								
Interest earned - outstanding debtors			5 894	1 555	1 555	1 648	1 734	1 821
Fines, penalties and forfeits								
Licences and permits								
Agency services	9 273	11 781	7 617	12 103	12 103	12 829	13 496	14 171
Transfers and subsidies received								
Other revenue		2 663	363	1 963	2 413	2 413	2 436	2 462
Gains on disposal of PPE								
Revenue	120 237	131 909	143 308	175 616	163 728	186 464	196 058	205 765
Interest Income (Sweeping Account)	11 853	11 230	7 889	8 232	8 232	8 718	9 171	9 630
Interest on Loans (Core)								
Internal recoveries (ME's)								
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	13 100	14 807	26 941	20 567	29 677	3 055	4 710	6 403
Total Internal Transfers	24 953	26 037	34 830	28 799	37 909	11 773	13 881	16 033
Total Revenue	145 190	157 946	178 138	204 415	201 637	198 237	209 939	221 798
Expenditure By Type								
Employee related costs	37 706	43 883	52 079	61 724	96 055	101 242	107 620	114 401
Remuneration of Councillors								
Debt impairment	12 855	17 465	48 228	11 964	23 008	14 211	14 879	15 623
Depreciation and asset impairment	1 249	1 351	688	1 350	1 350	1 430	1 504	1 579
Finance charges	1 384	1 320	1 248	1 450	1 450	1 536	1 616	1 697
Bulk purchases								
Repairs and maintenance	24 658		26 541	76 131	38 466	39 197	41 039	43 091
Other materials								
Contracted services	28 141	1 926		1 160	1 160	1 182	1 238	1 300
Transfers and subsidies paid								
Other expenditure	34 538	101 806	89 588	32 622	37 124	37 829	39 607	41 587
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	140 531	167 751	218 372	186 401	198 613	196 627	207 503	219 278
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)				16 514	1 524	1 610	1 694	1 779
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers				16 514	1 524	1 610	1 694	1 779
Total Expenditure	140 531	167 751	218 372	202 915	200 137	198 237	209 197	221 057
Surplus/(Deficit) before capital grants	4 659	(9 805)	(40 234)	1 500	1 500		742	741
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	4 659	(9 805)	(40 234)	1 500	1 500		742	741
Taxation		188	(5 550)	1 500	1 500		742	741
Surplus/(Deficit) for the year	4 659	(9 993)	(34 684)					

JOBURG CITY THEATRES
MEDIUM TERM OPERATING BUDGET 2020/21 - 2022/23
Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2020/21	Budget Yr +1 2021/22	Budget Yr +2 2022/23
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue By Source								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse								
Service charges - other								
Rental of facilities and equipment	7 488	8 033	6 612	8 458	8 458	8 458	8 898	9 343
Interest earned - external investments	4 622	5 545	5 033	5 700	5 700	6 000	6 312	6 628
Interest earned - outstanding debtors								
Fines, penalties and forfeits								
Licences and permits								
Agency services								
Transfers and subsidies received	1 000							
Other revenue	42 035	46 652	43 498	71 516	59 516	59 516	59 516	61 676
Gains on disposal of PPE								
Revenue	55 145	60 230	55 143	85 674	73 674	73 974	74 726	77 647
Interest Income (Sweeping Account)								
Interest on Loans (Core)								
Internal recoveries (ME's)	13 000	10 276	8 700		8 697			
Internal Recoveries (Core)								
Internal CoJ Billing (Revenue)								
Operating Grants & Subsidies from (COJ)	94 072	104 432	116 447	118 779	120 628	136 513	147 497	157 103
Total Internal Transfers	107 072	114 708	125 147	118 779	129 325	136 513	147 497	157 103
Total Revenue	162 217	174 938	180 290	204 453	202 999	210 487	222 223	234 750
Expenditure By Type								
Employee related costs	54 840	70 131	77 525	87 379	92 696	100 805	107 177	113 952
Remuneration of Councillors								
Debt impairment								
Depreciation and asset impairment	1 119	1 352	1 641	2 876	1 576	1 744	1 902	1 997
Finance charges	1							
Bulk purchases								
Repairs and maintenance	1 293	2 577	2 379	3 539	3 539	3 606	3 775	3 963
Other materials								
Contracted services	5 359	5 075	3 323	2 018	2 033	2 072	2 169	2 278
Transfers and subsidies paid	8 000	19 339	19 587	20 645	20 645	21 863	23 000	24 150
Other expenditure	70 193	67 681	61 556	81 306	77 985	75 605	79 159	83 117
Contributions to/(from) provisions								
Loss on disposal of PPE								
Expenditure	140 805	166 155	166 011	197 763	198 474	205 695	217 182	229 457
Interest (Sweeping Account)								
Interest on Shareholders Loans								
Interest on Mirror Conduit loans								
Internal charges (ME's)	11 668	8 563	7 190	6 690	4 525	4 792	5 041	5 293
Internal Charges (Core)								
Internal CoJ Billing (Utilities)								
Operating Grants & Subsidies to ME's								
Total Internal Transfers	11 668	8 563	7 190	6 690	4 525	4 792	5 041	5 293
Total Expenditure	152 473	174 718	173 201	204 453	202 999	210 487	222 223	234 750
Surplus/(Deficit) before capital grants	9 744	220	7 089			()		
Transfers recognised								
Capital Grants								
Capital Contributions								
Surplus/(Deficit)	9 744	220	7 089			()		
Taxation	(2 728)	(275)	1 896					
Surplus/(Deficit) for the year	12 472	495	5 193			()		

Detail Capital 2020/21 – 2022/23

DEPARTMENT VOTE	2020/21 BUDGET R 000	2020/21 - SOURCE OF FINANCE						2021/22 BUDGET R 000	2022/23 BUDGET R 000
		COJ Funding (Loans) 350 R 000	CRR (Cash) 360 R 000	Nat. Grant 374 R 000	Prov. Grant 375 R 000	USDG 373 R 000	Other 376 R 000		
CORE ADMINISTRATION:									
Economic Development	7 180	7 180						7 180	
Environment and Infrastructure	200 000	31 000	169 000					200 000	5 000
Transport	845 653	482 500	119 000	244 153				811 238	1 080 875
Community Development	85 547	32 547	53 000					143 000	244 636
Health	57 700	18 200	22 500			17 000		58 540	144 600
Social Development	12 600	1 100	11 500					82 545	50 000
Group Forensic Investigation Services	250		250					100	
Office of the Ombudsman	2 000		2 000					2 000	
City Manager									
Speaker: Legislative Arm of Council	2 000		2 000					5 000	
Group Information and Communication Technology	375 000		375 000					195 000	211 500
Group Finance	18 000	8 000	10 000					40 000	35 000
Group Corporate and Shared Services	252 800		252 800					297 994	351 150
Housing	1 271 836	191 058	207 976			872 802		1 334 212	1 207 208
Development Planning	224 916	2 000	85 756	137 160				251 468	276 584
Public Safety	152 500	74 500	78 000					71 400	65 500
TOTAL CORE ADMINISTRATION	3 507 982	848 085	1 388 782	381 313		889 802		3 499 676	3 672 052
MUNICIPAL ENTITIES:									
City Power	834 811	386 808				98 377	349 626	932 112	1 283 700
Johannesburg Water	1 129 567	410 476	375 983			343 108		1 259 750	1 353 850
Pikitup	138 623	138 623						175 365	136 635
Johannesburg Roads Agency	1 476 887	171 838	788 049			517 000		1 583 050	1 678 172
Metrobus	126 950	126 950						71 100	100 700
Johannesburg City Parks and Zoo	59 000	16 000	3 000				40 000	47 600	76 300
Johannesburg Development Agency	202 300	113 300	89 000					271 965	349 188
Johannesburg Property Company	145 481	93 663	51 817					147 500	56 000
Metropolitan Trading Company	15 000		15 000						
Joburg Market	192 515	179 000	13 515					286 510	135 000
Johannesburg Social Housing Company	549 058	95 000	454 058					374 675	375 000
Joburg City Theatres	40 848	40 848						6 019	6 621
TOTAL ME's	4 911 040	1 772 506	1 790 423			958 485	389 626	5 155 646	5 551 166
TOTAL CITY OF JOHANNESBURG	8 419 022	2 620 591	3 179 205	381 313		1 848 287	389 626	8 655 323	9 223 218

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Economic Development							
Cross Border Support Hub New Small Business Hub JOHANNESBURG F Ward	2386	Other Assets	Operational Buildings	3 000	1 500	1 500	
Inner City Roadmap Economic Development Initiatives Renewal Inner City Intervention JOHANNESBURG F Regional	4004	Community Assets	Community Facilities	6 000	3 000	3 000	
Operational Capital	2486	Furniture and Office Equipment		5 360	2 680	2 680	
Sub Total					7 180	7 180	
Environment and Infrastructure							
Exploration of ground water by drilling boreholes	22312	Water Supply Infrastructure	Boreholes	5 000			5 000
Waste Treatment Technologies (City Wide)	4053	Solid Waste Infrastructure	Waste Processing Facilities	400 000	200 000	200 000	
Sub Total					200 000	200 000	5 000
Transport							
PTF: Public Transport Facility in Sandton	22688	Transport Assets		108 500	2 000	6 500	100 000
PTF: Redevelopment of Inner City Ranks	22687	Transport Assets		40 000	10 000	30 000	
22783_00_Operational Capital	22783	Transport Assets		2 000	2 000		
2804_08_Alex Bus Depot (Phase 2 - Workshops)	23140	Roads Infrastructure	Road Structures	1 091 584	201 753	201 939	687 892
2804_09_ITS (Fibre Loop and CCTV)- Redundancy Loop	23102	Roads Infrastructure	Road Furniture	42 400	42 400		
COMPL: Sidewalk Improvements: Tsiawelo Metrorail Station Link: Mhlaba / C Hani New Nodal Transport Facilities CHIAWELO D City Wide	3931	Roads Infrastructure	Roads	38 500	2 000	36 500	
Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route	22354	Roads Infrastructure	Roads	22 000	17 000	5 000	
Complete Streets: Deep South	22791	Roads Infrastructure	Roads	30 982	1 000		29 983
Complete Streets: NMT facilities linking railway station Merafe new pedestrian walks - Region D	22782	Roads Infrastructure	Roads	8 500	8 500		
Complete Streets: Turfontein	22790	Roads Infrastructure	Roads	31 000	1 000		30 000
Managed Lanes: Dedicated Public Transport Lanes: Inner City	3112	Roads Infrastructure	Roads	2 000	2 000		
NR: Nodal Regeneration: Braamfontein Precinct	22421	Roads Infrastructure	Roads	25 000	3 000	22 000	

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
NR: Nodal Regeneration: Parking Solutions for small nodes JOHANNESBURG	3110	Roads Infrastructure	Roads	22 000	2 000	10 000	10 000
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E	4167	Roads Infrastructure	Road Structures	3 000	3 000		
PTF Holding Facility: Design and Construction of Roodepoort New Nodal Transport Facilities ROODEPOORT C Regional	4156	Roads Infrastructure	Road Structures	1 000			1 000
PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional	4165	Roads Infrastructure	Road Structures	96 299	30 000	66 299	
PTF: Small Public Transport Facilities: DRIEZIEK EXT.3	3103	Roads Infrastructure	Road Structures	4 000	4 000		
PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)	3925	Roads Infrastructure	Road Structures	64 000	30 000	34 000	
PTF: Small Public Transport Facilities: Tshepisoong	3098	Roads Infrastructure	Roads	37 000	30 000	2 000	5 000
PTF: Small Public Transport Facility Design and Construction of Kya Sand Superstop New Nodal Transport Facilities KYA SAND	22674	Transport Assets		45 000	5 000	30 000	10 000
PTF: Small Public Transport Facility Design and Construction of Lakeside New Nodal Transport Facilities	23291	Transport Assets		2 000			2 000
PTF: Small Public Transport Facility: Lehae	22672	Transport Assets		1 000	1 000		
PTF: Transfer Facility: Lenasia Scholar Transport Interchange	3338	Roads Infrastructure	Road Structures	74 000	1 000	13 000	60 000
PTF: Upgrading of Rosebank Public Transport Facility	22789	Transport Assets		50 000	2 000	8 000	40 000
PTF: Upgrading of Sunninghill Public Transport Facilities	22786	Transport Assets		45 000		5 000	40 000
Public Transport Support Infrastructure: New Laybys and Street Furniture JOHANNESBURG City Wide	4166	Roads Infrastructure	Road Furniture	9 000	3 000	6 000	
Purchase of buses (Rea Vaya:2018/19-19/20; and Metrobus: 2020/21)	8787	Transport Assets		730 000	415 000	315 000	
Small: Public Transport Facility in Zakariya Park Region G	4168	Roads Infrastructure	Roads	85 000	25 000	10 000	50 000
Upgrading of Midrand Public Transport Facility	22788	Transport Assets		27 000	2 000	10 000	15 000
Sub Total					845 653	811 238	1 080 875
Community Dev: Head Office							
Operational Capital JOHANNESBURG F	2764	Furniture and Office Equipment		3 500	1 000	1 000	1 500
Security measures in facilities New Plant and Equipment BRAAMFONTEIN WERF F City Wide	4231	Machinery and Equipment		8 500	1 000	3 000	4 500
Sub Total					2 000	4 000	6 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Community Dev: Arts, Culture and Heritage							
ACH - Joburg Art Gallery Upgrade JOHANNESBURG F	2895	Community Assets	Community Facilities	12 000	4 000	8 000	
ACH - Upgrading of Museum Africa and Precinct (Three houses, workers museum, Mary Fitzgerald Square)	4129	Community Assets	Community Facilities	16 500	1 500		15 000
Operational Capital Arts and Culture New Information Technology JOHANNESBURG F	4212	Furniture and Office Equipment		3 136	1 000	1 000	1 136
Sub Total					6 500	9 000	16 136
Community Dev: Libraries							
Lib.Johannesburg Library (Centre of Excellence) JOHANNESBURG F	2213	Community Assets	Community Facilities	27 000	4 000	8 000	15 000
Lib.RFID tagging for books New Library BRAAMFONTEIN WERF F	3431	Heritage Assets	Other Heritage	7 000	3 000	4 000	
Operational Capital Libraries New Information Technology JOHANNESBURG F	4214	Machinery and Equipment		5 000	1 000	2 000	2 000
Sub Total					8 000	14 000	17 000
Community Dev: Sport and Recreation							
Phiri Multi Purpose Centre	2640	Community Assets	Community Facilities	3 000			3 000
Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward	3704	Community Assets	Sport and Recreation Facilities	6 500	6 500		
Aqua - Construction of the IVORY PARK new swimming pool EXT.2 A Ward	2316	Community Assets	Sport and Recreation Facilities	5 000	5 000		
Bosmont Stadium	23263	Community Assets	Sport and Recreation Facilities	2 000			2 000
Construction of a new MPC in Matholesville New Community Centre MATHOLESVILLE C Regional	8722	Community Assets	Community Facilities	73 000	12 000	18 000	43 000
Construction of Nordwyk Sport Ground	23270	Community Assets	Sport and Recreation Facilities	2 000			2 000
Ernadale Ext 9 Sport ground	23264	Community Assets	Sport and Recreation Facilities	4 000			4 000
Jabavu Stadium	23266	Community Assets	Sport and Recreation Facilities	1 500			1 500

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Lehae MPC New Construction LEHAE G	3666	Community Assets	Community Facilities	57 000	2 000	12 000	43 000
Lenasia cricket stadium	23260	Community Assets	Sport and Recreation Facilities	6 000			6 000
Minor works at various Comm Dev facilities	22686	Community Assets	Community Facilities	16 000	8 000	8 000	
New Diepsloot Multi-Purpose	23259	Community Assets	Community Facilities	3 000			3 000
New Stretford MPC	23274	Community Assets	Community Facilities	3 000			3 000
Operational Capital Sports and Recreation New Information Technology JOHANNESBURG F	4213	Furniture and Office Equipment		3 000	1 000	1 000	1 000
Rec - Construction of a new Multipurpose Centre in Zandspruit HONEYDEW EXT.5 C Ward	3695	Community Assets	Community Facilities	3 000			3 000
Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein(Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward	2233	Community Assets	Community Facilities	112 000	24 000	54 000	34 000
Rec- Construction of Drieziek MPC (ACH and Sports and Recreation)	22675	Community Assets	Sport and Recreation Facilities	60 547	10 547	23 000	27 000
Upgrading of Meadowlands Stadium Renewal Community Centre MEADOWLANDS D Ward	3784	Community Assets	Sport and Recreation Facilities	30 000			30 000
Sub Total					69 047	116 000	205 500
Health							
2660_00_MINOR WORKS at various clinics across the City Renewal Clinic JOHANNESBURG F City Wide	2660	Community Assets	Community Facilities	26 010	7 000	4 110	14 900
3370_00_Electricity Upgrades, Solar, Generators UPS's and Back-up Electricity for Health Facilities across the city New Clinic JOHANNESBURG F City Wide	3370	Electrical Infrastructure	Capital Spares	12 500	2 500		10 000
AIRCONDITIONERS: Supply, install and renew airconditioners in Health Facilities across the city New Clinic JOHANNESBURG F City Wide	3369	Community Assets	Community Facilities	700	200	200	300
Bophelong Clinic (Region C)	6566	Community Assets	Community Facilities	7 500	7 500		
City Deep/Denver New Clinic	23339			700			700
Elias Motsoaledi clinic Renewal Building DUBE EXT.2 D	3060	Community Assets	Community Facilities	700			700
ENTERPRISE ELECTRONIC RECORD MANAGEMENT SYSTEM (E-HEALTH)	22684	Computer Equipment		58 500	16 500	12 000	30 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Freedom Park New Clinic DEVLAND EXT.30 G Ward	3075	Community Assets	Community Facilities	14 700		700	14 000
Hikensile Clinic Renewal Clinic IVORY PARK EXT.9 A Ward	2647	Community Assets	Community Facilities	700			700
Klipfonteinview New Clinic Project	23340	Community Assets	Community Facilities	15 000		1 000	14 000
Lawley Clinic Renewal Clinic LAWLEY G Regional	3977	Community Assets	Community Facilities	700			700
Marshalltown Clinic (Inner City); Furniture and Medical Equipment Renewal Clinic JOHANNESBURG F Ward	2516	Community Assets	Community Facilities	700			700
Mountainview Clinic New Clinic FINETOWN G Ward	3066	Community Assets	Community Facilities	13 700		700	13 000
Naledi clinic New Building NALEDI D	3059	Community Assets	Community Facilities	52 000	17 000	35 000	
Nokuphila Clinic; Furniture and Medical Equipment - Phase I Upgrade Clinic ZOLA D	2514	Community Assets	Community Facilities	700			700
Operational Capital Spend for Health Renewal Operational Capex JOHANNESBURG F City Wide	2656	Community Assets	Community Facilities	14 230	5 000	3 230	6 000
PRINCESS Renewal Clinic PRINCESS C Ward	3055	Community Assets	Community Facilities	6 000			6 000
Protea Glen Clinic; Furniture & Medical Equipment -Phase I New Clinic PROTEA GLEN D Ward	2511	Community Assets	Community Facilities	700			700
Protea South Clinic Renewal Clinic PROTEA SOUTH EXT.1 G Ward	2538	Community Assets	Community Facilities	14 600		600	14 000
Rabie Ridge Clinic Renewal Clinic RABIE RIDGE A	3068	Community Assets	Community Facilities	700			700
Randburg Renewal Clinic BLAIRGOWRIE B Ward	2364	Community Assets	Community Facilities	700			700
REX STREET Renewal Clinic ROODEPOORT C	3054	Community Assets	Community Facilities	700			700
Sophia Town Clinic New Clinic TRIOMF B Ward	2510	Community Assets	Community Facilities	700			700
Southhills Clinic Renewal Clinic SOUTH HILLS F Ward	3064	Community Assets	Community Facilities	700			700
Zandspruit New Clinic ZANDSPRUIT EXT.4 C Ward 114 (Acquisition of land, layout and design and construction of buildings etc)	2595	Community Assets	Community Facilities	17 000	2 000	1 000	14 000
Sub Total					57 700	58 540	144 600
Social Development							
Extended hours Service for Clinics	23231			200		200	
Betrams New Multi Purpose Center	23053	Information and Communication Infrastructure		61 545	1 500	35 045	25 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Design Layout for Existing Building Structures for All Social development Facilities	23233	Information and Communication Infrastructure	Core Layers	2 500		2 500	
Furniture NORTHERN FARM ,FLEURHOFF AND EIKENHOFF FARM	23230	Furniture and Office Equipment		1 000		1 000	
Furniture for Safe Space Region F	23228	Community Assets	Community Facilities	100		100	
Minor Upgrades of all Social Development Facilities in all the Regions	3805	Community Assets	Community Facilities	1 000		1 000	
Operational Capital : Equipment and Machinery for Agricultural and Food Resilience(Tractor,Rippers and planters)	23151			3 300		3 300	
Operational capital renewal- Operationalise Substance Abuse Directorate	3837	Furniture and Office Equipment		2 400		2 400	
Refurbishment of the Yetta Nethan Community Centre ORLANDO WEST D	2803	Community Assets	Community Facilities	50 000		25 000	25 000
Shelters for Displaced People Region F	3700	Community Assets	Community Facilities	22 000	10 000	12 000	
Windsor West Overnight Shelter	23048	Information and Communication Infrastructure	Capital Spares	1 100	1 100		
Sub Total					12 600	82 545	50 000
Group Forensic Investigation Services							
GFIS: Operational Capital	5300	Furniture and Office Equipment		350	250	100	
Sub Total					250	100	
Office of the Ombudsman							
Operational Capex- Computer, Software, Furniture	22429	Computer Equipment		4 000	2 000	2 000	
Sub Total					2 000	2 000	
City Manager							
Sub Total							
Speaker: Legislative Arm of the Council							
Tools of Trade (New Councillors 270)	6682	Machinery and Equipment		7 000	2 000	5 000	
Sub Total					2 000	5 000	
Group Information, Communication Technology							

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
ICT: Infrastructure End User Computer Hardware	3847	Computer Equipment		80 000		30 000	50 000
ICT-infrastructure upgrading	3808	Information and Communication Infrastructure	Distribution Layers	120 000	120 000		
Micosoft Licences	22240	Intangible Assets	Computer Software and Applications	321 500	100 000	110 000	111 500
SAP & Non-SAP Archiving JOHANNESBURG F City Wide	3807	Intangible Assets	Computer Software and Applications	10 000	5 000	5 000	
Sap software Upgrade/re-implementation to latest SAP version Renewal Computer Software JOHANNESBURG F City Wide	4146	Intangible Assets	Computer Software and Applications	50 000	50 000		
Strategic SAP Update Renewal Computer Software JOHANNESBURG F City Wide	3811	Intangible Assets	Licences and Rights	170 000	70 000	50 000	50 000
WAN & LAN Upgrade JOHANNESBURG City Wide	3809	Information and Communication Infrastructure	Core Layers	30 000	30 000		
Sub Total					375 000	195 000	211 500
Group Finance							
Capital Enhancement System Renewal Computer Software JOHANNESBURG F City Wide	3825	Intangible Assets	Licences and Rights	24 000	8 000	8 000	8 000
Information Technology Refresher New Computer Hardware BRAAMPARK F City Wide	2901	Computer Equipment		3 000		1 500	1 500
Operational Capital-Look and Feel Project	2489	Information and Communication Infrastructure	Capital Spares	51 000		25 500	25 500
Valuation Roll System	23371	Intangible Assets	Licences and Rights	15 000	10 000	5 000	
Sub Total					18 000	40 000	35 000
Group Corporate and Shared Services							
Procurement of fleet - SHELA: Red fleet (Fire Engines)	22718	Transport Assets		200 000	200 000		
Procurement of fleet - SHELA: Specialised vehicles	22720	Transport Assets		701 944	52 800	297 994	351 150
Sub Total					252 800	297 994	351 150
Housing							
Braamfischerville Ext 12&13: C Ward	2565	Roads Infrastructure	Roads	37 275	5 500	15 500	16 275
Bramfischerville Ext 7 & 8	6571	Roads Infrastructure	Roads	60 000	10 000	20 000	30 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
COSMO CITY PHASE 2 (MALIBONGWE RIDGE)	3456	Water Supply Infrastructure	Bulk Mains	340 000	40 000	150 000	150 000
Diepkloof Hostel Renewal Bulk Infrastructure DIEPKLOOF EXT.10 D Ward	2893	Other Assets	Housing	101 500	40 000	30 000	31 500
Drieziek Ext.3	3207	Roads Infrastructure	Roads	86 705	25 000	30 100	31 605
Drieziek Ext.4	6581	Roads Infrastructure	Roads	67 050	25 000	20 000	22 050
Drieziek Ext.5	3208	Roads Infrastructure	Roads	76 000	25 000	20 000	31 000
Dube Hostel Renewal Building Alterations DUBE EXT.2 D Ward	2751	Other Assets	Housing	10 000	5 000	5 000	
Elias Motsoaledi Ext1 Township Development (Region D - Ward 24)	3184	Water Supply Infrastructure	Distribution	10 000	10 000		
Ennerdale South	3211	Roads Infrastructure	Roads	40 000	20 000	20 000	
Finetown Proper -Region G	3203	Roads Infrastructure	Roads	51 000	10 000	20 000	21 000
Fleurhof Mixed Development	2683	Water Supply Infrastructure	Bulk Mains	126 712	106 712	20 000	
Formalisation of informal settlements (UISP)	23409			1 214 627	221 623	558 116	434 888
Goudrand Rental Development	2889	Water Supply Infrastructure	Distribution Points	30 000	30 000		
Helen Josephs Refurbishment and Upgrading of Women's Hostel Renewal Building Alterations ALEXANDRA EXT.52 E Ward	2771	Other Assets	Housing	21 000	10 000		11 000
Inner City Upgrading (Transitional/Emergency and Rental Stock) Renewal Rental Flats JOHANNESBURG F Regional	2548	Other Assets	Housing	108 696	50 000	58 696	
Kanana Park Ext 1	3197	Roads Infrastructure	Road Structures	81 500	30 000	20 000	31 500
Kanana Park Ext 2	22115	Roads Infrastructure	Roads	80 000	40 000	20 000	20 000
Kanana Park Ext 3,4 & 5	3204	Roads Infrastructure	Roads	82 000	40 000		42 000
Klipspruit/Kliptown New Bulk Infrastructure (Housing project around the Walter Sisulu Square) KLIPSPRUIT D Ward	3185			32 000	32 000		
Lakeside Ext 1, 3 & 5	2733	Roads Infrastructure	Roads	70 000	50 000		20 000
Land Acquisition for Housing Developments City Wide	4255			10 000	10 000		
Lehae Ext 1	3186	Electrical Infrastructure	MV Switching Stations	130 000	50 000	50 000	30 000
Lufhereng Mixed Development (Bulk, Link & Internal Infrastructure Roads, Storm Water Management Systems, Sewer & Water for 24 000 houses)	2566	Roads Infrastructure	Roads	305 000	100 000	100 000	105 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Madala Hostel Redevelopment	22183	Water Supply Infrastructure	Bulk Mains	10 000	10 000		
Matholesville Proper	2891	Roads Infrastructure	Roads	10 000	10 000		
Meadowlands Hostel Renewal Building Alterations MEADOWLANDS D Ward	2752	Other Assets	Housing	71 500	10 000	30 000	31 500
Operational capital (HS) New Operational Capex BRAAMFONTEIN WERF F City Wide	2492	Furniture and Office Equipment		9 100	5 000	2 000	2 100
Perth Empire Corridor (Housing) Renewal Corridors of Freedom Intervention WESTBURY B Regional	4010	Water Supply Infrastructure	Bulk Mains	10 001	10 001		
Refurbishment and Upgrading of M2 Hostel Renewal Building Alterations ALEXANDRA EXT.52 E	2769	Other Assets	Housing	8 000	3 000	5 000	
Riverside View ext 28 (Diepsloot ext 12)	3457	Water Supply Infrastructure	Distribution Points	83 000	73 000	10 000	
Site and Services - Formalisation of informal settlements across the City. Renewal Bulk Infrastructure JOHANNESBURG F City Wide	2755	Roads Infrastructure	Roads	15 000	5 000	10 000	
South Hills Housing Mixed Development	2671	Roads Infrastructure	Roads	177 500	75 000	50 000	52 500
Stock, Flats and Old-Age Home Upgrading	22758	Other Assets	Housing	152 500	50 000	50 000	52 500
Tshepisoong Proper	2274	Roads Infrastructure	Roads	55 590	15 000	19 800	20 790
Vlakfontein Ext 3	3202	Roads Infrastructure	Roads	40 000	20 000		20 000
Sub Total					1 271 836	1 334 212	1 207 208
Development Planning							
_Brixton Social Cluster	22245	Community Assets	Community Facilities	69 500	66 500	3 000	
Crown City Urban Renewal Interventions Implementation	22225	Roads Infrastructure	Road Furniture	1 500			1 500
Fleurhof Urban Development Framework Interventions Implementation	22207	Roads Infrastructure	Roads	16 500		1 500	15 000
Fordsburg PEU	22361	Roads Infrastructure	Road Furniture	25 908	500	25 408	
Ghandi Square East	22363	Community Assets	Sport and Recreation Facilities	25 000	25 000		
Inner City Partnership Fund	22365	Intangible Assets	Unspecified	72 000	20 000	27 000	25 000
Innecity Core PEU (Including the Southern Parts)	22345	Roads Infrastructure	Road Furniture	43 000	1 500	16 500	25 000
Innecity Eastern Gateway	22358	Roads Infrastructure	Roads	51 710	11 710	15 000	25 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Jabulani Precinct Upgrades	22263	Roads Infrastructure	Roads	123 906	62 406	60 000	1 500
JSIP Maintenance	6652	Other Assets	Operational Buildings	16 000	6 000	5 000	5 000
Mayfair PEU	22362	Roads Infrastructure	Road Furniture	68 450	500	31 950	36 000
Mining Belt East Corridor New Capex Interventions Implementation	22246	Roads Infrastructure	Roads	21 500		1 500	20 000
Mining Belt West Development Corridor (Eastern Precinct): Technical studies on expropriation requirements, to release the necessary land to allow for new roads, road realignments and the widening of road reserves.	8686	Roads Infrastructure	Roads	9 000		1 000	8 000
New Turfontein Clinic & Multi-purpose center	22195	Community Assets	Community Facilities	69 500	14 500	40 000	15 000
Newtown UDF Implementation	22845	Roads Infrastructure		31 500		1 500	30 000
Operating Capital: DPUM Renewal Operational Capex BRAAMFONTEIN WERF F City Wide	2555	Community Assets	Community Facilities	6 500	5 800		700
Park Station to Civic Centre PEU (Park Station Regeneration)	22356	Roads Infrastructure	Road Furniture	35 000		10 000	25 000
Paterson Park - stormwater & new social facilities, park and road upgradings	22239	Roads Infrastructure	Roads	64 994	10 500	12 110	42 384
Watt Street Precinct, Wynberg	22255	Roads Infrastructure	Roads	1 500			1 500
Sub Total					224 916	251 468	276 584
Public Safety: Head Office							
3251_01_Upgrading of weighbridge at Langlaagte testing centre	23110	Machinery and Equipment		7 500	2 500	2 500	2 500
3251_02_Upgrading of weighbridge at Randburg testing Centre	23086	Machinery and Equipment		1 000	1 000		
3251_03_Upgrading of weighbridge at Sandton testing station	23139			1 000	1 000		
6660_00_Licensing Satellite Offices	6660	Other Assets	Operational Buildings	6 000	6 000		
Integrated Intelligent Operational Centre (IIOC)	22438	Other Assets	Operational Buildings	40 000	40 000		
New Outbound Licensing Operation/Call Centre MARTINDALE	6658	Other Assets	Operational Buildings	3 000			3 000
Operational Capital: (JMPD) New Operational Capex BRAAMFONTEIN WERF F City Wide	2494	Furniture and Office Equipment		1 100	200	900	
PARTITION AND REFURBISHMENT OF RANDURG drivers license testing centre and motor vehicle registration authority	3447	Other Assets	Operational Buildings	6 000	6 000		
Partition and Refurbishment of Rooderpoort	23115	Machinery and Equipment		5 000		5 000	

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Standby generators, air conditioner s and office equipment	22756	Machinery and Equipment		1 000		1 000	
Upgrading and improving Licensing Cash Sites. Renewal Building Alterations City Wide	2307	Community Assets	Community Facilities	3 000	3 000		
Sub Total					59 700	9 400	5 500
Public Safety: EMS							
Equipment cache for Urban Search and Rescue (New technology) New Plant and Equipment MARTINDALE B City Wide	2221	Other Assets		20 000	10 000	10 000	
Fire and Rescue Equipment Replacement Program Martindale C City Wide	3652	Machinery and Equipment		20 000	10 000	10 000	
New Fire Station - Central Fire Station MARSHALLS TOWN F Ward	2673	Community Assets		130 000	50 000	20 000	60 000
Sub Total					70 000	40 000	60 000
Public Safety: JMPD							
Additional Vehicle Pound Wemmer - VILLAGE MAIN	6654	Transport Assets		20 000		20 000	
CCTV for the protection of City of Johannesburg Council owned property. New Plant and Equipment CITY AND SUBURBAN EXT.9 F City Wide	2348	Other Assets	Operational Buildings	1 000	1 000		
New Radio Communication system New Plant and Equipment CITY AND SUBURBAN EXT.6 F	2537	Machinery and Equipment		10 000	10 000		
Operational Capex: Computers for Regional Commnders New Operational Capex JOHANNESBURG E City Wide	4237	Computer Equipment		3 800	1 800	2 000	
Supply Firearms to the JMPD new recruits Renewal Plant and Equipment CITY AND SUBURBAN EXT.6 F City Wide	2684	Machinery and Equipment		10 000	10 000		
Sub Total					22 800	22 000	
City Power							
All fencing and security lighting for various substations Renewal Building Alterations REUVEN F City Wide	4114	Electrical Infrastructure	MV Substations	25 000	5 000	5 000	15 000
Allandale Substation: Upgrade 2 X 10 MVA transformers to 40 MVA Renewal Bulk Infrastructure COMMERCIA EXT.11 A Regional	2438	Electrical Infrastructure	MV Substations	45 000		10 000	35 000
Aquire servitudes and sub station sites New Transmission Line REUVEN F City Wide	2379			8 000	2 500	2 000	3 500
Build new 275kV Intake Station to replace Orlando 88kV switch yard. New Bulk Infrastructure RIVASDALE D City Wide	2288	Electrical Infrastructure	HV Substations	30 000	30 000		
Cleveland Substation, Reconfigure busbar, replace high risk transformer, add additional 45 MVA transformer andfeeder board. Renewal Bulk Infrastructure HERIOTDALE EXT.10 F Regional	2782	Electrical Infrastructure	HV Substations	25 000	25 000		

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
DSM: Solar PV Systems on Buildings	22012	Electrical Infrastructure	LV Networks	12 200	12 200		
Electrification of Mega Projects	22682	Electrical Infrastructure	Power Plants	200 000		100 000	100 000
Electrification of various Informal Settlements - City Wide	4280	Electrical Infrastructure	LV Networks	498 377	98 377	200 000	200 000
Emergency work on the transmission network Renewal Bulk Infrastructure REUVEN F City Wide	2910	Electrical Infrastructure	HV Transmission Conductors	105 000	35 000	30 000	40 000
Emergency Work Renewal Medium Voltage Network NORTH RIDING EXT.30 C Regional	2448	Electrical Infrastructure	MV Networks	85 000	25 000	20 000	40 000
Emergency work Renewal Medium Voltage Network REUVEN F City Wide	2466	Electrical Infrastructure	MV Networks	95 000	35 000	20 000	40 000
Establish new 88/11 kV substation at Ruimsig A New Bulk Infrastructure RUIMSIG C	2791	Electrical Infrastructure	HV Substations	15 000	15 000		
Hurst Hill Sub-station refurbishment Renewal Bulk Infrastructure HURST HILL B Regional	4071	Electrical Infrastructure	HV Substations	95 000	15 000	25 000	55 000
ICT Network upgrade for smart grids to substations New Load Management REUVEN F City Wide	3903	Intangible Assets	Computer Software and Applications	3 785	3 785		
ICT Security Framework and Governance New Computer Software REUVEN F City Wide	3914	Intangible Assets	Computer Software and Applications	15 000	15 000		
Install new IED's in substations Renewal Protection REUVEN F City Wide	2757	Electrical Infrastructure	Capital Spares	50 000	15 000	10 000	25 000
Install statistical meters on all distributors New Load Management REUVEN F City Wide	3282	Electrical Infrastructure	LV Networks	52 500	22 500	5 000	25 000
Installation of new public lighting: Group luminaire replacement	22840	Electrical Infrastructure	LV Networks	130 000	30 000	50 000	50 000
Installation of new public lighting: Street lights (City Wide)	22839	Electrical Infrastructure	LV Networks	90 000	30 000	30 000	30 000
Installation of new service connections New Service Connections ALEXANDRA EXT.63 E Regional	2202	Electrical Infrastructure	LV Networks	23 000	7 000	8 000	8 000
Installation of new service connections New Service Connections HALFWAY HOUSE EXT.74 E Regional	2259	Electrical Infrastructure	MV Networks	25 500	7 500	9 000	9 000
Integrated security, fire detection & suppression systems for major substations. Including fibre optic links (+- 50 % of budget). New Security Equipment REUVEN F City Wide	2336	Other Assets	Operational Buildings	22 700	6 700	6 000	10 000
Lutz: Establish new 88/11 kV cabling New Bulk Infrastructure HONEYDEW MANOR EXT.11 C Ward	2341	Electrical Infrastructure	HV Substations	120 000	40 000	45 000	35 000
Mobile sub-station	22841	Electrical Infrastructure	HV Substations	95 500	30 500	30 000	35 000
Mulbarton Sub - Install additional 45MVA transformer,refurbishment and bus bar reconfiguration. New Bulk Infrastructure LIEFDE EN VREDE EXT.1 F Ward	2541	Electrical Infrastructure	HV Substations	25 000	25 000		
New Service Connections HURST HILL B Regional	2264	Electrical Infrastructure	LV Networks	27 500	7 500	10 000	10 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
New service connections New Service Connections BEREA F Regional	2203	Electrical Infrastructure	LV Networks	29 500	7 500	11 000	11 000
New service connections New Service Connections FERNDAL EXT.25 B Regional	2260	Electrical Infrastructure	MV Networks	30 500	6 500	12 000	12 000
New service connections New Service Connections ROODEPOORT EXT.2 C Regional	2261	Electrical Infrastructure	LV Networks	32 499	6 500	12 999	13 000
New Service Connections REUVEN F Regional	2263	Electrical Infrastructure	LV Networks	18 525	6 000	6 025	6 500
Operating Capital New Operational Capex REUVEN F City Wide	2612	Furniture and Office Equipment		82 988	20 000	22 988	40 000
Penny Street	20959	Electrical Infrastructure	HV Substations	14 300	14 300		
Prepare mini subs and load centres for 11 kV conversion Renewal Township Reticulation JEPPESTOWN SOUTH F Regional	2253	Electrical Infrastructure	MV Substations	35 000	10 000		25 000
Procurement of IT hardware New Computer Hardware REUVEN F City Wide	3904	Computer Equipment		57 100	13 500	13 600	30 000
Refurbishment of LV infrastructure Renewal Low Voltage REUVEN F Regional	2337	Electrical Infrastructure	LV Networks	35 000	10 000	10 000	15 000
Refurbishment of MV infrastructure(Switchgear and transformers) Renewal Medium Voltage Network REUVEN F Regional	2338	Electrical Infrastructure	MV Substations	43 500	8 500	10 000	25 000
Replace batteries in sub stations Renewal Bulk Infrastructure REUVEN F City Wide	2748	Electrical Infrastructure	HV Substations	18 000	5 000	3 000	10 000
Replace obsolete energy meters with prepaid units Renewal Service Connections REUVEN F City Wide	3272	Electrical Infrastructure	Capital Spares	95 000	20 000	30 000	45 000
Replace open LV conductors with ABC Renewal Low Voltage REUVEN F City Wide	2465	Electrical Infrastructure	LV Networks	65 000	15 000	10 000	40 000
Replacement of aged and/or faulting MV cables Renewal Medium Voltage Network NORTH RIDING EXT.30 C City Wide	2285	Electrical Infrastructure	MV Networks	45 500	10 000	5 500	30 000
Replacement of aged and/or faulting MV cables Renewal Medium Voltage Network REUVEN F Regional	2339	Electrical Infrastructure	MV Networks	50 000	10 000	10 000	30 000
Revenue Generation Efficiency Project. Pre-paid system installation of semi automated pre-paid & automated pre paid (smart meters) Renewal Service Connections REUVEN F City Wide	2920	Electrical Infrastructure	LV Networks	95 000	30 000	30 000	35 000
RTU installations New SCADA REUVEN F City Wide	2228	Information and Communication Infrastructure	Core Layers	45 000	5 000	5 000	35 000
SCADA Masterstation upgrade Renewal SCADA REUVEN F City Wide	3898	Intangible Assets	Computer Software and Applications	5 000	5 000		
Telecommunications, Fibre optic installations and upgrades Renewal SCADA REUVEN F Regional	2906	Information and Communication Infrastructure	Capital Spares	70 000	10 000	10 000	50 000
Telecommunications, Multiplexer and network management system Renewal Plant and Equipment REUVEN F City Wide	3895	Electrical Infrastructure	LV Networks	23 449	3 449	10 000	10 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Transformer capital program to eliminate high risk transformers Renewal Bulk Infrastructure REUVEN F City Wide	2798	Electrical Infrastructure	MV Substations	80 000	30 000	25 000	25 000
Upgrade Eldorado Substation Renewal Bulk Infrastructure ELDORADO PARK G Regional	3891	Electrical Infrastructure	HV Substations	15 000	15 000		
Upgrade John Ware sub station Renewal Bulk Infrastructure FORDSBURG F Regional	2428	Electrical Infrastructure	HV Substations	70 000	15 000	55 000	
Upgrade MV Networks in CBD Renewal Medium Voltage Network JOHANNESBURG F Regional	4113	Electrical Infrastructure	MV Networks	35 000	10 000	10 000	15 000
Upgrade MV supply to and in Kya Sands. Renewal Medium Voltage Network KYA SAND A Regional	2827	Electrical Infrastructure	MV Networks	700			700
Upgrade Orchards Substation New Bulk Infrastructure ORCHARDS F Regional	4125	Electrical Infrastructure	HV Substations	5 000		5 000	
Upgrading of 88 kV overhead lines Renewal Bulk Infrastructure REUVEN F City Wide	3083	Electrical Infrastructure	LV Networks	35 000	10 000	10 000	15 000
Sub Total					834 811	932 112	1 283 700
Johannesburg Water: Water							
2197_00_Water Demand Management: New Operate and Maintenance Assets (Orange Farm and Soweto)	2197	Water Supply Infrastructure	Distribution	586 125	225 000	221 125	140 000
2226_00_Operational Capital: Operations and Maintenance	2226	Water Supply Infrastructure	Capital Spares	334 827	132 127	95 350	107 350
2231_00_Operational Capital: Corporate Requirements of Johannesburg Water	2231	Water Supply Infrastructure	Distribution	113 000	54 000	28 000	31 000
Basic Water Service New Basic Water and Sewer Services	2198	Water Supply Infrastructure	Distribution	150 000	50 000	50 000	50 000
BK: Infrastructure Renewal Plan	21994	Water Supply Infrastructure	Water Treatment Works	45 000	5 000	20 000	20 000
Deep South/ Orange Farm: Doornkop West/Protea Glen district:Upgrade water infrastructure	2571	Water Supply Infrastructure	Distribution	1 000	1 000		
Driefontein works: Sludge Pre-thickening and Pre-conditioning	22653	Water Supply Infrastructure	Capital Spares	6 500		1 500	5 000
EN: Infrastructure Renewal Plan 2 (2020/21 to 2022/23)	23412			1 000		1 000	
Halfway House Water Upgrade	21770	Water Supply Infrastructure	Distribution	45 000	5 000	30 000	10 000
Johannesburg Central: Perth - Empire BRT and Rail Corridor Interventions	3871	Water Supply Infrastructure	Distribution	15 000			15 000
Johannesburg Central: Turffontein Redevelopment Corridor Renewal Watermains	3872	Water Supply Infrastructure	Distribution	15 000			15 000
Johannesburg Central:planned Replacement Watermains	2248	Water Supply Infrastructure	Distribution	10 000	10 000		
Lenasia High Level Reservoir 10ML	22513	Water Supply Infrastructure	Reservoirs	48 650	23 650	25 000	

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Linbro Water Upgrade	21923	Water Supply Infrastructure	Distribution	35 000		5 000	30 000
Lion Park Bulk Water and Sewer Infrastructure Upgrade	22641	Water Supply Infrastructure	Reservoirs	25 000	5 000	10 000	10 000
Louis Botha Corridor (JW: Water) Renewal Corridors of Freedom Intervention	4018	Water Supply Infrastructure	Water Treatment Works	5 000	5 000		
Mechanical plant	21987	Other Assets	Operational Buildings	5 000	1 000	1 000	3 000
Midrand: Blue Hills Tower 1.8ML	2567	Water Supply Infrastructure	Reservoirs	25 000	5 000	10 000	10 000
Midrand: Carlswald Water Infrastructure Upgrade	3882	Water Supply Infrastructure	Distribution	58 000	8 000	30 000	20 000
Midrand: Erand Tower 2 1.5ML	6494	Water Supply Infrastructure	Reservoirs	43 000	15 000	18 000	10 000
Midrand: Halfway house Reservoir 20ML	6496	Water Supply Infrastructure	Reservoirs	70 000	10 000	20 000	40 000
Midrand: Ivory Park North Water Upgrade	22651	Water Supply Infrastructure	Bulk Mains	13 500	2 500	1 000	10 000
Midrand: Kyalami Water Upgrade	6536	Water Supply Infrastructure	Water Treatment Works	11 000		1 000	10 000
Midrand: Planned replacement: Watermains Renewal	3540	Water Supply Infrastructure	Distribution	5 000	5 000		
Midrand: Pretoriusrand Tower 1.2ML	6495	Water Supply Infrastructure	Reservoirs	5 000		5 000	
Midrand: Pretoriusrand Reservoir 10ML	6618	Water Supply Infrastructure	Reservoirs	10 000		10 000	
Midrand: Vorna Valley Water Upgrade	6535	Water Supply Infrastructure	Distribution	11 000		1 000	10 000
Naturena Bulk Water Upgrade	23413			6 000	6 000		
NW: Unit 3:New PSTs #2	22007	Water Supply Infrastructure	Bulk Mains	5 000		5 000	
Operational Capital: Planning and engineering studies	2225	Water Supply Infrastructure	Water Treatment Works	102 000	32 000	35 000	35 000
Operational Capital: Provision for Emergency Work	2484	Water Supply Infrastructure	Capital Spares	90 000	30 000	30 000	30 000
Orange farm/ Deep South: Lenasia Water Upgrade	2375	Water Supply Infrastructure	Distribution	5 000	5 000		
Orange Farm/ Deep South: Planned Replacement Watermains	3516	Water Supply Infrastructure	Distribution	10 000	10 000		
OV: Infrastructure Renewal Plan	21993	Water Supply Infrastructure	Bulk Mains	29 190	29 190		
OV: Infrastructure Renewal Plan 2 (2019/20 to 2012/22)	23411			10 000		10 000	

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
OV: Upgrade Roads	21934	Roads Infrastructure	Road Structures	6 000	1 000	5 000	
Perth Empire Corridor (JW: Water) Renewal Corridors of Freedom Intervention	4019	Water Supply Infrastructure	Distribution	10 000	10 000		
Roodepoort/ Diepsloot: Diepsloot Reservoir 40 MI	22512	Water Supply Infrastructure	Reservoirs	15 000		5 000	10 000
Roodepoort/ Diepsloot: Robertville Water Upgrade	3467	Water Supply Infrastructure	Water Treatment Works	2 000		2 000	
Roodepoort/Diepsloot: Planned Replacement Watermains	2246	Water Supply Infrastructure	Distribution	5 000	5 000		
Roodepoort/Diepsloot: Robertville Tower 2.25ML	4040	Water Supply Infrastructure	Reservoirs	40 000	15 000	20 000	5 000
Sandton / Alexandra: Linbro Park Tower 3.9ML	22226	Water Supply Infrastructure	Reservoirs	30 000		5 000	25 000
Sandton/ Alexandra: Founder Hill Water upgrade New Water Mains FOUNDERS HILL B Regional	3553	Water Supply Infrastructure	Bulk Mains	15 000	5 000		10 000
Sandton/ Alexandra: Kengsington Booster 4.2MI	6498	Water Supply Infrastructure	Reservoirs	23 000		13 000	10 000
Sandton/ Alexandra: Parktown Water upgrade	3230	Water Supply Infrastructure	Distribution	10 000			10 000
Sandton/ Alexandra: Woodmead Reservoir 22ML	3464	Water Supply Infrastructure	Reservoirs	55 000	5 000	20 000	30 000
Sandton/ Alexandra: Yeoville Water Upgrade	2320	Water Supply Infrastructure	Distribution	11 000		1 000	10 000
Sandton/Alexandra: Bryanston Water Upgrade	2369	Water Supply Infrastructure	Distribution	25 000	10 000	5 000	10 000
Sandton/Alexandra: Linbro Park Water Upgrade	2314	Water Supply Infrastructure	Distribution	53 000	20 000	23 000	10 000
Sandton/Alexandra: Planned replacement watermains	2245	Water Supply Infrastructure	Distribution	20 000	20 000		
Sandton/Alexandra:RW Weltevreden water upgrade	22665	Water Supply Infrastructure	Water Treatment Works	10 000	10 000		
Southdale/ Laaglaagte: Crown Gardens Tower 1.1 ML	3472	Water Supply Infrastructure	Reservoirs	8 000	8 000		
Southdale/ Langlaagte: Aeroton Direct Tower1.4ML	3473	Water Supply Infrastructure	Reservoirs	3 000	3 000		
Southdale/ Langlaagte: Winchester Hills Reservoir 12MI	22228	Water Supply Infrastructure	Reservoirs	5 000		5 000	
Soweto: Dobsonville Reservoir 15MI	6516	Water Supply Infrastructure	Reservoirs	5 000			5 000
Soweto: Doornkop West Reservoir 85MI	6504	Water Supply Infrastructure	Reservoirs	45 000		5 000	40 000
Soweto: Planned Replacement of the Watermains Renewal Water Mains MAPETLA D Ward	2481	Water Supply Infrastructure	Bulk Mains	20 000	10 000		10 000
Witpoortjie Water upgrade	21926	Water Supply Infrastructure	Distribution	5 000	5 000		

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Sub Total					801 467	772 975	796 350
Johannesburg Water: Sewer							
Bushkoppie: New PSTs number 2	6501	Solid Waste Infrastructure	Waste Processing Facilities	35 000	5 000	15 000	15 000
Bushkoppies Works: BK Balancing Tank	2450	Sanitation Infrastructure	Waste Water Treatment Works	3 000	3 000		
Bushkoppies Works: Upgrade main Blowers and Pipework	6503	Sanitation Infrastructure	Waste Water Treatment Works	40 000	5 000	15 000	20 000
DF: Infrastructure Renewal Plan 2 (2020/21 to 2022/23)	22645	Sanitation Infrastructure	Waste Water Treatment Works	7 000		2 000	5 000
Driefontein Works: Infrastructure Renewal Plan	3497	Solid Waste Infrastructure	Waste Processing Facilities	10 000	10 000		
Driefontein Works: Refurbish WAS and RAS p/s	3492	Solid Waste Infrastructure	Waste Processing Facilities	1 000	1 000		
EN: Upgrading of Southern Treatment Capacity	22722	Sanitation Infrastructure	Waste Water Treatment Works	51 875	5 000	18 875	28 000
Ennerdale Works: Dam cleaning and lining	6546	Solid Waste Infrastructure	Waste Processing Facilities	16 000	1 000	5 000	10 000
Ennerdale Works: Replace module mixers and motors	6547	Solid Waste Infrastructure	Waste Processing Facilities	3 600	3 600		
GK: Infrastructure Renewal Plan 2 (2020/21 to 2022/23)	22646	Sanitation Infrastructure	Waste Water Treatment Works	45 000		40 000	5 000
Goudkoppies Works: Infrastructure Renewal Plan	3484	Solid Waste Infrastructure	Waste Processing Facilities	42 000	12 000		30 000
Johannesburg Central: Planned Replacement Sewer mains	3614	Sanitation Infrastructure	Reticulation	10 000	10 000		
LA: Module 1	3232	Sanitation Infrastructure	Waste Water Treatment Works	188 000	10 000	78 000	100 000
Midrand: Ivory Park North Upgrade Sewer	6527	Sanitation Infrastructure	Reticulation	13 500	2 500	1 000	10 000
Midrand: Noordwyk Sewer Upgrade	3548	Sanitation Infrastructure	Reticulation	15 000		5 000	10 000
Midrand: Planned replacement sewer mains	6517	Sanitation Infrastructure	Waste Water Treatment Works	15 000	15 000		
Northern Works: Belt Presses New #4	2308	Sanitation Infrastructure	Waste Water Treatment Works	25 815	15 000	3 900	6 915
Northern Works: Desludge and line Dam 02	3963	Sanitation Infrastructure	Waste Water Treatment Works	25 000	10 000	5 000	10 000
Northern Works: Digesters Number 4	6544	Solid Waste Infrastructure	Waste Processing Facilities	24 000	4 000	10 000	10 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Northern Works: Infrastructure renewal	3490	Sanitation Infrastructure	Waste Water Treatment Works	77 000	5 000	45 000	27 000
Northern Works: Unit 4 liquor treatment	3961	Sanitation Infrastructure	Waste Water Treatment Works	50 000	30 000	20 000	
Northern Works: Unit 4: Replacement of Electromechanical	6545	Sanitation Infrastructure	Waste Water Treatment Works	80 000	10 000	30 000	40 000
Northern works: Unit 5 mod 2	2519	Sanitation Infrastructure	Waste Water Treatment Works	203 585	40 000	80 000	83 585
Olifantsvlei Works: Belt Presses # 1	2447	Sanitation Infrastructure	Waste Water Treatment Works	11 000	1 000		10 000
Olifantsvlei Works: Digester Heating and Mixing	2446	Solid Waste Infrastructure	Waste Processing Facilities	10 000	10 000		
Olifantsvlei: Refurbish Unit 2	3236	Sanitation Infrastructure	Waste Water Treatment Works	16 000	1 000	5 000	10 000
Orange Farm/ Deep south: Planned Replacement Sewer mains	3520	Sanitation Infrastructure	Reticulation	10 000	10 000		
Roodepoort/ Diepsloot: Diepsloot sewer Pipelines and Bridge	3918	Sanitation Infrastructure	Reticulation	70 000	50 000	20 000	
Roodepoort/ Diepsloot: Lanseria Outfall Sewer Upgrade	3601	Sanitation Infrastructure	Reticulation	115 000	10 000	55 000	50 000
Roodepoort/ Diepsloot: Planned Replacement Sewer mains	3586	Sanitation Infrastructure	Reticulation	35 000	5 000	15 000	15 000
Roodepoort/ Diepsloot: Witpoortjie Sewer upgrade Renewal Bulk Waste Water WITPOORTJIE C	3610	Sanitation Infrastructure	Outfall Sewers	22 000	2 000		20 000
Sandton/ Alexandra: Alexandra Water Upgrade	3566	Sanitation Infrastructure	Outfall Sewers	11 000		1 000	10 000
Sandton/ Alexandra: Louis Botha Corridor (JW: Sewer) Renewal Corridors of Freedom Intervention	4023	Sanitation Infrastructure	Reticulation	5 000	5 000		
Sandton/ Alexandra: Planned Replacement Sewer mains	3558	Sanitation Infrastructure	Reticulation	40 000	5 000	5 000	30 000
Sandton/Alexandra: Bruma sewer upgrade	22635	Sanitation Infrastructure	Reticulation	5 000		5 000	
Soweto: Anthea Nancefield Sewer (Klipspruit River) Phase 1	22511	Sanitation Infrastructure	Outfall Sewers	20 000	20 000		
Soweto: Planned Replacement Sewer mains	3627	Sanitation Infrastructure	Reticulation	10 000	10 000		
WWTW Upgrade and refurbish	3966	Sanitation Infrastructure	Waste Water Treatment Works	5 000	1 000	2 000	2 000
WWTW: Automation Of WWTW Plant	2520	Sanitation Infrastructure	Waste Water Treatment Works	2 000		2 000	
WWTW: Northern Farm - Dam Repair	22066	Solid Waste Infrastructure	Waste Processing Facilities	3 000	1 000	2 000	
WWTW: Security Upgrade (CCTV and Fence)	3503	Sanitation Infrastructure	Waste Water Treatment Works	1 000		1 000	

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Sub Total					328 100	486 775	557 500
Pikitup							
2667_00_ Facilities renewal, upgrades and new including branding and signage	2667	Investment Properties	Non-revenue Generating	40 000	40 000		
2667_01_ Construction, upgrading and Engineering Services at Central Camp Depot	23296	Solid Waste Infrastructure	Waste Processing Facilities	51 440		27 122	24 318
2667_02_ Construction, upgrading and engineering services of Avalon Depot	23297	Solid Waste Infrastructure	Waste Processing Facilities	16 999			16 999
2667_05_ Construction, Upgrading and Engineering services at Marlboro Depot	23300	Solid Waste Infrastructure	Waste Processing Facilities	11 811		11 811	
2667_06_ Construction of new Midrand depot facility Phase 1 at Rabie Ridge Ext 31	23302	Coastal Infrastructure	Capital Spares	48 486		24 243	24 243
2740_00_ Buyback and sorting facilities including drop-off centres	2740	Solid Waste Infrastructure	Waste Separation Facilities	40 000	40 000		
2740_01_ Construction and upgrading of various Pikitup Garden Site	23306	Solid Waste Infrastructure	Waste Processing Facilities	33 891		17 816	16 075
2742_00_ Landfill - Robinson deep New waste collection TURFFONTEIN D City Wide	2742	Solid Waste Infrastructure	Landfill Sites	17 543	17 543		
2742_01_ Supply, delivery and installation of 68KV standby diesel powered generators to various Landfill site	23295	Electrical Infrastructure	Power Plants	52 543		17 543	35 000
3196_01_ Replacement of Existing Underground bins and consulting services - CITY WIDE	23293	Solid Waste Infrastructure	Waste Processing Facilities	39 568		29 243	10 325
3196_02_ Construction of Material Recovery Facility at Marie Louis Landfill site	23294	Solid Waste Infrastructure	Waste Processing Facilities	16 512		6 837	9 675
3196_03_ Construction of Transfer Station at Kyasand Landfill site	23292	Solid Waste Infrastructure	Waste Processing Facilities	20 000		20 000	
Landfill - Goudkoppies New Building Alterations ZONDI D City Wide	2773	Solid Waste Infrastructure	Landfill Sites	8 250		8 250	
New plant and equipment	3832	Solid Waste Infrastructure	Landfill Sites	7 500		7 500	
Separation at source facilities and equipment	3196	Solid Waste Infrastructure	Waste Separation Facilities	36 080	36 080		
Waste bulk containers	2188	Solid Waste Infrastructure	Waste Drop-off Points	10 000	5 000	5 000	
Sub Total					138 623	175 365	136 635

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Johannesburg Roads Agency							
3983_01_RAMs - Alexandra ARP Storm-water Network VCA's Region E, Wards 108, 116, 105, 76, 7	23044	Storm water Infrastructure	Storm water Conveyance	15 500	1 500	7 000	7 000
3983_02_RAMs - Fordsburg: Inner City Roadmap Storm-water Network VCA's Region F; Ward	23045	Storm water Infrastructure	Storm water Conveyance	11 250	1 250	5 000	5 000
3983_03_RAMs - Inner-city Storm-water Network VCA's Region E	23047	Storm water Infrastructure	Storm water Conveyance	23 250	1 250	11 000	11 000
3983_04_RAMs - Northcliff Storm-water Network VCA's Region C	23046	Storm water Infrastructure	Storm water Conveyance	1 000	1 000		
BRID 10 - Bridge Expansion Joints. Renewal Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide	3266	Roads Infrastructure	Roads	145 000	15 000	50 000	80 000
BRID 11 - Bridge Rehabilitation. Renewal Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide	2427	Roads Infrastructure	Roads	400 000	100 000	100 000	200 000
BRID 11 - Bridges: Visual Condition Assessment and Detailed Bridge Design for Bridge Rehabilitation Projects (Bridge Management System). New Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide	3268	Roads Infrastructure	Road Structures	108 167	18 167	50 000	40 000
BRID 20 - Bridges: Replacement of bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide - Spring Road Bridge	3269	Roads Infrastructure	Road Structures	130 000	30 000	50 000	50 000
BRID 20 - Conrad Bridge; Blairgowrie. Renewal Bridges (Pedestrian and Vehicles) CRAIGHALL B WARD	3015	Roads Infrastructure	Road Structures	24 000	6 000	18 000	
CATCH - Flooding intervention and alleviation in Far East Bank - Alexandra	23269	Storm water Infrastructure	Storm water Conveyance	10 000	10 000		
CATCH - Implementation of CBP Stormwater Masterplanning: Soweto. New Stormwater Management Projects ORLANDO WEST D Regional	4205	Storm water Infrastructure	Attenuation	120 000	30 000	30 000	60 000
CATCH 10 - Emergency Stormwater Improvement (Multi year): Protea Glen Ext 1-4 (Phase 1-5). New Stormwater Catchments PROTEA GLEN D Ward	2577	Roads Infrastructure	Roads	105 000	30 000	30 000	45 000
CATCH 200 - Braamfontein Spruit Catchment: Erosion Protection - Sub 07, Morningside Manor to George Lea Park. New Stormwater Catchments MORNINGSIDE EXT.77 E Ward	2405	Roads Infrastructure	Roads	2 000	2 000		
CATCH 210 - Klein Jukskei Catchment: (CBP) Stormwater Control: Willows Development - Windsor New Stormwater Catchments JUKSKEI PARK B Ward	2398	Roads Infrastructure	Roads	30 000	10 000	10 000	10 000
CATCH 210 - Klein Jukskei Catchment: Bond Stream Relief System, Ferndale. New Stormwater Catchments FERNDAL B Ward	2415	Roads Infrastructure	Roads	50 000	20 000	15 000	15 000
CATCH 212 - Bezuidenhout Valley Catchment Upgrade: Rehabilitation of existing water course and wetland.	2611	Roads Infrastructure	Roads	3 000	3 000		
CATCH 240 - Jukskei Catchment - Vorna Valley Stream New Stormwater Catchments VORNA VALLEY EXT.13 A Ward	3024	Roads Infrastructure	Roads	12 000	6 000	6 000	
CATCH 240 - Upgrading of Stormwater: Bond Street & Main Avenue; Ferndale Renewal Stormwater Catchments FERNDAL B Ward	3025	Roads Infrastructure	Roads	60 000	30 000	30 000	
CONV - Conversion of Open Drains to underground storm water system in Bram Fischerville. Renewal Stormwater Management Projects BRAM FISCHERVILLE C Ward	3789	Storm water Infrastructure	Storm water Conveyance	70 000	10 000	20 000	40 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
CONV - Conversion of Open Drains to underground storm water system/Covered Drains in Orange Farm. Renewal Stormwater Management Projects ORANGE FARM G Ward	3788	Storm water Infrastructure	Drainage Collection	95 000	30 000	30 000	35 000
CONV - Conversion of Open Drains to Underground/Covered Drains in Ivory Park and surrounding areas. Renewal Stormwater Management Projects IVORY PARK EXT.7 A Ward	2706	Roads Infrastructure	Roads	91 711	20 000	20 000	51 711
Implementation of complete street standards citywide (sidewalks and stormwater upgrades)	22749			50 000	20 000	30 000	
IT - IT Security. New Computer Software JOHANNESBURG F City Wide	3800	Computer Equipment		31 000	1 000	10 000	20 000
MISCL - Dam Safety Rehabilitation Renewal Stormwater Management Projects JOHANNESBURG F City Wide	3033	Storm water Infrastructure	Attenuation	56 000	6 000		50 000
MISCL - Emergency Stormwater Interventions. Renewal Stormwater Management Projects JOHANNESBURG F City Wide	2766	Roads Infrastructure	Road Structures	55 000	5 000	20 000	30 000
MISCL - Emergency, Critical and Urgent Depot Stormwater Improvements. Existing Stormwater Management Projects JOHANNESBURG City Wide	2389	Storm water Infrastructure	Storm water Conveyance	185 000	50 000	60 000	75 000
MISCL - Gravel Roads: Zandspruit New Roads: Construction and Upgrades ZANDSPRUIT C Ward	4137	Roads Infrastructure	Roads	10 000	10 000		
MISCL - Integrated Roads and Stormwater Masterplanning. New Stormwater Management Projects JOHANNESBURG F City Wide	2422	Storm water Infrastructure	Storm water Conveyance	44 000	9 000	15 000	20 000
MISCL - Investigate and Design Future Schemes. New Operational Capex JOHANNESBURG F City Wide	2416	Roads Infrastructure	Roads	22 000	6 000	6 000	10 000
MISCL - Tarring of Gravel Roads: Bram Fischerville. New Roads: Construction and Upgrades BRAM FISCHERVILLE D Ward	2496	Roads Infrastructure	Roads	30 000	30 000		
MISCL - Tarring of Gravel Roads: City Wide	22681	Roads Infrastructure	Roads	15 908	15 000		908
MISCL - Tarring of Gravel Roads: Diepsloot. New Roads: Construction and Upgrades DIEPSLOOT WEST EXT.3 A Ward	2410	Roads Infrastructure	Roads	105 000	30 000	30 000	45 000
MISCL - Tarring of Gravel Roads: Doornkop/Thulani. New Roads: Construction and Upgrades DOORKOP D Ward	2417	Roads Infrastructure	Roads	90 000	30 000	30 000	30 000
MISCL - Tarring of Gravel Roads: Drieziek. New Roads: Construction and Upgrades DRIEZIEK G Ward	3986	Roads Infrastructure	Roads	115 000	40 000	30 000	45 000
MISCL - Tarring of Gravel Roads: Ivory Park and Surrounding Areas. New Gravel Road IVORY PARK EXT.9 A Ward	2399	Roads Infrastructure	Roads	45 000	45 000		
MISCL - Tarring of Gravel Roads: Kaalfontein. New Roads: Construction and Upgrades KAALFONTEIN EXT.2 A Ward	4206	Roads Infrastructure	Roads	30 000	30 000		
MISCL - Tarring of Gravel Roads: Lawley. New Roads: Construction and Upgrades LAWLEY EXT.1	2973	Roads Infrastructure	Roads	15 000	15 000		
MISCL - Tarring of Gravel Roads: Mayibuye. New Roads: Construction and Upgrades COMMERCIA A Ward	4209	Roads Infrastructure	Roads	38 000	38 000		
MISCL - Tarring of Gravel Roads: Orange Farm and Surrounding Areas. New Roads: Construction and Upgrades ORANGE FARM G Ward	2393	Roads Infrastructure	Roads	110 000	50 000	30 000	30 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
MISCL - Tarring of Gravel Roads: Poortjie. New Roads: Construction and Upgrades POORTJIE G Ward	4135	Roads Infrastructure	Roads	105 000	30 000	30 000	45 000
MISCL - Tarring of Gravel Roads: Slovoville New Roads: Construction and Upgrades SLOVOVILLE D Ward	4136	Roads Infrastructure	Roads	95 000	30 000	30 000	35 000
MISCL - Tarring of Gravel Roads: Tshepisoong. New Roads: Construction and Upgrades TSHEPISOONG C Ward	3819	Roads Infrastructure	Roads	105 000	30 000	30 000	45 000
MISCL: Pedestrian Bridge in Slovo Park (also Ashanti). New Bridges (Pedestrian and Vehicles) CORONATIONVILLE B Ward	2946	Roads Infrastructure	Road Structures	17 500	1 500	16 000	
MOB - Alternative Energy: Alternative Power Sources (LED). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	2963	Roads Infrastructure	Roads	9 000	3 000	3 000	3 000
MOB - Alternative Energy: Alternative Power Sources (UPS). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	2992	Roads Infrastructure	Capital Spares	54 000	18 000	18 000	18 000
MOB - CCTV Cameras. New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	3029	Roads Infrastructure	Capital Spares	5 000	1 000	2 000	2 000
MOB - Geometric Improvements. Renewal Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	2970	Roads Infrastructure	Roads	40 000	10 000	15 000	15 000
MOB - Guardrails. Renewal Roads: Construction and Upgrades JOHANNESBURG F Regional	2998	Roads Infrastructure	Roads	5 000	5 000		
MOB - Installation of New Warranted Traffic Signals	2767	Roads Infrastructure	Road Structures	20 000	5 000	5 000	10 000
MOB - Intelligent Transport Systems (ITS) Projects. New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	2472	Roads Infrastructure	Roads	15 000	5 000	5 000	5 000
MOB - Recabling of Traffic Signals. Intelligent Transportation System & Networks JOHANNESBURG F City Wide	3305	Roads Infrastructure	Roads	40 000	40 000		
MOB - Remote Monitoring: Urban Traffic Control (UTC). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	2978	Roads Infrastructure	Capital Spares	6 000	2 000	2 000	2 000
MOB - SARTSM: Upgrade Traffic Signals intersections City Wide	2961	Roads Infrastructure	Roads	22 000	6 000	6 000	10 000
MOB - Traffic Management Centre. Renewal Mobility: Intelligent Transportation System & Networks	3021	Roads Infrastructure	Capital Spares	29 500	9 500	10 000	10 000
MOB - Upgrading Controllers and Phasing. Renewal Mobility: Intelligent Transportation System & Networks JOHANNESBURG F Regional	3001	Roads Infrastructure	Capital Spares	20 500	10 500	5 000	5 000
MOB - Upgrading of Traffic Signals Controllers. Intelligent Transportation System & Networks JOHANNESBURG F City Wide	3038	Roads Infrastructure	Roads	18 000	6 000	6 000	6 000
Operational Capital: CS - Depot Upgrading and Standardization. Renewal Operational Capex JOHANNESBURG F City Wide	3319	Roads Infrastructure	Roads	85 000	5 000	35 000	45 000
Operational Capital: CS - Operational Capex. Renewal Operational Capex JOHANNESBURG F City Wide	2581	Roads Infrastructure	Road Structures	70 000	10 000	30 000	30 000
Operational Capital: CS - Upgrade of Head Office Facilities. Renewal Building Alterations JOHANNESBURG F City Wide	3982	Other Assets	Operational Buildings	55 000	5 000	25 000	25 000
RAMS - GIS Improvement	3801	Intangible Assets	Computer Software and Applications	45 000	15 000	30 000	
REHAB - Rehabilitation of Open Channels City Wide. Renewal Stormwater Management Projects JOHANNESBURG F City Wide	3984	Storm water Infrastructure	Storm water Conveyance	60 000	30 000	30 000	
REHAB - Road Rehabilitation and Reconstruction Programme. Renewal Roads: Construction and Upgrades JOHANNESBURG City Wide	2412	Roads Infrastructure	Roads	215 000	115 000	100 000	

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
RESUR - Resurfacing of M1 Motorway. Renewal Roads: Rehabilitation MELROSE E City Wide	3816	Roads Infrastructure	Roads	100 000	50 000	50 000	
RESUR - Resurfacing of M2 Motorway. Renewal Roads: Rehabilitation JOHANNESBURG F City Wide	3817	Roads Infrastructure	Roads	61 370	31 370	30 000	
RESUR - Resurfacing of Roads Renewal Roads: Rehabilitation Johannesburg City Wide	3171	Roads Infrastructure	Roads	527 901	141 000	150 000	236 901
RESUR - Resurfacing of Soweto Highway. Renewal Roads: Rehabilitation ORLANDO D City Wide	3818	Roads Infrastructure	Roads	40 000	10 000	10 000	20 000
RNP004_James Street Extension. New Roads: Construction and Upgrades ENNERDALE G Regional	2881	Roads Infrastructure	Roads	30 000		30 000	
RNP005_Spencer Road New Link New Roads: Construction and Upgrades FLEURHOF C Regional	2882	Roads Infrastructure	Roads	46 000	6 000	30 000	10 000
RNP011_8th Street Widening Renewal Roads: Construction and Upgrades VREDEDORP B Regional	2870	Roads Infrastructure	Roads	24 800	3 300	1 500	20 000
RNP013_Jan Smuts Dualling Renewal Roads: Construction and Upgrades PARKWOOD B Regional	2950	Roads Infrastructure	Roads	24 000	12 000	12 000	
RNP021_Outspan Road Upgrading Renewal Roads: Construction and Upgrades LITTLEFILLAN E Ward	2854	Roads Infrastructure	Roads	41 500	1 500	30 000	10 000
RNP022_Richards Drive Upgrading Renewal Roads: Construction and Upgrades HALFWAY HOUSE EXT.95	2853	Roads Infrastructure	Roads	10 702	550	1 500	8 652
RNP040_Construction of road and bridge on Crownwood road CROWN EXT.2 B Regional	3030	Roads Infrastructure	Roads	49 550	3 500	46 050	
RNP070_Widening and Upgrade of Lower Germiston Road Renewal Roads: Construction and Upgrades ROSHERVILLE F Ward	2952	Roads Infrastructure	Roads	2 000		2 000	
RNP076_London Road Widening - Alexandra Renewal Roads: Construction and Upgrades WYNBERG E Ward	2962	Roads Infrastructure	Roads	22 000		2 000	20 000
RNP089_New Road along Marlboro Drive. New Roads: Construction and Upgrades MARLBORO E Ward	3651	Roads Infrastructure	Roads	3 000		2 000	1 000
Tarring of Zandspruit Access Road	8689	Roads Infrastructure	Roads	25 000	10 000		15 000
Traffic calming measures City Wide	22680	Roads Infrastructure	Road Structures	40 000	10 000	10 000	20 000
Sub Total					1 476 887	1 583 050	1 678 172
Metrobus							
Building - Building Alterations/Upgrade	2663	Other Assets	Operational Buildings	58 500	5 000	13 500	40 000
Bus Refurbishment	22111	Transport Assets		77 500	25 000	22 500	30 000
Cashless Ticketing System, Bus CCTV, on board machine	22114	Machinery and Equipment		85 000	85 000		

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Engine and Gear box refurbishment	2553	Transport Assets		29 700	7 500	7 200	15 000
Furniture and Office Equipment	2201	Furniture and Office Equipment		4 750	450	3 600	700
IT Equipment, New Computers and Hardware Computer Hardware	2662	Computer Equipment		35 000	2 500	22 500	10 000
Plant and Machinery	2286	Roads Infrastructure	Capital Spares	8 300	1 500	1 800	5 000
Sub Total					126 950	71 100	100 700
Johannesburg City Parks and Zoo							
Bird Sanctuary Infrastructure upgrade - City wide JOHANNESBURG F Regional	3135	Biological or Cultivated Assets		500	500		
Braamsfischer Park New Park development	22343	Community Assets	Community Facilities	5 000			5 000
Cemetery Upgrades- Phase 1	22371	Community Assets	Community Facilities	8 000	2 000		6 000
City Parks House - IT Equipment New Computer Hardware F Ward	2722			8 000	2 000	3 000	3 000
City Parks House - New Furniture F City Wide	2582	Furniture and Office Equipment		4 000	1 000	1 000	2 000
Development and upgrading of of Riverlea Parks Renewal Park RIVERLEA Ward	2244	Community Assets	Sport and Recreation Facilities	3 000	3 000		
Diepsloot river -Eco Park development New Park DIEPSLOOT	3102	Community Assets	Community Facilities	3 000			3 000
Dorothy Nyembe EE - E-Learning Center	22853	Community Assets	Community Facilities	2 000	2 000		
EE Centres Upgrade	23033	Community Assets	Community Facilities	4 000		4 000	
Florida Park Upgrade	22892	Community Assets	Community Facilities	3 000	3 000		
Golden Harvest Park Upgrade	22623			3 500		3 500	
Huddle Park Nursery rainwater harvesting	22902	Community Assets	Community Facilities	2 500	2 500		

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Innecity Parks Intervention Development and Upgrading JOHANNESBURG F Regional	3942	Community Assets	Community Facilities	10 000	5 000	5 000	
JHB Botanical Gardens Infrastructure upgrade in Emmarentia Renewal Park EMMARENTIA B City Wide	3134	Community Assets	Community Facilities	10 000	3 000	3 000	4 000
Johannesburg Botanical Gardens Admin and Nursery - roof and surface rainwater harvesting	22901	Community Assets	Community Facilities	3 000		3 000	
Kliprivier Nature Reserve Upgrade Renewal KLIPPRIVIERSBERG F Regional	3219	Community Assets	Community Facilities	3 000			3 000
Kloofendal Nature Reserve Infrastructure upgarde	20938	Community Assets	Community Facilities	1 000	1 000		
Lenasia Eco Park Development New Park LENASIA SOUTH	2344	Community Assets	Community Facilities	5 300	5 000		300
Louis Botha Park upgrades E Regional	4002			5 500	5 500		
Olifantsvlei Cemetery Renewal Cemetery NATURENA EXT.15 D Ward	2575	Community Assets	Community Facilities	22 500	2 500		20 000
Park development Goudrand	3175	Community Assets	Community Facilities	2 000		2 000	
Park development in Emdeni New Park EMDENI D Ward	3181	Community Assets	Sport and Recreation Facilities	2 000	2 000		
Park development in Protea Glen New Park PROTEA GLEN D Ward	3178	Community Assets	Sport and Recreation Facilities	4 000	2 000	2 000	
Patterson Park Renewal Park ORANGE GROVE E City Wide	4056	Community Assets	Sport and Recreation Facilities	4 000			4 000
Plant and equipment New Plant and Equipment JOHANNESBURG F Ward	2724	Machinery and Equipment		12 000	4 000	4 000	4 000
Rabie Ridge New Park development	22619	Community Assets	Sport and Recreation Facilities	7 000	2 000	5 000	
The Wilds Environmental Education Centre Renewal Park HOUGHTON ESTATE F	2299	Community Assets	Community Facilities	3 000			3 000
Tsepisong New Park development	22366	Community Assets	Community Facilities	4 000	2 000	2 000	
Upgrade of existing parks to Occupational health and safety standards New Park JOHANNESBURG F City Wide	3253	Community Assets	Sport and Recreation Facilities	6 000	2 000		4 000
Upgrading of Pieter Roos Park Renewal Park PARKTOWN F City Wide	4065	Community Assets	Sport and Recreation Facilities	5 000			5 000
Zoo Infrastructure Renewal Building Alterations SAXONWOLD F Ward	3884	Zoo's, Marine and Non-biological Animals		19 000	5 000	6 000	8 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Zoo Lake Training Centre rainwater harvesting	22897	Community Assets	Community Facilities	100		100	
Zoo - Animal Purchases New Operational Capex SAXONWOLD E City Wide	3859	Zoo's, Marine and Non-biological Animals		8 000	2 000	4 000	2 000
Sub Total					59 000	47 600	76 300
Johannesburg Development Agency							
Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal Precinct Redevelopment SAVOY ESTATE E City Wide	3991	Roads Infrastructure	Road Structures	41 500	1 500	20 000	20 000
Banakekelen Hospice New Clinic ALEXANDRA EXT.38 E Ward	2704	Community Assets	Community Facilities	22 300	21 300	1 000	
CoF_Road, NMT and Highstreet_PEU_Norwood, Grant Ave_Louis Botha Corridor	6381	Roads Infrastructure	Road Structures	36 500		1 500	35 000
CORR - Louis Botha Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New CONstriction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	4015	Storm water Infrastructure	Storm water Conveyance	46 000	25 000	20 000	1 000
CORR - Perth Empire Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New CONstriction and Upgrading Renewal Corridors of Freedom Intervention WESTBURY B Regional	4016	Roads Infrastructure	Roads	11 500	11 000	500	
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	3988	Roads Infrastructure	Roads	61 000	15 000	21 000	25 000
Inner City Eastern Gateway_TOD and Movement Corridors	22281	Roads Infrastructure	Roads	60 000	15 000	20 000	25 000
Ivory Park UDF_Development_Catalytic Node infrastructure projects	6384	Community Assets	Community Facilities	55 000	10 000	20 000	25 000
Jukskei River Environmental Upgrading and Rehabilitation Renewal Bulk Infrastructure ALEXANDRA EXT.1 E	2294	Community Assets	Community Facilities	100			100
Linear Markets New Building Alterations ALEXANDRA EXT.45 E Regional	2846	Community Assets	Community Facilities	45 000	5 000	15 000	25 000
Marlboro South Light Industrial Business Hub_Skills Development Centre	22122	Community Assets	Community Facilities	54 000	12 000	17 000	25 000
Melville Activity Street_Neighbourhood Development_CoF_Upgrade	22116	Roads Infrastructure	Road Furniture	48 500	13 500	20 000	15 000
Operational Capex New Operational Capex NEWTOWN F City Wide	4126	Computer Equipment		2 000	1 000		1 000
Orchards Clinic	22997	Community Assets	Community Facilities	11 000	11 000		
Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward	2503	Community Assets	Sport and Recreation Facilities	42 000	2 000	15 000	25 000
Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT.1 B City Wide	4090	Community Assets	Community Facilities	46 500	1 500	25 000	20 000
Randburg CBD regeneration Renewal Precinct Redevelopment FERNDAL E B Regional	2224	Roads Infrastructure	Roads	23 000	2 000	20 000	1 000
Regeneration of Lenasia CBD and Anchorville Industrial Hub – Region G	22515	Community Assets	Community Facilities	65 000	25 000	15 000	25 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Region G Orange Farm : PEU and Storm water upgrade on Links Road and Civic Node	23101			27 053		965	26 088
Revitalisation of Pageview and Vrededorp	6380	Community Assets	Community Facilities	35 000	10 000	20 000	5 000
Rooodeport CBD regeneration Renewal Precinct Redevelopment REGION C	22119	Roads Infrastructure	Road Structures	59 000	19 000	15 000	25 000
Soweto Strategic Node_Upgrading of Public Environment through co-investment	6372	Community Assets	Community Facilities	31 500	1 500	5 000	25 000
Sub Total					202 300	271 965	349 188
Johannesburg Property Company							
Bergvallei Land Preparation for housing development in plight of Setjwetla residents	6418	Investment Properties	Revenue Generating	8 000			8 000
Computer Equipment - New Computer Upgrades	2669	Computer Equipment		8 100	8 100		
Erf 43-46 Victoria Ext 3(Paterson Park Node) VICTORIA EXT.3 E Regional	4142	Investment Properties	Revenue Generating	15 000	5 000		10 000
FMMU - Public Conveniences New Public toilets JOHANNESBURG	2290	Community Assets	Community Facilities	25 000	25 000		
Inner City Rejuvenation Programme/Project	22740	Investment Properties	Revenue Generating	32 500		12 500	20 000
Jabulani CBD Precinct development New Operational Capex JABULANI D Ward	2523	Sanitation Infrastructure	Outfall Sewers	3 000			3 000
Marlboro Station Project Land Preparation	6309			5 500	500	5 000	
Metro Centre: Structural and Facade Reinstatement	22746	Other Assets	Operational Buildings	100 000		100 000	
Metromall Taxi Rank Shop Revitalisation and Waste Management Area Redesign	6358	Community Assets	Community Facilities	40 000	20 000	20 000	
Office Space Optimisation Program New Precinct Redevelopment JOHANNESBURG F City Wide	4184	Other Assets	Operational Buildings	71 881	71 881		
Revamping of the Informal Trading Stalls within the Inner City Renewal Operational Capex JOHANNESBURG F Ward	2284	Community Assets	Community Facilities	30 000	15 000		15 000
Watt Street Inter-change New Housing Development WYNBERG E Regional	4180	Investment Properties	Revenue Generating	10 000		10 000	
Sub Total					145 481	147 500	56 000
Metropolitan Trading Company							
Batteries for core nodes (batteries are reaching the end of useful life)	23405	Information and Communication Infrastructure	Data Centres	10 000	10 000		
Operational Capital -Laptops, Desktops and tenant installations	23404	Computer Equipment		5 000	5 000		

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Sub Total					15 000		
Joburg Market							
Installation of Sprinkler System(Fire suppression system OHSA)	3331	Water Supply Infrastructure	Capital Spares	20 000	5 000	5 000	10 000
New Rocker Bins Renewal Plant and Equipment	2586	Sanitation Infrastructure	Capital Spares	2 000		1 000	1 000
Refurbishments/Construction of ablution facilities	3357	Sanitation Infrastructure	Toilet Facilities	12 000	4 000	4 000	4 000
Upgrade of Exit and entrance gates	2383	Roads Infrastructure	Road Structures	5 000			5 000
Upgrades to the Main Building (Mandela Market. Cold Rooms ,Offices & Food Courtyard)	2598	Other Assets	Operational Buildings	145 000	60 000	70 000	15 000
Construction of a pack-house for emerging farmers at the Joburg Market	6399	Other Assets	Operational Buildings	20 000	5 000	10 000	5 000
Extension of Trading Halls at the Joburg Market	23094	Other Assets	Operational Buildings	150 000	15 000	100 000	35 000
Installation of Smart Meters - Revenue Protection	23093	Electrical Infrastructure	LV Networks	45 000	34 000	10 000	1 000
IT servers and UPS Renewal Computer Hardware	3850			16 500	4 500	7 000	5 000
Office equipment New/Renewal New Office Equipment	3351	Furniture and Office Equipment		5 000	3 000	2 000	
Operational Capital: Computer Equipment Renewal Computer Upgrades CITY DEEP EXT.2 F Regional	2584	Computer Equipment		5 000		2 000	3 000
Operational Capital: Computer Hardware New/Renewal Renewal Computer Hardware CITY DEEP EXT.22 F Regional	3958	Computer Equipment		9 425	1 015	4 410	4 000
Operational Capital: Directional signage within market premises New Building Alterations CITY DEEP EXT.22 F Regional	3328	Other Assets	Operational Buildings	7 000	5 000	1 000	1 000
Operational Capital: Replacement of the roof at trading halls New Building Alterations CITY DEEP EXT.22 F Regional	3364	Other Assets	Operational Buildings	60 000	10 000	30 000	20 000
Operational Capital: Upgrade CCTV Renewal Computer Software CITY DEEP EXT.22 F Regional	2275	Information and Communication Infrastructure		37 000	25 000	10 000	2 000
Operational Capital: Upgrade Hall 9 Renewal Building Alterations CITY DEEP EXT.22 F Regional	2504	Other Assets	Operational Buildings	15 100	5 000	5 100	5 000
Resurfacing of platforms within the Market	3366	Roads Infrastructure	Road Structures	12 000	5 000	5 000	2 000
upgrade of Market Facilities Cooling of the Halls	3353			8 000	1 000	5 000	2 000
Upgrading of Banana Ripening and Cold rooms	22489	Other Assets	Operational Buildings	40 000	10 000	15 000	15 000
Sub Total					192 515	286 510	135 000

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
JOSHCO							
38 Rissik Street (NBS) Inner City Building Conversion	22470			28 230	1 000	2 470	24 760
80 Plein Street Inner City Building Conversion Region F	4093			30 000	30 000		
Abel Road Inner City Building Conversion Region F	22297			5 000	5 000		
Auckland Park Social Housing Project Region B.	4134	Other Assets	Housing	23 500	500	15 000	8 000
Booyens Place Inner City Building Conversion	22469	Other Assets	Housing	42 290	500	15 000	26 790
Casamia Inner City Building Upgrade Region F	4046			33 045	8 000	2 000	23 045
Chelsea Inner City Building Upgrade Region F	3949			1 000	1 000		
Devland Golden Highway Social Housing Project Region D	3885			133 200	60 000	53 200	20 000
JOSHCO House	23364	Investment Properties	Non-revenue Generating	30 000	30 000		
Kelvin Social Housing Project Region E	2350	Other Assets	Housing	15 800	500	5 000	10 300
Lombardy East Social Housing Project Region E	2352	Other Assets	Housing	92 750	20 000	47 300	25 450
Luthereng Social Housing Project Region D	2323			154 070	70 000	45 000	39 070
Marlboro Social Housing Project Region E	3535	Other Assets	Housing	23 905	500	8 000	15 405
Nancefield Social Housing Project Region D	2359	Other Assets	Housing	128 750	50 000	35 000	43 750
Operational Capital: JOSHCO App	23387	Intangible Assets	Licences and Rights	2 520	1 020	1 000	500
Operational Capital_Cleaning In-sourcing	23379			2 575	1 075	1 000	500
Operational Capital_Rain water harvesting	23388	Machinery and Equipment		4 120	500	3 000	620
Operational Capital_Security upgrades	23390	Computer Equipment		1 400	750	500	150
Operational Capital_Solar Energy	23389	Electrical Infrastructure	HV Transmission Conductors	3 850	1 000	2 500	350
Princess Plots Social Housing Project Region C	3794	Other Assets	Housing	152 750	60 000	47 750	45 000
Randburg Selkirk Social Housing Project Region B	2353	Other Assets	Housing	100 560	60 000	10 000	30 560
Riverside Social Housing	23362			119 185	60 000	37 275	21 910

Project Name	Project Number	Asset Class	Asset Sub-Class	Total Estimated Project Cost R 000	Budget 2020/21 R 000	Budget 2021/22 R 000	Budget 2022/23 R 000
Roodepoort Social Housing Upgrade Region C	4041	Other Assets	Housing	2 000	2 000		
Selby Staff Hostel Redevelopment Region F	2357	Other Assets	Housing	3 500		3 000	500
Smit Street Inner City Building Conversion Region F	22282	Investment Properties	Revenue Generating	3 000	2 000	500	500
Special Projects Programme	23363			40 228	24 058	10 080	6 090
Tum-Key 1: Region A	23366	Other Assets	Housing	28 600	15 400	5 700	7 500
Tum-Key 1: Region B	23367	Other Assets	Housing	30 750	14 050	8 000	8 700
Tum-Key 3: Region D	23368	Other Assets	Housing	30 755	15 205	7 500	8 050
Tum-Key 4: Region G	23369	Other Assets	Housing	31 400	15 000	8 900	7 500
Sub Total					549 058	374 675	375 000
Joburg City Theatres							
Promusica Theatre - Information Technology New Computer Hardware & Software FLORIDA PARK EXT.9 C City Wide	3842	Intangible Assets	Licences and Rights	2 907	901	955	1 051
Promusica Theatre - Upgrading of technical equipment (sound and lighting) Renewal Theatre redevelopment FLORIDA PARK EXT.9 C Regional	2281	Machinery and Equipment		1 613	500	530	583
Joburg Theatre - Building Renovations and upgrades New Building Alterations JOHANNESBURG F Ward	2806	Community Assets	Community Facilities	31 713	29 707	955	1 051
Joburg Theatre - Technical Equipment New Capex JOHANNESBURG F Regional	4049	Machinery and Equipment		2 907	901	955	1 051
Joburg Theatre - Upgrade of stage machinery Renewal Plant and Equipment JOHANNESBURG F Ward	3109	Machinery and Equipment		5 500	5 500		
Promusica Theatre - Building renovations and upgrades Renewal Building Alterations FLORIDA PARK EXT.9 C Regional	3841	Community Assets	Community Facilities	1 597	724	416	457
Promusica Theatre - Purchasing of vehicle for the theatre Renewal Operational Capex FLORIDA PARK EXT.9 C Regional	2784	Transport Assets		200	200		
Soweto Theatre - Building Renovations and upgrades JABULANI D	3840	Community Assets	Community Facilities	3 838	1 190	1 261	1 387
Soweto Theatre - Upgrading of Technical Equipment Renewal Building Alterations JABULANI D City Wide	3710	Machinery and Equipment		3 215	1 225	948	1 042
Sub Total					40 848	6 019	6 621
Grand Total					8 419 022	8 655 323	9 223 218