# **MUTALE MUNICIPALITY**



APPROVED 2011/2012- 2013/2014
MEDIUM TERM REVENUE
&
EXPENDITURE FRAMEWORK

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### 1. MAYOR'S REPORT

#### Mutshimbidza Mushumo

Mulanga dzulo wa khantsele ya Masipala wa Mutale - CLLR Mamedzi M.A

Tshimebi tsha Masipala wa Mutale CLLR Madumi T.S

Vha Khantselara

Vho Thovhela na Mahosi othe

Vho Ramabindu vhothe, vhare fhano

Mirado ya dzi wadi komiti

Vhafunzi vhashu

Vho Ramafhungo

Vha launguli na vha shumeli vha Muvhuso

Vha dzulapo vha Mutale

Vho nkhetheni vha ANC na vhanwe

Vhadzulapo vha Mutale

Vhaeni vhothe, dzi khonani, vho Nemakonde, Meyara wa u thoma fhano Mutale - Masisi - Vhutswena TLC.

Mutshimbidza Mushumo – ndi resha vhathu vhothe masiari a namusi. Namusi ndi duvha lihulwane kha Masipala wa Mutale. Duvha ili li tshipida tshi hulwane tsha divha zwakale ya uno Masipala. Ri khou nea nau themendela mugaganya gwama na pulane ya masipala ya u fhedza nga ino khantsele ro lavhelesa dzi khedzo nga dzi 18 dza uno nwedzi.

Ro shuma zwavhudi u bva nwaha wa 2000, Musi vha dzulapo vha Mutale vho ri ruma uri ri dzudzanye zwa tshumelo, ro laedzwa nga dzangano la African National Congress. Ro shuma sa vhana vha musadzi, a rongo vha na dzi phambano, ri livhuwa Mudzimu we ari konisa u swikelela hezwi zwothe.

Madam Speaker, it is just 11 days before the local government elections, which I am quite, certain that the African National Congress will be voted by the overwhelming majority voters in Mutale

In the previous local government election (2006), Mutale took position number one in the whole Limpopo Province with 53,4 % voter turnout, and we believe it will be repeated again on the 18<sup>th</sup> May 2011. We therefore encourage all registered voters to turnout in their numbers to their voting stations and to go and vote correctly.

In voting correctly you will be giving the ANC mandate to continue with the contract to provide a better services and a better life all of us.

A better life for all has been our clarion call. The call remains our guiding light until today when we are delivering our last budget speech before the incoming council.

The time has arrived today for us to bid farewell to each one of us.

Mutale municipality represents diverse of opinions, ideas and political parties. What is important is that we managed to work as a team in an endeavor to serve the communities of this municipality. This workmen's spirit enabled us to fulfill our mandate with flying colours.

Our developmental path was filled with several difficulties and obstacles. It took extraordinary effort and insight to take the municipality to where it is today. Madam Speaker, I wish to remind this august house that, in 1994, many of our people did not have electricity, roof over their heads, water and sanitations, tarred and access roads, community halls, better schools, child support grants, feeding scheme in primary and secondary schools, all this is the achievement by the ANC government.

All these we owe both to ourselves and to the people of Mutale who are well represented here today, this symbolize that "working together we can do more" and "Working together we can build better communities".

The time for healing of wounds has come,

The time to build is upon us,

To continue with the spirit of togetherness will take this municipality to higher level.

We have, at last, achieved our political mandate. We again pledge ourselves to liberate all the people of Mutale from the continuing bondage of poverty, deprivation, suffering, and gender injustices. We commit ourselves to the construction of a complete just and lasting peace.

We dedicate this day to all the heroes and heroines in this municipality and the rest of this country who sacrificed in many ways and surrendered their lives so that we are free.

Their dreams have become a reality, freedom is our reward.

Thirty three (33) days ago, marks the 32<sup>nd</sup> anniversary of the execution of Umkhonto Wesizw e Cadre Solomon Mahlangu, who was executed by the apartheid regime because of his vision of a free South Africa, none racial, none sexist and a democratic country.

Solomon Mahlangu once said open quote "my blood will nourish the tree that will bear the fruits of freedom, tell my people to continue to fight for freedom" close quote.

We owe this giant cadre a lot and this is a lesson, the young generation must emulate going forward.

#### **BUDGET**

This budget speech provides an overview of the service to be rendered by our Municipality during 2011/2012 financial year.

We are under no illusion to rest on our laurels with what we have achieved thus far but rather fired by the prospects for greater success by working together with all the role players and duty bearers to speed up effective service to the people.

Madam Speaker; allow me to highlight some of our achievements:

For the first time ever, the Auditor –general opinion state that "the financial position of Mutale Municipality for the year ended 30 June 2010 and its financial performance and its cash flow for the year then ended – Mutale local municipality got unqualified opinion. It is for the second time we achieve this highest level of accountability, since the year 2000. Let's all sustain this achievement in adhering to the countries target of clean Audit by 2014.

Madam speaker, the MEC for local government and housing in Limpopo, comrade Soviet Lekganyane, in his IDP assessment report for 2010, he rated our IDP as medium, we moved from low to medium, that is also marvelous. We will be rated high if we work smarter in the years to come.

The University of Venda for science and technology, awarded certificates to the community filed workers – who conducted community based research on poverty alleviation in our municipality. We are the only municipality in Limpopo which knows the status of poverty in our areas.

We have received several trophies from many departments and institutions in recognition of our effort to perform better and improvements in the provision of better services to the community.

More than 85% of our people have electricity

More than 74% of our people have clean water

More than 98% of our people have descent sanitation

More than 71 % of our people have roof over their heads

More than 559 people were employed in the year under review

We have increased revenue collection by 12% in the last financial year for this, thanks to all our customers.

These are achievements which we are proud of as Mutale municipality.

Last but not the least; we have been awarded twenty thousand for having the best training committee.

Madam Speaker, last financial year we have electrified 17 villages and 11 villages are to be energized after completion in the next few days.

In terms of housing – indeed we are building decent houses for our people. Three hundred (300) houses have been built at Folovhodwe and Lukau villages.

We have recently receive state of the Taxi rank from our development partner Vhembe District which accommodate all forms of transport which is unique to this area it the first in the province.

We have recently completed Dotha Bridge. The community of Dotha village is now safe to cross over to the nearby villages. Thengwe Tshandama tarred road will be completed in the next few months after appointing a new contractor. An access road to khunguni village is being utilized; effort is to be made to upgrade the road in the near future.

Ri na thandela ine ya pfi "khari ite nga rine vhane" ine yo shuma u fhata zwiburoho zwa maimo a ntha. Tshine tsha ri fara zwavhudi ndi u dzhenelela ha vha dzulapo musi ri tshi khou shuma idzo thandela, zwine zwa vha tshipida tsha u sika mishumo na tshenzhemo.

Zwi di ralovho, na kha thandela dza madi, mudagasi na tshampungane ro vha na vhadzulapo vhe vha tholiwa. Sa khantsele ro zhia tsheo ya uri dzi thandela dzi tshi itiwa vha dzulapo vha henefho vhatholiwe lwa tshifhinga nyana nakha thandela dza maintenance dza badani.

Water is life and sanitation is dignity, we have completed -15 water projects and 5980 VIP toilets.

Madam speaker, allow me to present the budget for this financial year 2011/2012

• Operation expenditure R27 844 703

• Capital expenditure R18 222 542

Employees related costs R44 490 724

• Councillors allowances R 6 210 940

Madam Speaker; allow me again to highlights the capital expenditure

•	Eclectrification projects	R3 000 000
•	Grader	R720 000
•	TLB	R600 000
•	Tshidongololwe/vuvha	R6 656 914
•	Thengwe /Tshandama	R2 000 000
•	Masisi streets	R1 000 000
•	Tshilamba streets	R3 633 336
•	Equipments	R 130 000
•	Software	R 116 292
•	Furniture	R 211 000
•	Land scaping	R 150 000

Madam Speaker, this financial year 2011/2012, we have planned to electrify the following villages:

- Dotha
- Gumela
- Helula II
- Tshitandani II
- Khakhu thondoni
- Mangaya
- Mvala
- Tshitambe
- Mutshuludi
- Tshandama

- Tshianzwe
- Musunda
- Mbuyuni
- Tshikalini
- Tshirunzini
- Madatshitshi
- Goma
- Mavhode
- Tshilamusi
- Tshokotshoko
- Tshambuka
- Thanuwo
- Thahari
- Gwakwani
- Tshamutora

This financial year we will built 4000 VIP sanitation with the total amount of R26 Million and in addition to water projects we will implement 19 water project this does include the extension of Mutale and Nwanedi regional water schemes.

Decent houses will be built at the following three villages

Makuleni

Gogogo

Maheni

Lastly, this budget serves as a platform for us to account on the key performance indicators that are

• Basic service delivery

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Local economic development

Good governance

Municipal transformation and capacity building

Financial viability

Spatial Development Framework

We will continue to pay particular attention to economic growth and equitable service delivery. Together let us build local economies that create more jobs,

decent work and sustainable livelihoods.

Ri khou khoda na u hulisa mahosi ashu, vhane vha bva phanda khau langa bveledziso kha masipala washu na u shela mulenzhe kha zwi imiswa zwa

khantsele.

Mutshimbidza mushumo, ri livhisa dzi ndivhuwo kha tshumisano yashu ya vhudi kha vha rangaphanda vha special programme, komiti ya vhaaluwa, vhaswa,

vhaholefhali na vhana vhatuku.

Ri livhuwa tshumisano u bva kha vha khantselara na vhashumi vha masipala na komiti ya ANC ya Sub Region kha mushumo uyu u sina vhukono.

Madam Speaker lets me remind the audience again that, let's go all of us and vote for the ANC on the 18<sup>th</sup> of May 2011.

Working together we can build better communities.

Mayor: Cllr Manyuha M.L

## 2. Budget Resolutions

#### The Council resolves:

- That in terms of section 24 of the Municipal Finance Management Act ,56 of 2003, the annual budget of Mutale Municipality for the financial year 2011/2012; and indicative allocations for the two projected outer years 2012/2013 and 2013/2014; and the multi year and single year capital appropriations are approved as set-out in the following tables:
  - 1.1 Budgeted financial performance (revenue and expenditure by standard classification);
  - 1.2 Budgeted financial performance (revenue by source and expenditure by municipal vote);
  - 1.3 Budgeted financial performance (revenue by source and expenditure by type); and Multi-year and single year capital appropriations by municipal vote and standard classification and associated funding by source.
- 2 That the financial position ,cash flow ,cash backed reserve accumulated surplus ,asset management and basic services delivery targets are adopted as set-out in the following tables:
  - 1.1 Budgeted financial position
  - 1.2 Budgeted cash flows
  - 1.3 Cash backed reserves and accumulated surplus reconciliation;
  - 1.4 Asset management; and
  - 1.5 Basic service delivery
- 3 That in terms of section 24(2) (c)(i) and (ii) of the Municipal Finance Management Act,56 of 2003 and sections 74 and 75A of the Local Government: Municipal Systems Act, Act 32 of 2000 as amended, the tariffs for the supply of Water, Electricity, Waste services, sanitation services and property rates as set out in Budget Chapter 21 and annexure C is used to prepare the estimates of revenue by source, are approved with effect from 1 July 2011.

- 4 That in terms of section 5 of the Municipal Property Rates Act, 6 of 2004, the rates policy (or the amendments to the rates policy) as set out in budget Chapter 19 and Annexure D is approved.
- That in terms of section 24(2)(C)(iii) of the Municipal Finance Management Act, 56 of 2003, the measurable performance objectives for capital and operating expenditure by vote for each year of the medium term revenue and expenditure framework as set out in supporting table SA7 are approved
- That in terms of section 24(2)(C)(iv) of the Municipal Finance Act ,56 of 2003,the amendments to the integrated development plan as set out in Budget Chapter 17 are approved.
- 7 That in terms of section 24(2)(c)(v) of the Municipal Finance Management Act,56 of 2003, The budget-related policies, including any amendments as set out in Budget Chapter 19 are approved for the budget year 2011/2012.
- 8 The Basic Services Package as set out in budget is approved for the budget year 2011/2012.

## 3. Executive Summary

The budget has been compiled and funded in terms section 18 (1) of Municipal Finance Management Act. The results from consultative forums were considered and positively taken.

The budget process plan was prepared and tabled to council and approved. On 4 April 2011, the draft Integrated Development Plan, draft Budget, draft Organizational structure and draft tariff structure were tabled to council. Public Participation was conducted on 09-10 May 2011 in all eleven wards.

The revenue sources to fund both operating and capital expenditure for 2011/2012 financial year are as follows

Grants and Subsidies R 79,586 million

Accumulated Funds [own/other income] R17, 187million

External Borrowings  $\underline{R} = nil$ 

Total Income Budget R96, 773million

The Capital budget for 2011/2012 financial year is

R18, 223 million

The operating budget for 2011/2012 is subdivided as follows:

Employee related costs
Councilors remuneration
Repairs & Maintenance
General Expenditure

R 44,491 million
R 6,211 million
R 7,733 million
R20,112 million
R78,547 million

Municipal Tariffs have been generally increased by 6%.

A service provider (KWCRS) has been appointed by the district to assist the municipality in cost recovery

Past financial performances for the past two years are indicated below:

REVENUE	2009/2010	2008/2009
Property rates	763 922	789 018
Service charges	6 487 911	936 130
Rental of facilities	70 323	33 065
Interest- income	181 530	404 668
License and permits	2 558 289	1 985 763
Fines	262 170	358 995
Grants	54 455 873	60 559 631
Other revenue	1 745 938	347 095
EXPENDITURE	,	
Employee related costs	35 811 530	33 383 121
Councilors allowance	4 689 900	4 458 480
Repairs and maintenance	2 084 914	6 494 782
General expenditure	8 024 519	11 317 252
NET SUPLUS/ DEFICIT		(173 623)

The priorities as outlined in the Integrated Development Plan are in line with the National, Provincial and District priorities covers (amongst others)

- 1. job creation
- 2. local economic development
- 3. basic service delivery (access to water, sanitation, electricity, refuse removal and municipal roads)
- 4. financial management (clean audit, revenue enhancement, asset management etc)
- 5. public participation

The Budgetary constraint that the municipality is facing is the extent of operational budget which exceeds the capital budget. The contributing factor is the salary budget which consumes bigger percentage of the whole budget. This is due to high staff component that is a result of transfer of staff from sector departments to local municipality. Further more National Treasury gives a minimal allocation in respect MIG which is solely utilized to implement capital projects. Whilst the municipality is having a bigger percentage of the budget being salaries (69%), annually there are salary increments which should be affected with low revenue base which the municipality have

This situation will continue until such time that the municipality has improved its revenue base and utilizes that improvement to implement capital projects.

In the year 2011/2012 electrification of villages, tar road from Thengwe clinic to Tshandama will continue. An access road (Tshidongololwe to Vuvha) will be graveled. A multi year project to tar Tshilamba and Masisi streets will resume this year. A grader will be purchased. See supporting table SA36 for a (Summary of detailed Capital budget) for the years.

The budge t is approved with the following policies: supply chain management policy, cash management policy, fixed asset policy, revenue management policy, property rates policy, risk management policy, tariff policy, indigent policy and virement policy

Progress with the provision of basic services:

- 1. Water
  - 17858 households have access to water 6611 still outstanding
- 2. sanitation
  - 19 469 households have access to sanitation and 5000 still outstanding
- 3. electricity
  - 18 830 households have access to electricity and 5 639 still outstanding
- 4. refuse removal
  - 1500 households have access to refuse removal and 22 969 still outstanding
- 5. municipal roads
  - 294 km roads, 4.9km tarred with the backlog of 106.6 km and 183 km roads gravel

# **4.1** Annual budget tables

The budget tables are detailed in **annexure A.** It includes the following:

Number	Description
Table A1	Budget Summary
Table A2	Budgeted Financial Performance (revenue and expenditure by classification)
Table A3	Budgeted Financial Performance (revenue and expenditure by municipal vote)
Table A4	Budgeted Financial Table Performance(revenue and expenditure)
Table A5	Budgeted Capital Expenditure by vote, standard classification and funding
Table A6	Budgeted Financial Position
Table A7	Budgeted Cash Flows
Table A8	Cash backed reserves/accumulated surplus reconciliation
Table A9	Asset management
Table A10	Basic service delivery measurement

# 4.2 Budget Related Charts and Explanatory Notes.

The budget related charts to support the tables are also shown for each table in annexure B. The charts are displayed in the following sections:

Chart	
A1	Revenue by Municipal Vote classification
A2(a)-A2(b)	Expenditure by Municipal Vote
A3	Revenue by standard classification
A4	Expenditure by standard classification
A5(a)-A5(b)	Revenue by Source- Major
A6	Revenue by Source- Minor
A7	Expenditure by Type- Major and Minor
A9-A10	Capital expenditure by Municipal Vote- Major and Minor
A11	Capital Expenditure by Standard Classification
A12	Capital Expenditure by Municipal Vote (Major trend)
A13	Capital funding by source
A14	IDP Strategic Objectives- Revenue

A15	IDP Strategic Objectives- Expenditure
A16	IDP Strategic Objectives Capital Expenditure
A17	Debt (borrowing as a % of total revenue collection)
A18	Revenue collection
A19-A20	Distribution losses and borrowed capex funding
A21	Expenditure analysis (of total revenue)
A22	Service charges- Revenue % change

# **5. SUPPORTING DOCUMENTATION**

The budget is accompanied by supporting documents in terms of section 17 (3) of the MFMA.

See supporting tables SA1 –SA 37 in an nexture C

# 5.1 Overview of annual budget process

The budget process plan was prepared and tabled to council on the 31 August 2010. The budget instructions were issued to head of departments in September 2010 for submission of the budget proposals to the Chief Financial Officer for consolidation. The IDP and budget public participation will held on 15 and 16 April 2011 in all eleven wards.

#### 1. Political oversight of the budget process

The key to strengthening the link between priorities and Spending plans lies in enhancing political oversight of the budget process. Section 53(1) (a) of the MFMA states that the mayor of a municipality must provide political guidance over the budget process and the priorities that must guide the preparation of the budget.

The Mayoral Budget and Policy Monitoring Committee has a significant role to play in the financial planning process. Strengthening the link between Government's priorities and spending plans is not an end in itself, but the goal should be enhanced service delivery aimed at improving the quality of life for all the people within the Municipality.

Political oversight of the budget process is essential to ensure that:

o The political executive is responsible for policy and prioritization

O Policy priorities are linked to departmental spending Plans and the delivery of quality services.

Budgeting is primarily about the priorities and choices that the Municipality has to make in deciding how to meet the agreed set of policy objectives through better serv ice delivery. Political oversight of the budget process allows Government and in particular the Municipality to Manage the tension between competing policy priorities and fiscal realities. The key to strengthening the linkage between priorities and departmental plans lies in enhancing political oversight of the IDP and Budget process. The Mayor, Mayoral Committee, Lekgotlas, and an extensive community consultation process play a leading role in guiding the alignment of resource allocations with national, provincial and local priorities.

# 2. Schedule of Key Deadlines relating to budget process (MFMA s 21[1][b])

The budget time schedule for the compilation of the draft 2010/11 MTREF was approved by Council on 31 August 2010

#### 3. Process of tabling and approval of the draft budget in council for consultation

- The first mayoral budget lekgotla (mayoral budget Committee) to provide political guidance 27 July 2010
- Council approval of draft 2010/2011 MTREF for community consultation purposes-04 March 2011

#### 4. Consultation with stakeholders and outcomes

The draft 2011/2012 MTREF tabled before council on the 04 April 2011 for community consultation was made available on municipality's website and hard copies was made available at various Tribal Council offices.

All documents in the appropriate format (Electronic & Printed) was provided to Provincial Treasury in accordance with the MFMA, to give opportunity for their inputs

Community consultation process took place on 16 and 17 April 2011

After consideration of all budget submission the Mayor was given opportunity to respond, if necessary revise the budget and table amendments for consideration and approval.

#### 5. Stakeholders involved in consultations

The stakeholders involved were organized businesses, churches, non-governmental institutions, community-based organizations and individual members of the public.

The budget was submitted to Provincial treasury on the 09 April 2010 for their consideration, in line with section 23 of the MFMA and assessment was received on 17 May 2010

# 5.2 Overview of alignment of budget with Integrated Development Plan

The programs and Projects that have been reflected in the Integrated Development Plan have been budgeted for. The positions reflected in the Organizational structure will all be filled in the budget year 2011/2012.

#### 1. Vision

A developmental Municipality that ensures sustainable economic growth and equitable service delivery

#### 2. Mission

"We strive to provide quality service & building local economy through information and knowledge building, strong partnerships in harmony with the natural environment."

#### 3. Core Values and Operating Principles

- o Deliver on the mandate of the people of Mutale
- O Achieve state-led development through an effective Intergovernmental Relations System (IGR);
  - Drive integrated development
  - o Ensure transparency and accountability;
- O Provide quality service delivery and implement Batho Pele;
- Build institutional capacity and achieve transformation;
- Develop strategic partnerships;
- Achieve people-centered development

Use e-governance as a means to make government accessible to the people.

#### 4. Integrated Development Plan

The Constitution of the Republic of South Africa (1996) commits Government to undertake the measures that will ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

Local Government has as duty to ensure that the abovementioned is achieved through the implementation of development policies and legislation that supports the developmental goals of South Africa

Integrated developmental planning in the South African context is amongst other an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development.

Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

In 2000 the Municipal Systems Act 32 of 2000 (MSA) came into operation. According to Section 25(1) of the Act each municipal council must, after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality which

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- O Aligns the resources and capacity of the municipality with the implementation of the plan
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation

#### 5. The five- Year strategic objective Integrated Development Plan

This document comprises the five-year strategic plan and programme of action for the Mutale

Mutale Municipality embarked on strategic and developmental processes to ensure that it fulfils its mandate and obligations as per the Constitution of South Africa, to

Provide services in a sustainable manner

- o Promote social and economic development
- o Promote a safe and healthy environment
- o Give priority to the basic needs of communities; and

o Encourage the involvement of communities in the matters of local government

#### . 6. Aligning budget priorities

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

#### **NATIONAL PRIORITIES**

- o Efficient and effective public services
- Job creation
- o Procurement reforms and fighting corruption

Refer to supporting table SA4, SA5 and SA6 in annexure C

# **5.3** Measurable performance objectives and indicators

Refer to supporting table to supporting table SA7 and SA8 in annexure C

# **5.4** Overview of budget-related policies

The approved budget related policies are as follows:

0	Supply Chain Management Policy	Annexture D1
0	Cash Management Policy	Annexture D2
0	Fixed Asset Policy	Annexture D3
0	Revenue management Policy	Annexture D4
0	Property Rates Policy	Annexture D5
0	Risk management policy	Annexture D6
0	Tariff policy	Annexture D7
0	Indigent policy	Annexture D8
0	Virement policy	Annexture D9

# 5.5 Overview of budget assumptions

The growth rate used for the medium term budget and tariff increase is 6%

## 5.6 Overview of budget funding

The budget is funded by the following sources:

- Rates, tariffs and other charges
- Grant allocations
- Carry over

Refer to Supporting table SA10 – SA14, SA18 in annexture C and tariff list in annexure E

## 5.7 Expenditure on grant allocations and grant programmes

Refer to supporting table SA19 and SA20 in annexure C

## 5.8 Councilor and board member allowances and employee benefits

Refer to supporting table SA22 AND SA23 in annexure C

## 5.9 Monthly targets for revenue, expenditure and cash flow

Refer to supporting table SA25, SA26, SA27, SA28 and SA29 in annexure C

# 5.10 Annual budgets and service delivery and budget implementation plans-internal departments

Refer to Annexure E

# **5.11** Contracts having future budgetary implications

Refer to supporting table SA35 in annexure C

## **5.12** Capital expenditure details

Refer to supporting table SA 36 in annexure C

# **5.13** Legislation compliance status

The Municipality is implementing the municipal Finance management Act and other legislation. This is evidenced by the fact that the municipality's budget and treasury office is operational. Other legislations used (amongst other):

- Municipal Structures Act
- Municipal Systems Act
- Property Rates Act

# **5.14 Other supporting documents**

Refer to Annexure E

# 5.15 Municipal manager's quality certification

Refer to page 22a