SOL PLAATJE LOCAL MUNICIPALITY

DRAFT ANNUAL BUDGET

2025/26 MTREF

(2025/26 - 2027/28)

HTTP://WWW.SOLPLAATJE.ORG.ZA/

List of acronyms

ACIP	Accelerated Community Infrastructure Programme
BEE	Black Economic Empowerment
CAPEX	Capital Expenditure
CBD	Central Business District
CDW	Community Development Worker
COGHSTA	Co-operative Governance Human Settlement and Traditional Affairs
CPIX	Consumer Price Index
CRR	Capital Replacement Reserve
DBSA	Development Bank of South Africa
DEAT	Department of Education and Training
DoRA	Division of Revenue Act
DoRAA	Division of Revenue Amendment Act
DoRB	Division of Revenue Bill
DWA	Department of Water Affairs
EEDG	Energy Efficiency Development Grant
EEDSM	Energy Efficient Demand Side Management Grant
EMT	Executive Management Team
EPWP	Extended Public Works Programme
ES	Equitable Share
FBDM	Frances Baard District Municipality
FBS	Free Basic Services
FLISP	Finance Linked Individual Subsidy Programme
FMG	Financial Management Grant
GDP	Gross Domestic Product
GRAP	Generally Recognized Accounting Practice
GURP	Galeshewe Urban Renewal Programme
HDI	Historically Disadvantaged Individuals
IDP	Integrated Development Plan
INEP	Integrated National Electrification Programme
ISDG	Infrastructure Skills Development Grant
IUDG	Infrastructure Urban Development Grant
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LGSETA	Local Government Sector Education Training Authority
LGTAS	Local Government Turnaround Strategy
MBRR	Municipal Budget and Reporting Regulations
MFMA	Municipal Finance Management Act 56 of 2003
MIG	Municipal Infrastructure Grant

MM	Municipal Manager
MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant
MSP	Municipal Support Programme
MTREF	Medium Term Revenue and Expenditure Framework
NCEDA	Northern Cape Economic and Development Agency
NCTA	Northern Cape Tourism Authority
NDP	National Development Plan
NDPG	Neighbourhood Development Partnership Grant
NERSA	National Energy Regulator of South Africa
NSDP	National Spatial Development Programme
NT	National Treasury
O&M	Operations and Maintenance
PGDS	Provincial Growth and Development Strategies
PMS	Performance Management System
PPP	Public Private Partnership
R&M	Repairs and Maintenance
RBIG	Regional Bulk Infrastructure Grant
SALGA	South African Local Government Agency
SALGBC	South African Local Government Bargaining Council
SARB	South African Reserve Bank
SDBIP	Service Delivery and Budget Implementation Plan
SETA	Sectoral Education and Training Authority
SFA	Strategic Focus Area
SLA	Service Level Agreement
SMME	Small Medium and Micro Enterprises
SPM	Sol Plaatje Municipality
StatsSA	Statistics South Africa
USDG	Urban Settlement Development Grant
WSIG	Water Services Infrastructure Grant

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1. Mayor's Speech

To be tabled in the Council meeting scheduled for 25 March 2024.

2. Council Resolution

Tabling of the Annual Budget for 2025/26 MTREF

Executive Mayor Cllr M Bartlett 11 March 2025

Purpose

Tabling of the Annual Budget of the Sol Plaatje Local Municipality for the financial year 2025/26 and indicative allocations for the two projected outer years 2026/27 and 2027/28, including policies and tariffs.

For noting / for decision by

The following options exist in terms of noting / for decision by:

- Council

The item/report has NOT been considered by a portfolio committee.
This item is for decision by Council.

Background

In terms of the Section 16 (1) of Municipal Finance Management Act (MFMA) a Council of a Municipality must approve an annual budget before the start of the financial year. Section 16 (2) further requires that the Mayor must table the annual budget at least 90 days before the start of the financial year. It is complying to Section 16 of MFMA that an annual budget is being tabled before this Council today.

The annexures in respect of the budget as per the Table of Contents in the budget documentation are hereby attached.

It should be noted also, that an application for tariff increases for electricity will have to be submitted to NERSA.

Annexures

Budget Part 1 and 2
Budget Annexures
Section 1: Budget Schedules and supporting tables
Section 2: Tariffs
Section 3: History of Tariffs
Section 4: IDP Overview
Section 5: Service Delivery and Budget Implementation Plan
Section 6: Budget Policies
Section 7: By-Laws
Section 8: MFMA Circulars

Motivation

None

Personnel Implications

None

Financial Implications

The Sol Plaatje Municipality shall not incur any further additional expenditure by adopting this budget other than as per the budget.

Legal Authority and Implications

MFMA Section 16
Municipal Budget and Reporting Regulations
MFMA Circulars

The Annual Budget was discussed with the office of the Executive Mayor, Municipal Manager, Executive Directors, General Managers, various Managers, Line Managers and Financial Managers.

Consultation

Executive Mayor – Cllr M Bartlett
Municipal Manager – Mr BS Matlala
Acting Chief Financial Officer – Mr K Samolapo
Budget Steering Committee
Executive Management Team
Mayoral Committee

Contact Person

Mr K Samolapo
Acting Chief Financial Officer
Contact number: 053-830-6502

Mr JJ Wagner (BTO) Tel 053-830-6504
Mrs O Gopane (IDP) Tel 053-830-6724

The Annual Budget will be tabled by the Executive Mayor Cllr M Bartlett

RECOMMENDATION:

That Council resolves as follows:

1. That in terms of section 16 of the Municipal Finance Management Act, 56 of 2003, the Annual Budget of the municipality for the financial year 2025/26; and indicative allocations for the two projected outer years 2026/27 and 2027/28, and the multi-year single year capital appropriations are noted as set out in the Annual Budget in the following tables:

    1.1 Budgeted Financial Performance (revenue and expenditure by Functional classification) Section 5/Annexure 1 – Table A2;
    1.2 Budgeted Financial Performance (revenue and expenditure by municipal vote) Section 5/Annexure 1 - Table A3;
    1.3 Budgeted Financial Performance (Revenue by Source and Expenditure by type) Section 5/Annexure 1 – Table A4 and
    1.4 Multi-year and single year capital appropriations by municipal vote and Standard classification and associated funding by source. Section 5/ Annexure 1 - Table A5.

2. That the financial position, cash flow, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are noted as set out in the following tables:

    2.1 Budgeted Financial Position: Section 5/Annexure 1 – Table A6;
    2.1 Budgeted Cash Flow: Section 5/Annexure 1 – Table A7;
    2.2 Cash backed reserves and accumulated surplus reconciliation: Section 5/Annexure 1 – Table A8;
    2.3 Asset Management: Section 5/Annexure 1 – Table A9; and
    2.4 Basic service delivery measurement: Section5/Annexure1–Table A10.

3. That in terms of 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 removal services, sanitation services, property rates and all other tariffs as set out in Annexure 2, are noted by Council.

4. That Council notes the draft reviewed Integrated Development Plan reflected in Annexure

5. That Council notes the draft Service Delivery and Budget Implementation Plan for 2025/26 as per Annexure 5.

6. That Council take note that the public participation in respect of the annual budget, the draft IDP and the draft SDBIP will commence in April to gain inputs and comments from the community and other stakeholders and the timetable for these meetings will deliberated upon by the IDP and Budget Office through directive from the office of the Executive Mayor, Speaker and the Municipal Manager. The Mayor's office is responsible to arrange and co-ordinate the public participation meetings.

7. That due to mSCOA Reporting requirements, the schedules may change from what is presented here, with the totals remaining the same, that Council gives the Municipal Manager and the CFO permission to effect, all necessary corrections as a result of reporting requirements.

8. That Council resolves to authorise the Acting Chief Financial Officer to make administrative and technical error corrections identified in the Annual Budget and such corrections be in the Final Adopted Annual Budget.

3. Executive Summary

Introduction

The municipality completed its review of the IDP which covers the period from 1 July 2022 to 30 June 2027 with a successful strategic planning sessions held on the 26 February 2025. The key strategic objectives of the IDP are now linked to the strategic priorities and supported by the budget allocations, where funding is available.

These strategic objectives to support vision: "***Towards a growing, cleaner city***" which forms part of submission to Council for approval are

a) Improved Service Delivery
b) Good, Clean and Transparent Governance
c) Establishment of a healthy Financial Management
d) Economic growth through promoting SPM as an economic hub (where tourism, administration, logistics, mining, knowledge management, investment and a revitalized CBD find expression).
e) Improved Institutional management

It is these strategic priorities that would see the municipality fully focusing on the programmes and projects in the year 2025/26 that would attempt to resolve the following strategic challenges:

1. Cash flow challenges
2. Service delivery challenges
3. Low collection rate and strict implementation of the Credit Control Policy
4. Stagnant audit outcome - qualified opinion for the past five (5) years by Auditor General
5. High youth unemployment rate which necessitate tangible investment drive into Sol Plaatje Municipality's economy
6. Sustainable water supply and uninterrupted electricity supply community
7. Electricity energy mix, among other things deliberated upon during the strategic planning session. It is imperative that a business continuity strategy be developed.

The President, in his State of the Nation Address articulated "in many cities and towns across the country, roads are not maintained, water and electricity supply is often disrupted, refuse is not collected and sewage runs in the streets. In part, this has happened because many municipalities lack the technical skills and resources required to meet people's needs.
Many municipalities have not reinvested the revenue they earn from these services into the upkeep of infrastructure. Starting this year, government will work with municipalities to establish professionally managed, ring-fenced utilities for water and electricity services to ensure that there is adequate investment and maintenance.
Many of the challenges in municipalities arise from the design of the local government system. Government will therefore undertake extensive consultation to develop an updated *White Paper on Local Government* to outline a modern and fit-for-purpose local government system.
Government will review the funding model for municipalities, as many of them do not have a viable and sustainable revenue base. It will continue to work with traditional leaders in the implementation of local development programmes. It will expand its support to municipalities that require assistance, drawing on the lessons of the Presidential eThekwini Working Group."
The current status quo is exacerbated by a lack of accountability and consequence management, whilst improvement in planning, implementation and monitoring can have a meaningful impact in the short, medium and long term.

MEDIUM-TERM DEVELOPMENT PLAN (MTDP)

Government has adopted the MTDP, which sets out a clear and ambitious programme for the next five years.

The actions contained in the MTDP will advance three strategic priorities:

Firstly, to drive inclusive growth and job creation;

Secondly, to reduce poverty and tackle the high cost of living; and

Thirdly, to build a capable, ethical and developmental state.

Therefore, the municipality have service delivery as a highest priority also highlight revenue enhancement initiatives to turnaround low cash flow challenges and improve collection rate. These are the initiatives that will reduce deficits and negative net cash from operations, and these controls will include:

- Conduct meter audits to curb electricity theft.
- Procuring of smart, prepaid meters and water meters to improve billing accuracy.
- Ensure that all properties are billed for all services.
- Improve Internal Controls within Revenue Management Value Chain (TID rollovers, integrations from the prepaid vendor with Solar, non-purchasing prepaid meters, etc)
- Strict measures in procurement processes and enforce competitive bidding process and reduce deviations
- Improved planning of budget implementation
- Grow revenue base and stimulate investments into the city.
- The appointment of four debt collection companies to assist in particularly legal collections.

The municipality has been experiencing difficulties in managing and controlling technical and non-technical losses for water and electricity, and again this is another hurdle that must be attended to as a matter of urgency.

The municipality has been approved for the Municipal debt relief, effective 1 October 2023. It is imperative that the municipality complies with the conditions of Circular 124, as non-compliance will have serious consequences for the municipality and its electricity business.

The 2025/26 and outer years 2026/26 and 2027/28 Budget is premised on the following assumptions:

- The municipality implemented the 2023 General Valuation Roll effective 1 July 2023. The objections and appeal process are finalised. The Supplementary Valuation Roll will be finalised by the end of April 2025.
- That council will champion and support all strategies aimed at growing the revenue base.
- That council will support all efforts aimed at reducing water and electricity losses. A percentage increase in tariffs is no longer sustainable, the focus must be reduction of losses that will result in saving and release financial resources tied in the provision and actual costs of losses to fund any service delivery improvements and re-investment into the service to improve quality and affordability.
- The budget should focus on Service Delivery challenges and revenue enhancement as key priorities.
- That Council will support strategies aimed at the reduction of electricity consumer price by considering options available on renewable energy and optimal energy mix for the people of Sol Plaatje Municipality
- That performance management and consequence management will be strictly implemented.
- That council will support strategies aimed at project implementation by reviewing the existing model of Project Management and any other option and mechanisms available, emphasis is on conditional grant spending and to avoid the risk of funds being withdrawn.

- Marketing and promotion of policies to lure citizens to pay for their municipal services.

The above is referred to as the elephants in the room that must now be unleashed, spoken about and dealt with. All the evidence points to fact that the culture of non-performance, lack of consequence management and relaxing controls in the implementation of policies cannot prevail, if we want to see a tangible improvement and recover financially. The budget remains committed in protecting the poor by ensuring that those that are indigent are registered and receive the free basic services.

We remain committed in improving the living conditions of our people, special focus must be given to ensuring that there is capacity and skills in the civil engineering services with clear expectations. Planned maintenance will be institutionalised to enable effective spending. Adhoc maintenance must be based on emergencies or unforeseen circumstances or acts of God which cannot be prevented.

We have accepted that we are operating an aged infrastructure, and with the current financial position, immediate replacement is extremely difficult. Thus, it is of utmost importance that the BFI funding be spent effectively and timeously as the long-term goal of the Bulk Water Infrastructure project is to secure sustainable and quality water supply and reduce water losses. This means more funds will be required to pay for the required maintenance as well as increase in personnel capacity to attend to issues as they get reported by our people and ward councillors. We must be responsive and turnaround times must be excellent. This will positively influence customer satisfaction and ultimately customer's willingness to pay their municipal accounts.

Our average collection rate for Property rates and Service charges were at 75.8% as at end the end of February 2025. The lower collection rate is not assisting the municipality to step out of its liquidity woes. The municipality needs an average collection rate of 90% or more, but to improve the liquidity issues and dealing with accumulated creditors, a minimum of 110% collection is required. This basically means, not only should the rate payers pay their monthly current bill, those in arrears must pay an amount between 10% and 15% per month on arrears. To achieve this, there are various strategies agreed upon with Council including holding back of a percentage as and when customers in arrears top up their energy units as part of credit control measures. A 30% will be held from all non-indigent households and 10% will be held from all indigent households. Further to this, inactive meters that have not bought electricity for the last 90 days, must be blocked and audited through physical verification and testing, and clients will be expected to provide reasons why they were not buying and such a meter will be inspected for tampering or bypass.

The audit outcomes remain negative and one of the contributing factors is weaknesses in internal controls and repeat findings that are not adequately addressed. Weak internal controls lead to various issues on credibility and quality of information used to prepare and complete the financial statements. The Audit Action Plan is developed annually but implementation thereof is still lacking and must be improved. Recommendations of Auditor General and Internal Audit must be implemented and adhered to, to ensure an improvement in audit outcomes.

After testing liquidity and going concern of the municipality, it was unavoidable to recommend to council to place itself on voluntary financial recovery plan as the distress situation is not going to reverse itself, unless drastic and progressive recovery and turnaround strategies are put in place. The recovery and turnaround are aimed at focusing on seven areas as follows:

1. Reduction of water and electricity losses
2. Revenue enhancement and improved collections rates
3. Operational efficiencies in the engineering sector
4. Growth strategies and implementation
5. Productive and passionate employees

6. Quality and responsible leadership
7. Compliance to MFMA Circular 124: Municipal Debt Relief

All strategies will be focusing on management and organisational performance, cutting costs and operation of plants and network. In order for the municipality to thrive, overall performance must improve, the quality of services rendered must improve, accountability must be enforced, serious consideration should be given to the service delivery and financial implications of all decisions taken, ensure that acts, regulations and policies are adhered to, enhance revenue collection and ensure that operational and capital funds are spent effectively with good value for money.

Improve on preventative maintenance and spend funds cost-effectively and efficiently to address service delivery challenges and ensure assets are maintained at desired levels and are being utilised optimally. The spending of funds will have to be prioritised, in light of the cash constraints and wastage be curbed. Municipal officials should also take all reasonable steps to prevent unauthorised, irregular and fruitless and wasteful expenditure. Refrain from committing acts of financial misconduct and/or criminal offences as per Chapter 15 of the MFMA.

It is imperative that all municipal officials must have the inherent desire to do their job to the best of their ability, take pride and ownership in their work, take accountability for their job functions, doing the right thing consistently and work as a collective, cohesive team to achieve the municipality's long and short-term objectives. Foremost to all of these, have the community's best interest at heart.
As per MFMA Circular 129 there are various key focus areas for the 2025/26 municipal budget process. Articulated below is an extract of these. All recently issued circulars are included in the budget document for ease of reference.

"2.1 Local government conditional grants allocations
Over the 2025 Medium-Term Expenditure Framework (MTEF), the government proposes an allocation of 9.8 per cent to local government. Local government funding is projected to increase from R184.8 billion in 2025/26 to R197.9 billion in 2027/28. In 2025/26, this comprises R106.1 billion for the local government equitable share, R16.8 billion from the general fuel levy sharing with metros, and R61.8 billion for both direct and indirect conditional grants. The increased allocations to local government reflect the government's commitment to social protection as a cornerstone of its fiscal strategy, ensuring ongoing support for indigent populations and the expansion of critical infrastructure through conditional grants.

Notable changes to the conditional grants system
Government has finalised its review of the conditional grant system and developed a range of reforms based on the results. These reforms are aimed to rationalise conditional grants and enhance their effectiveness and will be implemented from 2025/26."

2.5. Stopping and reallocation guidelines

The Division of Revenue Act provides that in instances where municipalities reflect a serious or persistent material breach of the Act (DoRA and MFMA), i.e., non-compliance against the provisions of the Acts, non-compliance against grant framework and significant under-expenditure, National Treasury may at its discretion or at the request of the transferring officer stop and reallocate the conditional grants from non-complying municipalities to best performing municipalities.

National Treasury is required in terms of sections 17, 18 and 19 of DoRA and section 38 of the MFMA to consult municipalities and afford them an opportunity to make a written representation as to why their conditional grants should not be stopped. Only after National Treasury has consulted and engaged municipalities on this intention (stopping), would the Treasury decide to either stop or not stop. Therefore, the stopping and reallocation process is a consultative "process" for which

National Treasury must decide on. Recommendations from all relevant stakeholders, i.e., transferring officers and provincial treasuries are considered before the National Treasury decides.

The following questions form part of the decision when National Treasury writes to municipalities to consider stopping the allocation due to persistent underspending and non-compliance against the provisions of the legislations:

• Why expenditure reported as at 31 December 2024 is below 40 per cent;
• Progress report against approved projections (provide list/ names of approved projects);
• Representation on the cash coverage for grants transferred (Liquidity ratio) and all committed unspent funds must be ringfenced;
• Representation on the initial cash flow projections against actual performance;
• Progress report on any approved rolled over for 2023/24 financial year;
•Commitment that the allocated funds are committed and that they will be fully spent by the end of the financial year, 30 June 2025, i.e., commitment that the municipality will not request rollover against the funds proposed to be stopped;
• Representation on all projects awarded after the second quarter of the municipal financial year as at 31 December 2024

- Representation on any commitments made against Supply Chain Management Regulation 32 projects in terms of the Supply Chain Management policy and chapter 11 of the MFMA and progress made against these projects;
• Declaration by the municipality on the amount that should be stopped by National Treasury;
• All reporting must be accurate and aligned to mSCOA system and
• An acceleration plan against the 2024/25 approved implementation plan

The Budget Overview

The fourth year of IDP implementation and budget cycle takes place under extremely difficult conditions. The economy continues to show signs of constraints especially when looking at the high unemployment rate especially in cities supported by retail, commercial and small medium enterprises. Demand for goods and services decrease due to disposal income being negatively affected, and municipal utility account becomes the first slain. This is evidenced from the very low average collection rate of 75.8% at the end of February 2025. The collection rate is lower than the norm of 95% as set out by National Treasury and below the required collection rate of at least 85% in order to meet the monthly operational financial commitments. This is also the collection rate per ward, as prescribed by the Municipal Debt Relief MFMA Circular 124. The current monthly expenditure is approximately R200 million, which means that at any given point in time, the municipality must have close to R600 million in cash and investments, to be able to have a comfortable Cost coverage of 3 months. The municipality's current Cost coverage ratio is less than one week. To realise a meaningful impact, revenue collection must increase, and expenditure be decreased, whilst the municipality took a prudent approach in its estimations because you cannot spend money that you do not have. There needs to be sufficient cash available to meet financial commitments.

The 2024/25 Mid-year engagement was held with National Treasury on 3 and 4 February 2025. All arrears based on the four pillars were assessed, namely Institutional Arrangements (Fragile), Financial Health (Decline), Financial Governance (Fragile) and Service Delivery (Fragile). National Treasury issued a summation of the observations, recommendations and resolutions emanating from the discussions; these should inform the municipality's 2025/26 MTREF, where appropriate.

This report aims to table the Operational Revenue, Operational Expenditure and Capital Expenditure Framework for the 2025/26 MTREF covering a three-year period, with 2024/25 as the base year. The operational revenue framework details out revenue sources and projections per source for the next three years. Each projection is based on previous years audited actuals, year to date budget

and actuals as well as growth prospects and general increases as informed by inflation and estimated cost of service delivery, management and administration.

The operational expenditure framework reflects all expenditure related to service delivery, management, administration and costs of running the municipality. Included in the operational expenditure is the portion of revenue anticipated not to be collected, and as such gives rise to provision for bad debts and write offs to take place in the year. The provision for bad debts ensures that that the municipality's spending is aligned to the collection rather than billed, as this will result in an unfunded and unrealistic budget.

The capital expenditure framework details out infrastructure investment, either new, upgrades or refurbishment. Capital budget is presented per project and allocated funds. It is therefore expected that spending on projects will align to the allocations, and any changes are tantamount to an adjustment or else the expenditure above allocation as per approved budget will be unauthorised. Funding from Internally generated funds is limited due to the municipality's cash flow constraints.

The municipality was approved for the Municipal Debt Relief, effective 1 October 2023. Articulated below is a high-level summary of the status quo reported in the S71 report for February 2025. The municipality is in breach of the conditions and run the risk of forfeiting the first third of the debt write-off or being removed from the programme. This can have serious repercussions for the municipality and its electricity business. The reason for non-compliance is due to the fact that the municipality defaulted on the current account for Water from October 2024 to January 2025. The municipality also made partial payments during high months' account for July and August 2024, and again on the November 2024 account. Another serious breach is the low quarterly collection rate that is lower than the 85% as prescribed by MFMA Circular 124. It is imperative that the Debt Collection and Credit Control Policy is stringently and fairly applied to all customer groups.

1. The municipality is in breach of the conditions and has accumulative arrears for the current year. To be in good standing with ESKOM and to qualify for the recommendation for the first third debt write-off by National Treasury, the municipality have an obligation to settle **R149,172,116.27**, as indicated in the table below. Arrears on the outstanding invoices including interest amounts to R108,972,116.07 and the arrears on the payment arrangement amounts to R40,200,000.00.

Month	Invoice Amount incl Interest	Paid Amount	Balance due incl Interest	Arrear instalments PA	Total Due to be in Good standing	Interest
Jul-24	R 148,333,011.78	R 148,059,100.03	R 273,911.75	R 6,700,000.00	R 6,973,911.75	R 273,911.75
Aug-24	R 127,600,942.44	R 72,000,000.00	R 55,600,942.44		R 55,600,942.44	R 154,610.92
Sept-24	R 71,086,942.52	R 69,337,712.24	R 1,749,230.28	R 6,700,000.00	R 8,449,230.28	R 1,749,230.28
Oct-24	R 73,507,839.50	R 70,741,905.79	R 2,765,933.71	R 6,700,000.00	R 9,465,933.71	R 2,765,933.71
Nov-24	R 69,973,808.12	R 25,000,000.00	R 44,973,808.12	R 6,700,000.00	R 51,673,808.12	R 2,159,642.32
Dec-24	R 71,858,904.48	R 70,129,144.68	R 1,729,759.80	R 6,700,000.00	R 8,429,759.80	R 1,729,759.80
Jan-25	R 75,731,838.36	R 73,853,308.39	R 1,878,529.97	R 6,700,000.00	R 8,578,529.97	R 1,878,529.97
TOTAL ESKOM	**R 638,093,287.20**	**R 529,121,171.13**	**R 108,972,116.07**	**R 40,200,000.00**	**R 149,172,116.07**	**R 10,711,618.75**

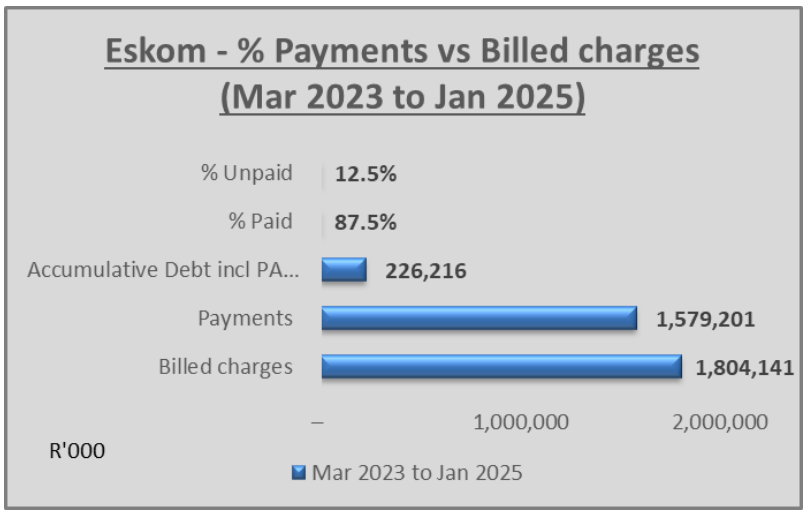
2. The municipality is in breach of the conditions and has accumulative arrears for the current year. To be in good standing with DWS, the municipality must settle the accounts for October to December 2024 and January 2025 amounting to a combined total of **R71,084,756.01** and the arrears on the debt agreement amounts to **R39,952,786.02** (defaulted July 2024 to January 2025). This is also the full balance outstanding on the debt agreement, excluding the interest of R14,703,680.46 to be written off. The total amount due to DWS amounts to **R111,037,542.03**, as articulated in the table below.

Month	Invoice Amount	Paid Amount	Balance due	Less potential interest write-off	Total Due to be in Good standing	Interest
Arrears	R 54,656,466.48	R -	R 54,656,466.48	-R 14,703,680.46	R 39,952,786.02	R -
Oct-24	R 17,504,048.73	R -	R 17,504,048.73	R -	R 17,504,048.73	R -
Nov-24	R 17,504,048.73	R -	R 17,504,048.73	R -	R 17,504,048.73	R -
Dec-24	R 15,680,672.19	R -	R 15,680,672.19	R -	R 15,680,672.19	R -
Jan-25	R 20,395,986.37	R -	R 20,395,986.37	R -	R 20,395,986.37	R -
TOTAL WATER	**R 125,741,222.49**	**R -**	**R 125,741,222.49**	**-R 14,703,680.46**	**R 111,037,542.03**	**R -**
Current Year arrears			**R 71,084,756.01**			

3. **Municipal Debt Relief Benefit**

The total debt eligible for write-off, over the 3-year period amounts to **R744,384,421.59**. The first third of the qualifying debt to be written-off amounts to **R248,128,140.53**. Should the municipality fail to comply with the conditions and fail to settle the current year accumulative arrears, this is the debt relief benefit that the municipality will forfeit. This will be a serious blow to the municipality's finances and will have severe repercussions on the already critical cashflow position.

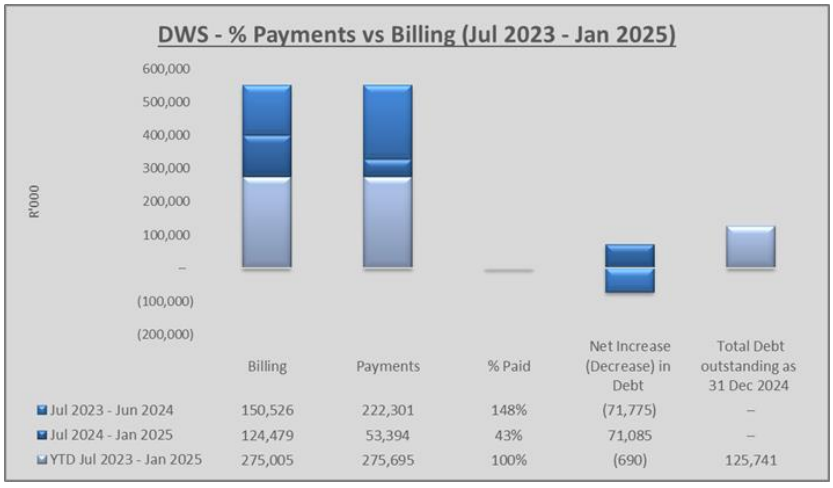
On the DWS debt agreement, the municipality run the risk of being removed from the Department's Debt Incentive Scheme and forfeit the R14m interest write-off. The Department will also resume in charging interest on the cumulative arrear debt. This will result in an increase in Fruitless and wasteful expenditure incurred for the year.



Indicated in the adjacent chart is a summary of the percentage payments versus billed charges for Eskom for the period March 2023 to January 2025.

The total billed charges for the period amounted to R1,804,141 billion, and payments made amounted to R1,579,201 billion. For the period the municipality managed to settle 87.5% of the billed charges.

The debt outstanding post March 2023 amounts to R226,216m, which includes the outstanding balance on the Payment Arrangement.



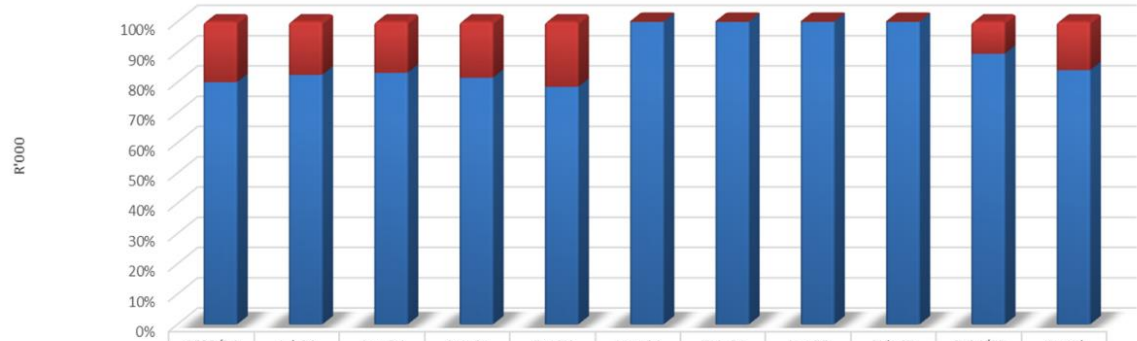
Indicated in the adjacent chart is a summary of the percentage payments versus billing for DWS, for the period, July 2023 to January 2025.

The total billing for the period amounted to R275,005m, and payments made amounted to R275,695m. For the 2023/24 financial year the municipality reduced the arrear debt by R71,775m. due to the unpaid invoice for October, November, December 2024 and January 2025. This resulted in an escalation of outstanding debt of R71,085m for the current year. The net debt reduction amounts to R690 thousand,

The debt outstanding as at 31 January 2025 amounts to R125,741m, which includes the outstanding balance on the Debt agreement.

Indicated in Chart 2.3 below, are the monthly payments made to DWS and ESKOM for 2023/24 and 2024/25 financial year as at 28 February 2025. The total payments made to DWS amount to R275,695 million. The total payments made to Eskom amounts to R1,452,172 billion.

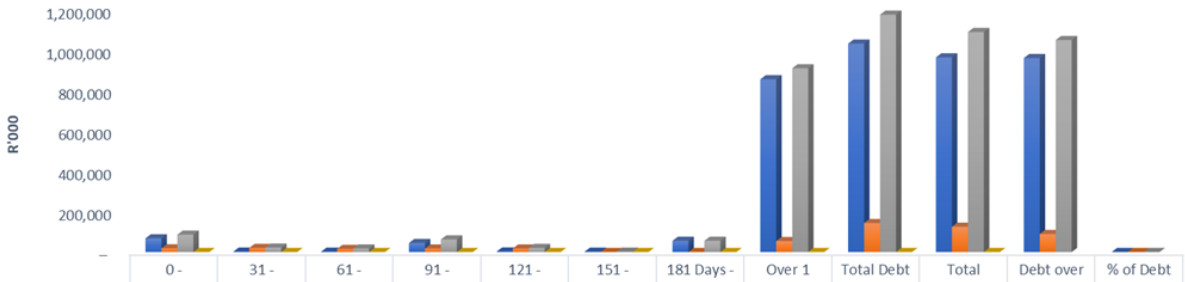
Chart 2.3: Monthly Bulk Payments: DWS & ESKOM: 2023/24 and 2024/25



	2023/24 Total	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	2024/25 Total	Grand Total
Bulk Payments - DWS	198,561	23,740	17,724	16,698	18,973	–	–	–	–	77,134	275,695
Bulk Payments - ESKOM	797,617	112,033	87,568	73,700	69,338	70,742	92,191	75,129	73,853	654,554	1,452,172

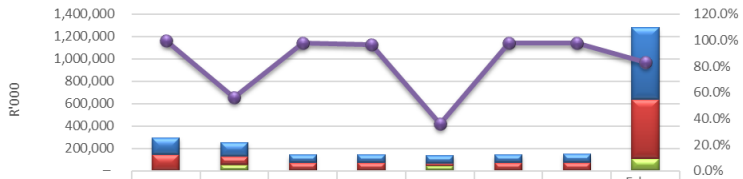
Articulated in the chart below is the age analysis of the debt owed to Eskom and DWS as at 28 February 2025. The total debt owed to Eskom amounts to R1,035,498 billion and R144,069 million is owed to DWS. Overall, 89% of the total debt is overdue for more than 90 days.

Age analysis on debt owed to ESKOM and DWS as at 28 February 2025



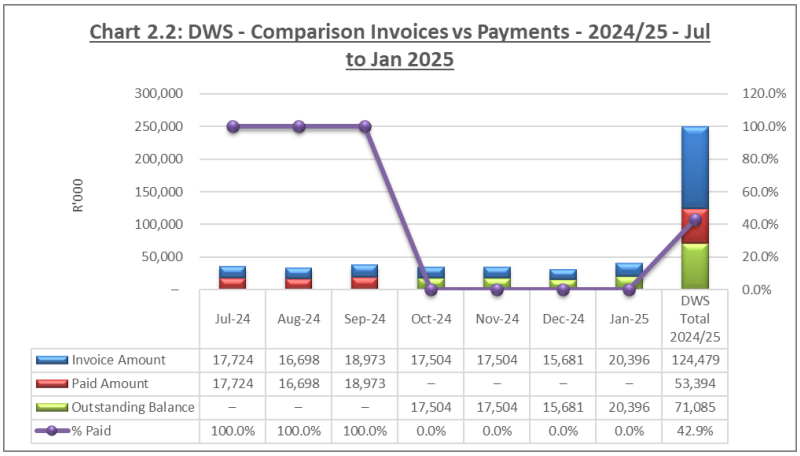
	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total Debt	Total Arrear Debt	Debt over 90 days	% of Debt over 90 days
Bulk Electricity	68,070	1,879	1,730	44,974	2,766	1,749	55,875	858,455	1,035,498	967,427	963,819	93%
Bulk Water	18,328	20,396	15,681	17,504	17,504	–	–	54,656	144,069	125,741	89,665	62%
TOTAL	86,398	22,275	17,410	62,478	20,270	1,749	55,875	913,112	1,179,567	1,093,169	1,053,484	89%
% of O/S Debt	7.3%	1.9%	1.5%	5.3%	1.7%	0.1%	4.7%	77.4%	100.0%	92.7%		

Chart 2.1: Eskom - Comparison Invoices vs Payments - 2024/25 - Jul to Jan 2025



	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Eskom Total 2024/25
Invoice Amount	148,333	127,601	71,087	73,508	69,974	71,859	75,732	638,093
Paid Amount	148,059	72,000	69,338	70,742	25,000	70,129	73,853	529,121
Outstanding Balance	274	55,601	1,749	2,766	44,974	1,730	1,879	108,972
% Paid	99.8%	56.4%	97.5%	96.2%	35.7%	97.6%	97.5%	82.9%

Indicated in Chart 2.1 above, is the comparison of Eskom invoices versus payments for the 2024/25 financial year, from July 2024 to January 2025. The current account for February 2025 is excluded because it is not yet due and payable. It will also distort the percentage paid. The YTD actual until January 2025 show that 82.9% of invoices were settled, based on invoices raised of R638,093 million versus payments of R529,121 million. It is only the interest charges that remain unpaid for the invoices for July, September, October, December 2024 and January 2025. The invoice for August 2024 is 56.4% and November 2024 is 35.7% paid. The total arrear outstanding balance amounts to R108,972 million.



Indicated in the Chart 2.2 above, is the comparison of DWS invoices versus payments for the 2024/25 financial year from July 2024 to January 2025. The current account for February 2025 is excluded because it is not yet due and payable. It will also distort the percentage paid. The YTD actual until December 2024 show that 429% of invoices were settled, based on invoices raised of R124,479 million versus payments of R53,394 million. Invoices for July to September 2024 were settled in full, whilst the invoices for October 2024 to January 2024 remains unpaid. The total arrear outstanding balance amounts to R71,085 million

The table below presents the consolidated overview of 2025/26 MTREF.

Consolidated Overview of the 2025/26 MTREF	Adjustment Budget 2024/25	2025/26 Medium Term Revenue & Expenditure Framework						
		Budget Year 2025/26	Year-on-year % Increase (Decrease)	Budget Year +1 2026/27	Year-on-year % Increase (Decrease)	Budget Year +2 2027/28	Year-on-year % Increase (Decrease)	Total over the MTREF
	R'000	R'000	%	R'000	%	R'000	%	R'000
Operational revenue and expenditure budget								
Total Operating Revenue (excl Capital transfers)	2,971,037	3,229,581	8.70%	3,458,401	7.09%	3,698,283	6.94%	10,386,265
Total Operating Expenditure	3,196,465	3,197,899	0.04%	3,414,566	6.78%	3,647,028	6.81%	10,259,492
Operating Surplus	**(225,428)**	**31,682**	-114.05%	**43,836**	38.36%	**51,255**	16.93%	126,773
Capital transfers and contributions	570,097	684,166	20.01%	662,581	-3.15%	572,128	-13.65%	1,918,875
Total Revenue (incl Capital transfers)	3,541,134	3,913,747	10.52%	4,120,983	5.30%	4,270,411	3.63%	12,305,140
Surplus (incl Capital transfers)	**344,669**	**715,848**	107.69%	**706,417**	-1.32%	**623,383**	-11.75%	**2,045,647**
Capital expenditure budget								
Capital transfers and contributions	570,097	684,166	20%	662,581	-3.15%	572,128	-13.65%	1,918,875
Internally generated funds	51,421	37,265	-28%	41,845	12.29%	47,000	12.32%	126,110
Total Capital expenditure	**621,518**	**721,431**	16%	**704,426**	-2.36%	**619,128**	-12.11%	**2,044,985**

The municipality continues to derive revenue from service charges and rates. There are minor revenue sources that are part of service delivery cost funding and our aim is to continue to grow these revenue sources. For indulgence, a deficit or unfunded budget is when a municipality spends more than what it can generate, that is expenses exceed income. A deficit can either be funded from projected savings or defer expenditure that is included. This is an undesired situation.

The next three years MTREF reflects surplus budgets of less than 1% of projected revenue. Surpluses from Operating Revenue are ought to be used to re-invest in service delivery related infrastructure, either fund growth or refurbishments of capital nature to ensure continuity of service and effectiveness of infrastructure. Increasing the surplus is two-fold and it is critical that you either increase the revenue base or reduce expenditure. The municipality is struggling with severe cash flow challenges and low collection rate. Over the three years, R126,773 million is project as total surpluses.

The focus at this point shall be operating revenue and expenditure as follows.

The operational revenue is increasing from R2,971,037 billion (Adjusted budget 2024/25) to R3,229,581 billion (2025/26), constituting a 8.7% increase year on year when compared to Adjustment budget. The overall average increase over the MTREF is approximately 7%. The operating expenditure is estimated at R3,197,899 billion in 2025/26, with an increase of operational expenditure of 0.04% from the Adjusted budget 2024/25. After having considered all the factors, the budget for 2025/26 MTREF shall generate operating surpluses, though very limited in amounts. However, the budget can remain funded for the duration of the MTREF by significantly improving the collection rate, revenue enhancement and cutting down on non-essential spending, applying cost containment measures consistently and curbing wastage and improving on the quality of workmanship. The total capital expenditure amounts to R721,431 million. Over the MTREF the municipality projects to spend close to R2 billion which is predominantly for Bulk water BFI projects. Capital grants and subsidies recognised, are all conditional grants gazetted as per the DoRA 2025.

4. Annual budget tables

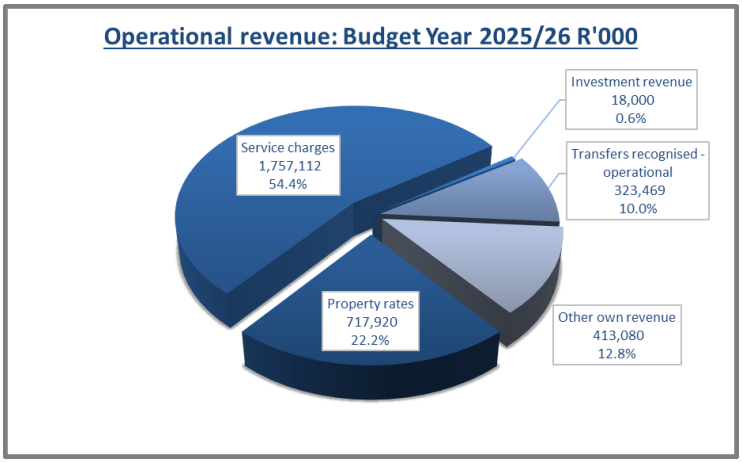
The A-schedules are included as an annexure under Section 1: Budget Schedules and supporting tables. Various reference is made to the A-schedules through-out this Budget document.

5. Operating Revenue Framework

The municipality generates revenue from exchange and non-exchange transactions. Exchange transactions are instances where there is a transaction concluded at arms-length based on measured consumption as well as a result of existing service agreements. The main revenue from non-exchange transactions are revenue derived from property rates, availability charges, penalties and disconnection charges as well as operational grants and subsidies. Revenue from exchange and non-exchange transactions are an indicator of the source of that revenue. Revenue generated from operations is utilised to effectively run the institution, cover the costs of compensation of employees, operation and maintenance of infrastructure, servicing of municipal debt acquired as long-term borrowings, the costs of bulk water and electricity and all other operational expenditure.

During this budget process, all tariffs had been revised to ensure that they are relevant and easy to implement. The municipality generates income from various sources such as exchange and non-exchange transactions. Revenue from exchange transactions is generated mainly from trading services. The municipality has adopted a consolidated billing system for both exchange and non-exchange transactions for municipal services. Billing therefore is done systematically based on fixed monthly tariffs for services as well as consumption-based billing for metered services. And as far as possible, all other services like hiring of halls, building plans, etc are rendered on a cash basis.

The pie-chart below represent the percentage weighting of each revenue source against the total revenue estimated for the financial year 2025/26.



It should be noted that the municipality has maintained a consistent contribution ratio for each source, thus a reflection of a very structured process of tariff determination and price increases.

Revenue by Source

The municipality's revenue is determined by tariff packages which are not only considered affordable to the ratepayers and users, but are deemed to be fair, equitable and realistic, and this is assessed in the context of having acknowledged those who cannot afford or have means to pay, the indigent households. The biggest concern year-on-year is the increase on Electricity revenue but this trading service is put under severe strain with the above inflation increases approved for Eskom for bulk electricity, whilst the municipality must start implementing a strict action plan to reduce inefficiencies in the system.

The operating revenue framework is informed by the following:

- National Treasury guidelines on macro-economic policy
- Projected growth and growth in demand for services
- Realistic projections of revenue and collection thereof, as well as strategies for debtor's management
- Electricity tariff increases based on cost to run the service, as informed by NERSA guidelines
- Determination of tariffs for trading services in a cost reflective and a cost recovery manner
- The municipality's property rates policy as approved by Council and the GV 2023.

The following table is a summary of 2025/26 MTREF classified by revenue source.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description (R thousand)	Current Year 2024/25				2025/26Medium Term Revenue & Expenditure Framework									
Revenue By Source	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2025/26	% Contribution	% Growth 2024/25 (Original) to 2025/26	% Growth 2024/25 (Adjusted) to 2025/26	Budget Year +1 2026/27	% Contribution	% Growth 2025/26 to 2026/27	Budget Year +2 2027/28	% Contribution	% Growth 2026/27 to 2027/28
Exchange Revenue														
Service charges - Electricity	1,099,199	37.16%	1,099,199	37.00%	1,218,923	37.74%	10.89%	10.89%	1,329,174	38.43%	9.04%	1,449,350	39.19%	9.04%
Service charges - Water	343,685	11.62%	343,685	11.57%	362,722	11.23%	5.54%	5.54%	381,821	11.04%	5.27%	402,078	10.87%	5.31%
Service charges - Waste Water Management	95,890	3.24%	95,890	3.23%	101,874	3.15%	6.24%	6.24%	106,601	3.08%	4.64%	112,048	3.03%	5.11%
Service charges - Waste Management	72,271	2.44%	72,271	2.43%	73,593	2.28%	1.83%	1.83%	76,320	2.21%	3.71%	80,287	2.17%	5.20%
Sale of Goods and Rendering of Services	15,955	0.54%	16,455	0.55%	18,644	0.58%	16.85%	13.30%	19,647	0.57%	5.38%	20,663	0.56%	5.17%
Interest earned from Receivables	120,030	4.06%	120,030	4.04%	142,100	4.40%	18.39%	18.39%	150,980	4.37%	6.25%	159,252	4.31%	5.48%
Interest earned from Current and Non Current Assets	9,000	0.30%	9,000	0.30%	18,000	0.56%	100.00%	100.00%	22,000	0.64%	22.22%	25,000	0.68%	13.64%
Rental from Fixed Assets	27,740	0.94%	27,740	0.93%	29,740	0.92%	7.21%	7.21%	31,228	0.90%	5.00%	32,944	0.89%	5.50%
Licence and permits	1,200	0.04%	1,200	0.04%	1,000	0.03%	-16.67%	-16.67%	1,050	0.03%	5.00%	1,103	0.03%	5.00%
Operational Revenue	3,773	0.13%	3,773	0.13%	3,383	0.10%	-10.33%	-10.33%	3,563	0.10%	5.32%	3,750	0.10%	5.25%
Non-Exchange Revenue														
Property rates	687,320	23.23%	687,320	23.13%	717,920	22.23%	4.45%	4.45%	766,250	22.16%	6.73%	809,856	21.90%	5.69%
Fines, penalties and forfeits	32,143	1.09%	32,143	1.08%	34,743	1.08%	8.09%	8.09%	36,588	1.06%	5.31%	38,418	1.04%	5.00%
Licences or permits	8,000	0.27%	8,000	0.27%	8,200	0.25%	2.50%	2.50%	8,610	0.25%	5.00%	9,041	0.24%	5.00%
Transfer and subsidies - Operational	299,271	10.12%	311,530	10.49%	323,469	10.02%	8.09%	3.83%	337,400	9.76%	4.31%	355,070	9.60%	5.24%
Interest	91,900	3.11%	91,900	3.09%	117,020	3.62%	27.33%	27.33%	123,467	3.57%	5.51%	129,691	3.51%	5.04%
Operational Revenue	50,900	1.72%	50,900	1.71%	58,250	1.80%	14.44%	14.44%	63,704	1.84%	9.36%	69,732	1.89%	9.46%
Gains on disposal of Assets	–	0.00%	–	0.00%	–	0.00%			–	0.00%		–	0.00%	
Total Revenue (excluding capital transfers and contributions)	**2,958,278**	**100.00%**	**2,971,037**	**100.00%**	**3,229,581**	**100.00%**	**9.17%**	**8.70%**	**3,458,401**	**100.00%**	**7.09%**	**3,698,283**	**100.00%**	**6.94%**
Capital Transfers & subsidies	572,229	16.21%	570,097	16.10%	684,166	17.48%	19.56%	20.01%	662,581	16.08%	-3.15%	572,128	13.40%	-13.65%
Total Revenue (including capital transfers and contributions)	**3,530,507**	**-**	**3,541,134**	**-**	**3,913,747**	**-**	**10.86%**	**10.52%**	**4,120,983**	**-**	**5.30%**	**4,270,411**	**-**	**3.63%**

Table A4 of the Budget Schedules indicates the revenue by source. As can be seen in the table, service charges and property rates remain the major revenue source for the municipality. Revenue protection and enhancement should remain the main focus of the municipality, because without adequate cash availability, you cannot do anything. This is also at the core of not being able to provide quality services and meaningfully implement the IDP priorities to address potential disasters and giving the community what they need to improve their quality of life. Collection therefore remains critical within the context of the prevailing economic conditions of poverty, unemployment and job losses and the level of indigency in our localities. The table above indicates the contribution per revenue source. It is clear that sale of electricity will be the major revenue source contributing just above 37.74% of total revenue in 2025/26. It is important to note that any non-collection or non-payment or non-billing for electricity has higher impact in as far as financial health of the municipality is concerned. It is for this reason that all revenue protection and enhancement measures be implemented and monitored to protect this revenue source. It was previously resolved that electricity must be sold through prepaid metering system for residential customers. This project should be resuscitated, and a clear project plan must be put in place to replace any credit meters that are still remaining within the residential customer category especially from customers with exorbitant and long aged arrear debt balances.

Rates is as significant as it will contribute over 22.23% of total revenue. There is an improvement in the synergy of processes between building inspectorate and valuations department. Unconditional grants contribute 10.02% to operational revenue.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)								
Description (R'000)	Current Year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework					
Financial Performance	Adjusted Budget	% Contribution	Budget Year 2025/26	% Contribution	Budget Year +1 2026/27	% Contribution	Budget Year +2 2027/28	% Contribution
Service charges - Electricity	1,099,199	68%	1,218,923	69%	1,329,174	70%	1,449,350	71%
Service charges - Water	343,685	21%	362,722	21%	381,821	20%	402,078	20%
Service charges - Waste Water Management	95,890	6%	101,874	6%	106,601	6%	112,048	5%
Service charges - Waste Management	72,271	4%	73,593	4%	76,320	4%	80,287	4%
Total	**1,611,046**	**100%**	**1,757,112**	**100%**	**1,893,915**	**100%**	**2,043,763**	**100%**

The table above reflects the contribution of each utility service to the total service charges to be billed in 2025/26 financial year. As can be seen, electricity is by far the biggest item billed and it is 69% of all service charges combined, followed by water at 21%, sanitation at 6% and refuse removal at 4%. The contribution per service remains relatively consistent over the MTREF.

Formalised areas are those that had been planned and surveyed and residents are placed on an erf with the intent to develop top-structures in future. In this case, a household may open a municipal account for electricity, water, sanitation and refuse removal.

Refuse removal and sanitation is quite critical as it affects the air quality, living conditions and a safe environment. Refuse removal is highly dependent on adequate drivers and refuse compactors to perform optimally, and currently, the lack of sufficient fleet is a major shortfall in the performance of this function. As a result of the current financial position, no significant contribution can be made from Internally generated funds to fund the fleet replacement programme of the municipality. There is funding availed for the procurement of two refuse compactors from IUDG.

Proposed Tariff Increases

For the municipality to generate sufficient and required revenue to continue providing services to the people, and to cover the costs of providing such services, it became important to revise tariff charged for various services. However, National Treasury annually as per the budget circular provide guidance in the macro-economic performance and projections for the tariff setting increases. The municipality tries it utmost best to align its tariff increases to these guidelines. National Treasury estimate CPI inflation for 2025/26 at 4.4% and two outer years at 4.5% and 2.5% respectively:

Macro-economic performance and projections, 2023 - 2028					
Fiscal year	2022/23	2024/25	2025/26	2026/27	2027/28
	Actual	Estimate	Forecast		
CPI Inflation	5.9%	4.6%	4.4%	4.5%	2.5%

The electricity tariff increases will be dealt with separately as a result of the Cost of Supply Study approved by NERSA. In terms of NERSA guidelines, cost of supply study must be used to guide tariff setting, public participation and tariff implementation. The increase in tariff is based on the assumptions issued by NERSA with effect from 1 July 2025.

An average Eskom price increase of 12.74% has been approved by NERSA applicable as from 1 April 2025. and tariffs for municipal bulk purchases will increase by 11.32% effective on 1 July 2025. The estimated municipal increase based on the cost including bulk purchases to run the service was determined at 9.60%.

The proposed tariff increases in the table below are averages for all services. The municipality attempted to reduce tariff increases to be as close to the projected CPI targets.

Revenue category	2024/25	2025/26	2026/27	2027/28
	Tariffs increases			
Property Rates	4.80%	4.40%	7.76%	6.73%
Electricity	10.60%	9.60%	9.19%	9.04%
Water	6.50%	4.40%	5.99%	6.29%
Waste water (Sanitation)	7.50%	4.40%	5.99%	5.44%
Waste management (Refuse removal)	5.00%	4.40%	5.81%	5.86%
Average tariff increases/Municipal CPI	**7.93%**	**6.90%**	**6.94%**	**6.67%**

As per MFMA Budget Circular 129 for the 2025/2 MTREF, NT advised on the following

Setting cost reflective tariffs

It is important that municipalities periodically conduct cost of supply studies in the provision of each basic service. Municipalities must ensure that when tariffs are designed that consumption charges for services are only based on consumption and all other variable costs and fixed costs e.g., salary and wages, etc. should be covered by a fixed charge. Municipalities must ensure that when tariffs are designed, capital repayment of loans are included in the provision for depreciation that must be budgeted for.

The municipality attempted to include the Tariff tool in the draft budget but ran into trouble loading the TABB datastrings, due to an error of an incorrect fund in the datastrings that the service provider is busy resolving. Once the matter is resolved, the municipality will perform a comparative analysis between the municipality's estimates and those populated by the Tariff tool.

During the budgeting process, provision must be made for revenue to be generated by the tariffs levied for services to address the maintenance of infrastructure. Repairs and Maintenance need to be sufficiently covered in Employee Related Costs, Contracted Services, Operational Expenditure, and Inventory Consumed. New infrastructure developments in a municipal area of jurisdiction should be obliged to consider and incorporate efficiency sources of energy available such as solar or wind to respond to the ongoing global energy crisis. Using the latest format of the Cost Reflective Tariff Tool for the Draft Budget and again before the Council Approved Budget, municipalities will be able to have a better understanding of the cost reflectiveness of its tariffs and future tariff adjustments successfully explained. For the 2025/26 MTREF the municipality factored in the departmental charges, for all services to the tune of R110,852 million for 2025/26 financial year.

Departmental charges	Sum of 25/26	Sum of 26/27	Sum of 27/28
392-DEPARTMENTAL RECOVERIES	**(110,851,541.00)**	**(116,869,233.00)**	**(123,060,824.00)**
2112 - MUNICIPAL AND GENERAL	-	-	-
2212 - MUNICIPAL MANAGER - ADMIN	(7,272,094.00)	(7,672,060.00)	(8,055,663.00)
2222 - INTERNAL AUDIT	(3,030,551.00)	(3,197,233.00)	(3,357,093.00)
2232 - IDP UNIT	(1,381,767.00)	(1,457,766.00)	(1,530,654.00)
2314 - OFFICE SERVICES AND ARCHIVES	(1,346,209.00)	(1,420,182.00)	(1,498,507.00)
2332 - H R - MANAGEMENT	(4,129,617.00)	(4,336,098.00)	(4,574,585.00)
2362 - RISK MANAGEMENT	-	-	-
2372 - SECURITY AND PROTECTION	(16,836,640.00)	(17,678,473.00)	(18,650,788.00)
2612 - FINANCIAL SERVICES ADMIN	(3,043,788.00)	(3,211,196.00)	(3,371,756.00)
2622 - ASSET AND RISK	(3,280,264.00)	(3,460,678.00)	(3,633,712.00)
2632 - BUDGET AND FINANCIAL REPORTING	(9,803,800.00)	(10,343,008.00)	(10,860,159.00)
2642 - EXPENDITURE CREDITORS/PAYROLL	(3,940,108.00)	(4,156,815.00)	(4,364,656.00)
2652 - INFORMATION TECHNOLOGY	(6,918,292.00)	(7,298,798.00)	(7,663,738.00)
2662 - BILLING FINANCE	(24,767,318.00)	(26,129,445.00)	(27,435,919.00)
2672 - DEBT COLLECTION	-	-	-
2682 - SUPPLY CHAIN MANAGEMENT	(5,282,993.00)	(5,573,557.00)	(5,852,325.00)
2810 - INFRASTRUCTURE ADMIN	(6,420,242.00)	(6,773,354.00)	(7,145,888.00)
2820 - INFRASTRUCTURE MAINTENANCE	(13,397,858.00)	(14,160,570.00)	(15,065,381.00)
395-DEPARTMENTAL CHARGES	**110,851,541.00**	**116,869,233.00**	**123,060,824.00**
2480 - REFUSE	7,725,648.00	8,146,248.00	8,581,811.00
2850 - SEWERAGE	22,671,116.00	23,903,686.00	25,190,993.00
2860 - WATER	40,631,873.00	42,836,381.00	45,094,212.00
2880 - ELECTRICITY	39,822,904.00	41,982,918.00	44,193,808.00
Grand Total	**-**	**-**	**-**

It is important to note that the Cost Reflective Tariff Tool's outcome is dependent on a well-structured budget with all applicable revenue and expenditure items included. It should be noted that it is easier for consumers to pay for services if they are reliable and when the environment is well maintained.

Property Rates Revenue

The Municipal Property Rates Act 6 of 2004 as amended gives guidance on the categorisation of various properties. Residential properties serve as a baseline for the determination of tariff for other property categories. The General Valuation (GV) 2023 which will guide the valuation roll for the next four-year period and was implemented as from 1 July 2023. Planning for the next GV is underway and will be implemented 1 July 2027.

Planning goals of GV 2027

Produce a legally compliant Valuation Roll.
No rateable properties are to be omitted from the Valuation Roll.
All valuation process outputs are to be quality controlled.
Overstated and understated values are to be minimised, thus reducing material value swings during objection resolution.
Valuations models used for the calculation of values are to be built using the accepted principles of international best practice.
To complete all valid objections in a timely manner to reduce the financial impact of our owners.

The GV includes all property situated within the geographical boundaries of the municipality in terms of the Municipal Property Rates Act as amended. Accordingly, rates levied per individual property will depend on that property value compared with the valuation of all other rateable properties in the municipal area. Rebates and concessions are granted to certain categories of property usage and or property owner profile. The municipality also successfully have 100% alignment between the General Valuation Roll and the Financial System, thus ensuring accurate billing on Property rates. Some of the issues, especially making rates affordable, can only be addressed if we reduce expenditure for all cost centres funded from Rates and with the dire financial constraints faced by the municipality, we cannot afford to lose more revenue, but urgent intervention is required to address inefficiencies and possibly phase these recommendations in the budget over next three to five years. The total estimated revenue from Property rates is as per the table below:

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description (R thousand)	Current Year 2024/25				2025/26Medium Term Revenue & Expenditure Framework									
Revenue By Source	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2025/26	% Contribution	% Growth 2024/25 (Original) to 2025/26	% Growth 2024/25 (Adjusted) to 2025/26	Budget Year +1 2026/27	% Contribution	% Growth 2025/26 to 2026/27	Budget Year +2 2027/28	% Contribution	% Growth 2026/27 to 2027/28
Property rates	687,320	23.23%	687,320	23.13%	717,920	22.23%	4.45%	4.45%	766,250	22.16%	6.73%	809,856	21.90%	5.69%

Projected revenue from Property rates amounts to R717,920 million for 2025/26 financial year and is influenced by the General Valuation (GV) 2023 outcome and the supplementary valuation roll for the 2024/25 financial year which will be finalised by 30 April 2025. There are also from time-to-time tariff changes to the extent of rated ratios, as per the MPRA however, the required revenue level must be achieved to ensure a funded budget. Property rates tariffs are calculated per category taking into consideration property values and rated ratios and any rebates provided. This is a deliberate attempt to ensure that residents only experience increases that are in line with increase in property values.

				PROPOSED
		PRESENT		TARIFFS
		TARIFFS		2025/07/01
		R		R
Residential Property		0.012129		0.012646
Vacant Residential Property		0.018194		0.018969
Industrial Property		0.036387		0.037938
Vacant Industrial		0.042452		0.044262
Business and Commercial Property		0.036387		0.037938
Vacant Business and Commercial Property		0.042452		0.044262
Agricultural Property		0.003032		0.003162
Mining Property		0.072774		0.075877
Public Service Property		0.049729		0.051849
Public Service Infrastructure		0.000000		0.000000
Public Benefit Activity Property		0.000000		0.000000
Place of Worship		0.000000		0.000000
Land Reform Beneficiary		0.000000		0.000000
Private Open Space		0.012129		0.012646
Municipal property used for Municipal Purposes		0.000000		0.000000
Sports Grounds and facilities operated for gain		0.000000		0.000000
Average rates tariff		0.017707		0.018423

Service Charges

All service charges increase is informed by the operational costs of providing the service and the projected demand for services. Revenue from service charges includes revenue generated from sale of water and electricity as well as monthly charges for refuse removal and sanitation. Revenue from sale of electricity includes billed revenue and prepaid sales as well as sale of electricity in the form of subsidised Free Basic Services (FBs).

Indigent households receive the first 6kl of water for free, which is sold at a tariff applicable to the block for water sales of 1-6kl per month, whilst they also receive 50 units (kWh) of electricity per month. Service charges for refuse removal and sanitation are fully subsidised for all indigent households. As per MFMA Circular 124 indigents should be limited to the free basic quantum. The municipality provides various services and at different levels mostly influenced by existing infrastructure and availability, customer affordability as well as if the service is provided as free, basic or as permanent level of service.

Whereas tariffs for trading services must be all inclusive of direct and indirect cost, and as such must be cost reflective, the municipality follows the guidelines for tariff increases for Electricity as issued by the Energy Regulator. In as far as bulk water is concerned the municipality did not receive communication from the Department of Water and Sanitation, for the price increases for 2025/26, hence an official increase within the inflation range is considered to make sure that the increase does not negatively impact on the affordability levels of the citizenry.

Sale of electricity

The municipality has applied the assumptions as guided from NERSA which informed the tariff increases for 2025/26. The municipality has noted the minimum percentage increase of 12.74% increase on bulk purchases and 11.32% for municipal bulk purchases. CPI inflation for 2025/26 is projected at 4.4% as per MFMA Circular 129 issued by National Treasury. The proposed municipal tariff increase for Electricity is 9.60%. The domestic tariff is structured as follows.

Indigents are restricted to an amperage of 20 Amps and will not be charged a basic or capacity charge. Consumers who opt to have a 20 Amp breaker will not be charged a basic or capacity charge but will pay slightly higher energy charges per Kwh. Consumers who opt for a breaker of more than 20 Amps will be charged a basic charge and a capacitive charge per amp, with a slightly lower energy charge per Kwh.

Tariff	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
Electricity								
Domestic Tariff (Conventional and Prepaid) > 20 Amps								
Basic charge (Rand per month			76.56	95.08	95.08	104.21	113.80	124.27
Capacity charge (Rand/Amp/phase/month)			3.53	4.38	4.38	4.80	5.24	5.73
Block 1 (0 - 350 Kwh)	2.0286	2.1199	2.4341	2.6856	2.6856	2.9434	3.2142	3.5099
Block 2 (> 350 Kwh)	2.8305	2.9579	3.0771	3.0412	3.0412	3.3331	3.6398	3.9746
Domestic Tariff (Conventional and Prepaid) = 20 Amps								
Block 1 (0 - 350 Kwh)	2.0286	2.1199	2.5214	2.8786	2.8786	3.1549	3.4452	3.7621
Block 2 (> 350 Kwh)	2.8305	2.9579	3.3478	3.6399	3.6399	3.9893	4.3563	4.7571
Indigents Tariff (Prepaid) = 20 Amps								
Block 1 (0 - 50 Kwh) (subsidised)	2.0286	2.1199	2.4400	2.6986	2.6986	2.9577	3.2298	3.5269
Block 2 (51 - 350 Kwh)	2.0286	2.1199	2.4400	2.6986	2.6986	2.9577	3.2298	3.5269
Block 3 (> 351 Kwh)	2.8305	2.9579	3.4045	3.7653	3.7653	4.1268	4.5065	4.9211

On 17 November 2023, NERSA issued a letter informing electricity distributors that the guideline and benchmarks that had been supplied in the past will no longer be published for annual electricity distributor tariff price increases, each distributor's tariff increase will be based on its costs. In that regard, a revenue requirement template has been developed for municipalities to complete their 2023/24 projections and revenue requirements for the 2024/25 financial year. The same revenue requirement will be performed for 2025/26 financial year, based mainly on 2024/25 projections.

During the previous years, the municipality did not factor in a basic charge, as the community does not agree to it, especially after the protest action that transpired during the 2018/19 financial year with the introduction of the R260 basic charge inclusive of VAT, which is promulgated in the Electricity Pricing Policy Regulations of 2008.

This compelled the municipality to undertake another Cost of Supply Study with new tariff structures that will ensure 100% recovery of costs to provide electricity as a function and service delivery expectation by the public. The Cost of Supply is a prerequisite set by NERSA which the municipality must comply with for the consideration of annual tariff increase applications. As per the outcome of the Cost of Supply Study, a basic charge and capacity charge were introduced for implementation starting 1 July 2023. This has not taken place for previous and the current financial year and serious remedial action will have to be taken to resolve the matter.

Indicated in the table below is the projected revenue and cost drivers for Electricity. Based on budget estimates, the biggest cost driver for Electricity is Bulk purchases electricity at 76.51% of the total cost to run the service and it is therefore paramount that the municipality recover this and other costs in full.

Trading service (Amount in Rand)	Adjusted 2024/25	2025/26	% Weighting Rev & Exp 2025/26	2026/27	2027/28	Sum of Total over MTREF
2880 - ELECTRICITY	**81,840,351**	**-11,672,718**		**-13,172,374**	**-14,864,697.00**	**-39,709,789.00**
1 - REVENUE	**-1,164,299,207**	**-1,305,623,440**		**-1,423,553,568**	**-1,552,123,410.00**	**-4,281,300,418.00**
101 - INTEREST NON - EXCHANGE REVENUE	-	-700,000	0.05%	-770,000	-847,000.00	-2,317,000.00
105 - SERV CHG NON-EXCHANGE	-46,000,000	-51,000,000	3.91%	-56,100,000	-61,710,000.00	-168,810,000.00
117 - OPERATIONAL : MONETARY	-	-13,000,000	1.00%	-14,300,000	-15,730,000.00	-43,030,000.00
132 - SERVICE CHARGES	-1,099,199,207	-1,218,923,440	93.36%	-1,329,173,568	-1,449,349,860.00	-3,997,446,868.00
134 - INTEREST ON RECEIVABLES	-19,100,000	-22,000,000	1.69%	-23,210,000	-24,486,550.00	-69,696,550.00
2 - EXPENDITURE	**1,246,139,558**	**1,293,950,722**		**1,410,381,194**	**1,537,258,713.00**	**4,241,590,629.00**
201 - EMPLOYEE RELATED COST	64,371,844	67,166,431	5.19%	71,049,797	74,957,538.00	213,173,766.00
225 - CONTRACTED SERVICES	23,120,000	24,220,000	1.87%	25,620,100	27,086,956.00	76,927,056.00
230 - OPERATIONAL COST	3,103,837	10,269,831	0.79%	10,854,559	11,466,758.00	32,591,148.00
232 - INVENTORY	52,687,000	53,278,000	4.12%	56,564,920	59,825,257.00	169,668,177.00
234 - BULK PURCHASES	910,118,000	990,000,000	76.51%	1,089,000,000	1,197,900,000.00	3,276,900,000.00
236 - INTEREST DIVIDENDS AND RENT ON LAND	60,938,877	11,193,556	0.87%	9,693,900	8,001,571.00	28,889,027.00
272 - DEPRECIATION & AMORTISATION	9,000,000	9,000,000	0.70%	9,495,000	10,017,225.00	28,512,225.00
350 - IMPAIRMENT LOSS	111,000,000	89,000,000	6.88%	96,120,000	103,809,600.00	288,929,600.00
395 - DEPARTMENTAL CHARGES	11,800,000	39,822,904	3.08%	41,982,918	44,193,808.00	125,999,630.00

Sale of water, sanitation and refuse removal

Water is metered and read monthly to determine the consumer bill. A stepped tariff has been in place and it encourages conservation of water. Water restrictions in times of droughts are approved and revised annually with the budget process. Indicated in the table below are the proposed residential Water tariffs. The schedule could not be used due to number formatting not displayed with decimals.

Tariff Description (R-value)	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
Water								
Residential (0 - 6 Kl)	6.91	7.19	7.57	8.06	8.06	8.42	8.91	9.47
Residential (7 - 20 Kl)	29.37	30.55	32.17	34.26	34.26	35.76	37.87	40.26
Residential (21 - 40 Kl)	33.06	34.38	36.20	38.56	38.56	40.25	42.63	45.31
Residential (41 - 60 Kl)	34.97	36.37	38.29	40.78	40.78	42.58	45.09	47.93
Residential (more than 60 Kl)	37.36	38.85	40.91	43.57	43.57	45.49	48.17	51.21

Indicated in the table below is the projected revenue and cost drivers for Water. The total Employee costs is constituting 14.47% of the total cost to run the service. Overtime expenditure is also a major concern and serious internal controls will have to be implemented by management. Issues of capacity on the ground must be addressed, whilst performance overall also needs to be addressed. The other major cost driver is Inventory which is a combination of inventory consumed (R&M) and Water inventory and Non-revenue water losses. It is imperative that water losses be addressed to result in cost savings on Bulk water purchases that can be directed to repairs & maintenance to address service delivery issues. Departmental charges constitute 9.13% which is factored into the

tariff recovery, also impede on the ability to allocate more funds for Repairs and maintenance, and these funds are dire to ensure that the municipality addresses the service delivery challenges

Trading service (Amount in Rand)	Adjusted 2024/25	2025/26	% Weighting Rev & Exp 2025/26	2026/27	2027/28	Sum of Total over MTREF
2860 - WATER	**36,596,286**	**-3,050,032**		**-4,441,981**	**-5,384,300.00**	**-12,876,313.00**
1 - REVENUE	**-398,115,331**	**-448,092,823**		**-471,707,723**	**-496,909,149.00**	**-1,416,709,695.00**
101 - INTEREST NON - EXCHANGE REVENUE	-	-620,000	0.14%	-633,000	-667,815.00	-1,920,815.00
105 - SERV CHG NON-EXCHANGE	-1,500,000	-1,650,000	0.37%	-1,688,000	-1,780,840.00	-5,118,840.00
117 - OPERATIONAL : MONETARY	-	-8,000,000	1.79%	-8,440,000	-8,904,200.00	-25,344,200.00
132 - SERVICE CHARGES	-343,685,331	-362,721,823	80.95%	-381,820,723	-402,078,419.00	-1,146,620,965.00
134 - INTEREST ON RECEIVABLES	-52,830,000	-75,100,000	16.76%	-79,125,000	-83,476,875.00	-237,701,875.00
142 - OTHER REVENUE	-100,000	-1,000	0.00%	-1,000	-1,000.00	-3,000.00
2 - EXPENDITURE	**434,711,617**	**445,042,791**		**467,265,742**	**491,524,849.00**	**1,403,833,382.00**
201 - EMPLOYEE RELATED COST	61,180,838	64,409,471	14.47%	68,111,960	72,027,680.00	204,549,111.00
225 - CONTRACTED SERVICES	2,020,000	1,520,000	0.34%	1,611,100	1,707,661.00	4,838,761.00
230 - OPERATIONAL COST	52,391,293	58,812,453	13.22%	62,049,894	65,465,564.00	186,327,911.00
232 - INVENTORY	103,485,000	129,773,000	29.16%	135,067,365	141,553,335.00	406,393,700.00
236 - INTEREST DIVIDENDS AND RENT ON LAND	3,242,308	2,895,994	0.65%	2,504,042	2,061,722.00	7,461,758.00
272 - DEPRECIATION & AMORTISATION	10,000,000	9,000,000	2.02%	9,495,000	10,017,225.00	28,512,225.00
350 - IMPAIRMENT LOSS	90,000,000	69,000,000	15.50%	72,795,000	76,798,725.00	218,593,725.00
380 - NON-REVENUE WATER LOSSES	91,938,000	69,000,000	15.50%	72,795,000	76,798,725.00	218,593,725.00
395 - DEPARTMENTAL CHARGES	20,454,178	40,631,873	9.13%	42,836,381	45,094,212.00	128,562,466.00

Indicated in the table below are the proposed Sanitation and Refuse removal tariffs which are billed monthly on a fixed rate.

Tariff Description (R-value)	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
Sewerage								
Basic monthly charge	181.30	188.55	197.79	212.63	212.63	221.98	235.28	248.08
Refuse								
One regular removal of refuse per week	129.43	134.60	141.74	148.82	148.82	155.37	164.38	174.02

Indicated in the table below is the projected revenue and cost drivers for Sanitation. The proposed tariff increase for Sanitation was calculated at 4.4%. The biggest cost drivers is Employee related costs (43.42%) and Inventory (15.00%) of the total cost to run the service. Overtime expenditure is also an area of concern. Departmental charges constitute 14.94% which is factored into the tariff recovery, also impede on the ability to allocate more funds for Repairs and maintenance, and these funds are dire to ensure that the municipality addresses the service delivery challenges.

Trading service (Amount in Rand)	Adjusted 2024/25	2025/26	% Weighting Rev & Exp 2025/26	2026/27	2027/28	Sum of Total over MTREF
2850 - SEWERAGE	**7,315,362**	**-1,618,140**		**-1,825,784**	**-2,060,066.00**	**-5,503,990.00**
1 - REVENUE	**-118,289,828**	**-153,373,521**		**-161,191,026**	**-169,640,546.00**	**-484,205,093.00**
101 - INTEREST NON - EXCHANGE REVENUE	-	-900,000	0.59%	-954,000	-1,006,470.00	-2,860,470.00
105 - SERV CHG NON-EXCHANGE	-3,400,000	-3,600,000	2.35%	-3,816,000	-4,025,880.00	-11,441,880.00
117 - OPERATIONAL : MONETARY	-	-24,000,000	15.65%	-25,440,000	-26,839,200.00	-76,279,200.00
132 - SERVICE CHARGES	-95,889,828	-101,873,521	66.42%	-106,601,026	-112,048,096.00	-320,522,643.00
134 - INTEREST ON RECEIVABLES	-19,000,000	-23,000,000	15.00%	-24,380,000	-25,720,900.00	-73,100,900.00
2 - EXPENDITURE	**125,605,190**	**151,755,381**		**159,365,242**	**167,580,480.00**	**478,701,103.00**
201 - EMPLOYEE RELATED COST	61,107,596	65,889,594	43.42%	69,358,069	73,172,764.00	208,420,427.00
225 - CONTRACTED SERVICES	30,000	30,000	0.02%	31,500	33,233.00	94,733.00
230 - OPERATIONAL COST	2,385,156	2,774,733	1.83%	2,923,842	3,084,433.00	8,783,008.00
232 - INVENTORY	30,774,000	22,765,000	15.00%	23,905,850	25,220,675.00	71,891,525.00
236 - INTEREST DIVIDENDS AND RENT ON LAND	1,808,438	1,624,938	1.07%	1,417,295	1,183,007.00	4,225,240.00
272 - DEPRECIATION & AMORTISATION	15,000,000	15,000,000	9.88%	15,825,000	16,695,375.00	47,520,375.00
350 - IMPAIRMENT LOSS	14,500,000	21,000,000	13.84%	22,000,000	23,000,000.00	66,000,000.00
395 - DEPARTMENTAL CHARGES	-	22,671,116	14.94%	23,903,686	25,190,993.00	71,765,795.00

Indicated in the table below is the projected revenue and cost drivers for Refuse removal. Total Employee costs constitute 50.72% of the total cost to run the service. Inventory makes up 18.85% of the total cost. It should be noted that the Refuse department is struggling with old refuse compactors and there is a great need for the procurement of new refuse compactors. Unfortunately, the municipality does not have sufficient cash from internally generated funds to fund this. Funds

through the IUDG is availed to procure four refuse compactors, over the 2025/26 MTREF. A cost-benefit analysis will have to be performed on the hiring of machinery versus the procurement of the municipality's own fleet. To bridge the gap a decision will have to be made to utilise savings on maintenance to fund these costs for the interim. Departmental charges constitute 7.12% which is factored into the tariff recovery, also impede on the ability to allocate more funds for Repairs and maintenance, and these funds are dire to ensure that the municipality addresses the service delivery challenges.

Trading service (Amount in Rand)	Adjusted 2024/25	2025/26	% Weighting Rev & Exp 2025/26	2026/27	2027/28	Sum of Total over MTREF
2480 - REFUSE	**-102,873**	**-899,998**		**-1,000,002**	**-999,998.75**	**-2,899,998.75**
1 - REVENUE	**-87,272,408**	**-109,392,747**		**-115,044,523**	**-121,141,685.00**	**-345,578,955.00**
101 - INTEREST NON - EXCHANGE REVENUE	-	-800,000	0.73%	-840,000	-886,200.00	-2,526,200.00
105 - SERV CHG NON-EXCHANGE	-	-2,000,000	1.83%	-2,100,000	-2,215,500.00	-6,315,500.00
117 - OPERATIONAL : MONETARY	-	-17,000,000	15.54%	-17,850,000	-18,831,750.00	-53,681,750.00
132 - SERVICE CHARGES	-72,271,408	-73,592,747	67.27%	-76,319,523	-80,286,810.00	-230,199,080.00
134 - INTEREST ON RECEIVABLES	-15,000,000	-16,000,000	14.63%	-17,935,000	-18,921,425.00	-52,856,425.00
142 - OTHER REVENUE	-1,000	-	0.00%	-	-	-
2 - EXPENDITURE	**87,169,535**	**108,492,749**		**114,044,521**	**120,141,686.25**	**342,678,956.25**
201 - EMPLOYEE RELATED COST	51,635,860	55,030,683	50.72%	57,782,214	60,960,237.00	173,773,134.00
230 - OPERATIONAL COST	2,173,675	2,386,418	2.20%	2,519,559	2,665,460.25	7,571,437.25
232 - INVENTORY	21,460,000	20,450,000	18.85%	21,651,500	22,937,203.00	65,038,703.00
272 - DEPRECIATION & AMORTISATION	900,000	900,000	0.83%	945,000	996,975.00	2,841,975.00
350 - IMPAIRMENT LOSS	11,000,000	22,000,000	20.28%	23,000,000	24,000,000.00	69,000,000.00
395 - DEPARTMENTAL CHARGES	-	7,725,648	7.12%	8,146,248	8,581,811.00	24,453,707.00

Although Roads is not a trading service, the municipality considered it prudent to include the Operational revenue and expenditure on Roads. Budgeted revenue is very minimal, generated from wayleave approvals etc. The municipality has made some significant strides to increase the maintenance budget on Roads, commencing from the 2024/25 financial year. Funding from FBDM through the Adjustment budget, has also assists the municipality tremendously in this regard. Total operational expenditure amounts to R83,208 million for 2025/26 financial year with Employee related costs constituting 45.47% and Inventory (R&M) 53.43% of the allocation. Total operating expenditure for the MTREF amounts to R264,002 million.

Trading service (Amount in Rand)	Adjusted 2024/25	2025/26	% Weighting Rev & Exp 2025/26	2026/27	2027/28	Sum of Total over MTREF
2830 - ROADS	**82,919,717**	**82,307,684**		**86,834,456**	**92,003,973.00**	**261,146,113.00**
1 - REVENUE	**-900,000**	**-900,000**		**-949,500**	**-1,006,470.00**	**-2,855,970.00**
142 - OTHER REVENUE	-900,000	-900,000	100.00%	-949,500	-1,006,470.00	-2,855,970.00
2 - EXPENDITURE	**83,819,717**	**83,207,684**		**87,783,956**	**93,010,443.00**	**264,002,083.00**
201 - EMPLOYEE RELATED COST	31,840,238	37,833,680	45.47%	39,914,533	42,270,000.00	120,018,213.00
225 - CONTRACTED SERVICES	40,000	20,000	0.02%	21,200	22,472.00	63,672.00
230 - OPERATIONAL COST	942,479	893,004	1.07%	941,868	997,408.00	2,832,280.00
232 - INVENTORY	50,997,000	44,461,000	53.43%	46,906,355	49,720,563.00	141,087,918.00

Smart Prepaid Meter Installations

As per the Installation and Management of Smart Metering Solutions Policy of the municipality, below is the approach for the criteria for prioritizing areas

Criteria for Prioritizing Areas

The criteria for prioritizing areas for smart meter installation include:

- **Population Density**: Areas with higher population densities are prioritized to maximize the impact on billing accuracy and resource management for a larger number of consumers. Infrastructure Readiness: Regions where the existing infrastructure can easily accommodate smart meters without significant upgrades are prioritized to expedite the rollout process.

- **Historical Data Accuracy** Issues: Areas with a history of billing disputes or meter reading inaccuracies are given priority to quickly rectify these longstanding issues.

- **Demand Management Needs**: Areas with high energy demand or water usage are prioritized to better manage peak load times and overall resource allocation.
- **Strategic Importance**: Commercial and industrial areas, being high energy and water users, are also prioritized for their strategic importance in the local economy.

The proposed budget for smart meter installations for both Electricity and Water is as follow:

Capital budget

PROJECTS Amount in Rand	2025/26	2026/27	2027/28	Total over the MTREF
DSITRBUTION-ACQ-WAT METER REPLACEMENT	500,000	1,000,000	2,000,000	3,500,000
CAPITAL SPARES-ACQ-PREPAID ELEC METERS	500,000	1,000,000	2,000,000	3,500,000
Grand Total	**1,000,000**	**2,000,000**	**4,000,000**	**7,000,000**

Operational Budget

Description Amount in Rand	2025/26	2026/27	2027/28	Total over the MTREF
PREPAID ELECTRICITY METERS	18,000,000	19,080,000	20,129,400	57,209,400
WATER METERS	5,000,000	5,300,000	5,618,000	15,918,000
Grand Total	**23,000,000**	**24,380,000**	**25,747,400**	**73,127,400**

Income from rental of property

The municipal rents properties such as municipal halls, sports grounds and resorts for various groups of people and for various purposes such as meetings, workshops, church services, funerals, sporting events, festivals and family gatherings. The charges as per the tariff book include costs of hiring, water and electricity usage, as well as the usage fee. As part of the agreement, a deposit fee is required and is only released after inspection once it has been determined that no breakages, damages or losses had been suffered by the municipality.

The tariff book includes monthly rentals per flat for all municipal block of flats including the CRU's. It should be noted that collection rate at most of the flats is extremely low as a result of non-payment, some tenants being indigent and depending on state grants for survival. Measures are being put in place to remedy this situation.

Grants and Subsidies – Operational

The municipality receives Equitable Share (EQS) from the National fiscus gazetted in the DoRA. The EQS is utilised to recover the cost of Free Basic Services (FBS), provision of funding for roads maintenance throughout the municipal area. It is also utilised to cover project management cost, indigent relief, etc. The municipality is also participating in skills development programmes of National Treasury in the Finance, Audit and Engineering fields. The Infrastructure Skills Development Grant is used for the stipend and associated training costs for interns in Town Planning and Engineering Services. The Financial Management Grant is utilised to fund the costs to company of all finance interns including costs of training and tools of trade. The two programmes had been vital for the organisation as they created a pool of capable young professionals who had gained experience and knowledge of business and policies during their training. This reduces costs associated with employing a new person in some of these positions. IUDG funds has also been approved the fund the Project Management Unit (PMU). The table below represents the unconditional and conditional operational grants gazetted to the municipality for the 2025/26 MTREF. Grants and subsidies made comprises of Equitable share in the amount of R282,104 million for 2024/25, R301,722 million for 2025/26, R319,228 million for 2026/27 and R333,668 million for 2027/28. Other minor grants and subsidies received are as per the table below:

TRANSFERS & SUBSIDIES - OPERATIONAL (R'000)	Adjusted Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Total over the MTREF	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)
EXPANDED PUBLIC WORKS GRANT (EPWP)	2,267	4,442	–	–	4,442	95.94%	-100.00%	-
NATIONAL REVENUE FUND: EQUITABLE SHARE	282,104	301,722	319,228	333,668	954,618	6.95%	5.80%	4.52%
FRANCES BAARD DISTRICT MUNICIPALITY (O&M)	5,500	–	–	–	–	-100.00%	-	-
FRANCES BAARD DISTRICT MUNICIPALITY (ENVIRONMENTAL HEALTH)	4,000	–	–	–	–	-100.00%	-	-
TS_O_M_NG_IUD GRANT	2,759	2,305	2,432	2,553	7,290	-16.46%	-	-
INFRASTRUCTURE SKILLS DEVELOPMENT GRANT (ISDG)	4,500	4,400	4,500	7,000	15,900	-2.22%	2.27%	55.56%
NON-PROF: OTHER NON-PROFIT INSTITUTIONS\Libraries	8,600	8,800	9,240	9,748	27,788	2.33%	5.00%	5.50%
LOCAL GOV FINANCIAL MANAGEMENT GRANT (FMG)	1,800	1,800	2,000	2,100	5,900	0.00%	11.11%	5.00%
TOTAL TRANSFERS & SUBSIDIES - OPERATIONAL	**311,530**	**323,469**	**337,400**	**355,070**	**1,015,938**	**3.83%**	**4.31%**	**5.24%**

Cost of Free Basic Services and the Social Package

As per the Indigent Households Policy, the municipality provides free basic services (FBS) to the qualifying households and is funded from Equitable share allocation. The cost of FBS is regarded as revenue forgone and is deducted from the income of the relevant service. Various grants and rebates are allocated to service customers based on their socio-economic circumstances and these are conditional. The funding is provided from the EQS allocation per annum. FBS are contained in Table A10 of the Budget Statement. The municipality has adopted an Indigent Household Policy and maintains a register as such. There is a fully-fledged section as per the staff establishment, whose core function is to approve indigent applications, maintain the indigent households register and monitors consumption as such, and request inspections where consumption is excessive. Indigent Households are on prepaid electricity metering once approved. Free basic services are issued per month to those who qualified by crediting their accounts with the recovered costs from equitable share grant. For electricity, each beneficiary bears the responsibility to claim free basic electricity (FBE) at the nearest service point. FBE for each month are valid until the 15th of the next month and cannot be accumulated beyond this date. The municipality also annually budget under the Indigent Relief vote for the provision of chemical toilets in informal settlements. The indigent qualifying income threshold is R4,500.

Description	2025/26 Medium Term Revenue & Expenditure Framework			
	Level of Service	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Budgeted No of Indigents		11,800	11,800	11,800
		R'000	R'000	R'000
Cost of Free Basic Services provided (R'000)				
Water (6 kilolitres per household per month)	The first 6kl of water is free to all registered and approved indigent households	8,000	8,440	8,904
Sanitation (free sanitation service) (Fixed Rate)	The service is fully subsidised	24,000	25,440	26,839
Electricity/other energy (50kwh per household per month)	50 units of electricity is free to all registered and approved indigent households	13,000	14,300	15,730
Refuse (removed once a week) (Fixed Rate)	The service is fully subsidised	17,000	17,850	18,832
Sanitation	Indigent relief (Provision of chemical toilets)	9,600	6,000	6,000
Total cost of FBS provided (minimum social package)		**71,600**	**72,030**	**76,305**

.Overall impact of tariff increases on households

The table below shows the overall expected impact of tariff increases on households with a 'middle income range', an 'affordable range' and an 'indigent household receiving free basic services'.

The calculation of the household bill is based on the following average consumption:

- middle income range: 1,000 kWh of electricity and 30 kl of water.
- affordable range: 500 kWh of electricity and 25 kl of water,
- indigent household receiving free basic services: 300 kWh of electricity and 20 kl of water.

NC091 Sol Plaatje - Supporting Table SA14 Household bills

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework			
Rand/cent		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26 % incr.	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		574.32	597.29	595.48	623.13	623.13	623.13	4.3%	649.70	700.11	747.23
Electricity: Basic levy		–	–	66.57	82.68	82.68	82.68	9.6%	90.62	98.95	108.06
Electricity: Consumption		2,217.27	2,317.04	2,480.02	2,536.28	2,536.28	2,536.28	9.6%	2,779.76	3,035.50	3,314.77
Water: Basic levy											
Water: Consumption		612.99	637.51	671.30	714.94	714.94	714.94	4.4%	746.39	790.43	840.23
Sanitation		141.89	147.56	154.79	166.40	166.40	166.40	4.4%	173.73	184.13	194.15
Refuse removal		101.29	105.34	110.92	116.47	116.47	116.47	4.4%	121.60	128.65	136.19
Other		–	–	184.20	228.60	228.60	228.60	9.6%	250.55	273.60	298.77
sub-total		**3,647.76**	**3,804.74**	**4,263.28**	**4,468.50**	**4,468.50**	**4,468.50**	**7.7%**	**4,812.35**	**5,211.37**	**5,639.40**
VAT on Services		461.02	481.12	550.17	576.81	576.81	576.81	8.3%	624.40	676.69	733.82
Total large household bill:		**4,108.78**	**4,285.86**	**4,813.45**	**5,045.31**	**5,045.31**	**5,045.31**	**7.8%**	**5,436.75**	**5,888.06**	**6,373.22**
% increase/-decrease		**–**	**4.3%**	**12.3%**	**4.8%**	**–**	**–**	**61.1%**	**7.8%**	**8.3%**	**8.2%**
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		406.64	422.90	421.62	441.19	441.19	441.19	4.3%	460.00	495.70	529.06
Electricity: Basic levy		–	–	66.57	82.68	82.68	82.68	9.6%	90.62	98.95	108.06
Electricity: Consumption		986.60	1,031.00	1,142.17	1,214.03	1,214.03	1,214.03	9.6%	1,330.58	1,452.99	1,586.67
Water: Basic levy											
Water: Consumption		483.63	502.98	529.64	564.06	564.06	564.06	4.4%	588.88	623.63	662.91
Sanitation		141.89	147.56	154.79	166.40	166.40	166.40	4.4%	173.73	184.13	194.15
Refuse removal		101.29	105.34	110.92	116.47	116.47	116.47	4.4%	121.60	128.65	136.19
Other		–	–	92.10	114.30	114.30	114.30	9.6%	125.27	136.80	149.38
sub-total		**2,120.05**	**2,209.78**	**2,517.81**	**2,699.13**	**2,699.13**	**2,699.13**	**7.1%**	**2,890.68**	**3,120.85**	**3,366.42**
VAT on Services		257.01	268.03	314.43	338.69	338.69	338.69	7.7%	364.60	393.77	425.60
Total small household bill:		**2,377.06**	**2,477.81**	**2,832.24**	**3,037.82**	**3,037.82**	**3,037.82**	**7.2%**	**3,255.28**	**3,514.62**	**3,792.02**
% increase/-decrease			**4.2%**	**14.3%**	**7.3%**	**–**	**–**	**(1.4%)**	**7.2%**	**8.0%**	**7.9%**
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		238.95	248.51	247.76	259.26	259.26	259.26	4.3%	270.31	291.29	310.89
Electricity: Basic levy											
Electricity: Consumption		441.00	460.85	530.43	586.65	586.65	586.65	9.6%	642.97	702.12	766.72
Water: Basic levy											
Water: Consumption		321.82	334.69	352.43	375.33	375.33	375.33	4.4%	391.85	414.97	441.11
Sanitation											
Refuse removal											
Other		–	–	–	–	–	–	–	–	–	–
sub-total		**1,001.77**	**1,044.05**	**1,130.62**	**1,221.24**	**1,221.24**	**1,221.24**	**6.9%**	**1,305.13**	**1,408.38**	**1,518.72**
VAT on Services		114.42	119.33	132.43	144.30	144.30	144.30	7.6%	155.22	167.56	181.17
Total small household bill:		**1,116.19**	**1,163.38**	**1,263.05**	**1,365.54**	**1,365.54**	**1,365.54**	**6.9%**	**1,460.35**	**1,575.94**	**1,699.89**
% increase/-decrease			**4.2%**	**8.6%**	**8.1%**	**–**	**–**	**(14.4%)**	**6.9%**	**7.9%**	**7.9%**

Revenue by Municipal vote

The municipality generates revenue from various sources managed within votes, as represented by directorates. Indicated in the table below is a presentation of revenue by municipal vote.

In each vote, there are various cost centres or business units under the purview of a Manager responsible, such as Town Planning, Revenue Management and Billing etc. a cost centre may be further broken down into sections, under the supervision of Sectional Head overseeing a specific function.

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue by Vote	1									
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		480,231	503,511	549,361	972,401	975,769	975,769	1,067,130	1,065,219	994,303
Vote 03 - Municipal Manager		–	–	–	–	2,759	2,759	2,305	2,432	2,553
Vote 04 - Corporate Services		6,869	5,432	5,391	6,161	6,161	6,161	6,110	6,296	8,894
Vote 05 - Community Services		106,478	124,394	134,820	124,361	128,361	128,361	148,586	156,221	164,450
Vote 06 - Financial Services		610,429	670,519	701,887	710,111	710,111	710,111	742,122	791,884	836,771
Vote 07 - Strategy Econ Development And Planning		17,626	6,867	26,098	8,368	8,868	8,868	10,003	10,553	11,081
Vote 08 - Infrastructure And Services		1,157,181	1,223,713	1,666,568	1,709,105	1,709,105	1,709,105	1,937,491	2,088,378	2,252,359
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**2,378,815**	**2,534,437**	**3,084,125**	**3,530,507**	**3,541,134**	**3,541,134**	**3,913,747**	**4,120,983**	**4,270,411**

6. Operating Expenditure Framework

The municipality's expenditure for the 2025/26 budget and MTREF is informed by the following:

- The municipality's current financial position
- The lower collection rate, which necessitated an increase in Debt impairment
- Modelling of feasible and sustainable budgets over the medium term,
- Cognisance of international, national and local economic- and fiscal conditions,
- Expenditure limits set by realistic and realisable revenue levels
- Relevant (budget and other) legislative imperatives,
- Operational gains and efficiencies directed to fund areas of strategic priority and known commitments.
- The principles of cost containment and elimination of wasteful expenditure, reprioritisation of spending and attainment of savings.

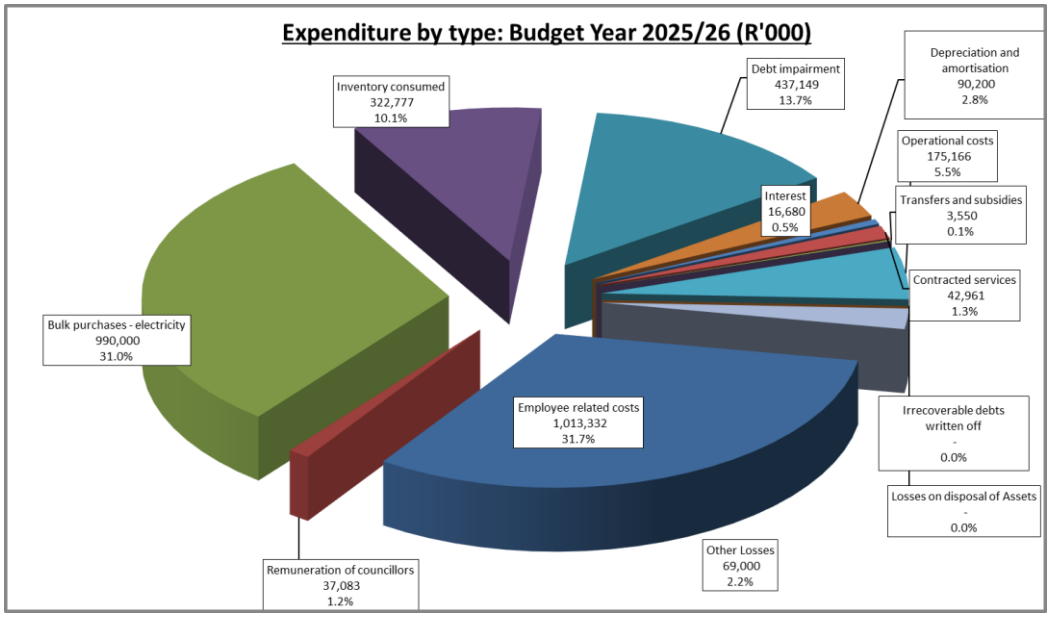
The following table presents the operational expenditure by type for 2025/26 MTREF. The tables also indicate, the % contribution and growth year on year for each expenditure by type.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework									
R thousand	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2025/26	% Contribution	% Growth 2024/25 (Original) to 2025/26	% Growth 2024/25 (Adjusted) to 2025/26	Budget Year +1 2026/27	% Contribution	% Growth 2025/26 to 2026/27	Budget Year +2 2027/28	% Contribution	% Growth 2026/27 to 2027/28
Expenditure By Type														
Employee related costs	950,863	32.5%	952,667	29.8%	1,013,332	31.7%	6.6%	6.4%	1,070,358	31.3%	5.6%	1,127,015	30.9%	5.3%
Remuneration of councillors	37,077	1.3%	37,077	1.2%	37,083	1.2%	0.0%	0.0%	38,937	1.1%	5.0%	41,079	1.1%	5.5%
Bulk purchases - electricity	897,300	30.6%	910,118	28.5%	990,000	31.0%	10.3%	8.8%	1,089,000	31.9%	10.0%	1,197,900	32.8%	10.0%
Inventory consumed	319,605	10.9%	318,837	10.0%	322,777	10.1%	1.0%	1.2%	333,672	9.8%	3.4%	350,611	9.6%	5.1%
Debt impairment	355,246	12.1%	475,246	14.9%	437,149	13.7%	23.1%	-8.0%	470,069	13.8%	7.5%	493,169	13.5%	4.9%
Depreciation and amortisation	89,700	3.1%	89,700	2.8%	90,200	2.8%	0.6%	0.6%	95,157	2.8%	5.5%	100,093	2.7%	5.2%
Interest	17,774	0.6%	78,195	2.4%	15,880	0.5%	-10.7%	-79.7%	13,737	0.4%	-13.5%	11,318	0.3%	-17.6%
Contracted services	40,731	1.4%	66,516	2.1%	42,961	1.3%	5.5%	-35.4%	45,503	1.3%	5.9%	51,971	1.4%	14.2%
Transfers and subsidies	3,660	0.1%	3,660	0.1%	3,550	0.1%	-3.0%	-3.0%	3,858	0.1%	8.7%	3,967	0.1%	2.8%
Irrecoverable debts written off	–	0.0%	–	0.0%	–	0.0%			0	0.0%		0	0.0%	-
Operational costs	151,549	5.2%	172,511	5.4%	175,966	5.5%	16.1%	2.0%	181,480	5.3%	3.1%	193,106	5.3%	6.4%
Losses on disposal of Assets	–	0.0%	–	0.0%	–	0.0%			0	0.0%		0	0.0%	-
Other Losses	65,000	2.2%	91,938	2.9%	69,000	2.2%	6.2%	-24.9%	72,795	2.1%	5.5%	76,799	2.1%	5.5%
Total Expenditure	**2,928,505**	**100.0%**	**3,196,465**	**100.0%**	**3,197,899**	**100.0%**	**9.2%**	**0.04%**	**3,414,566**	**100.0%**	**6.8%**	**3,647,028**	**100.0%**	**6.8%**

The total operating expenditure budget amounts to R3,197,899 billion for 2025/26 financial year. The overall budget increases by 0.4% when compared to 2024/25 Adjustment budget. The operating expenditure budget is presented by type, by vote and by functional classification as per Schedule A, attached as an annexure to this report, See Table A1, A2, A3 and A4. These are some of major cost drivers than informs the expenditure framework for 2025/26 MTREF.

The above table further indicates the percentage contribution of each expenditure by type against overall expenditure budget. The Employee costs is 31.7% of the total operational budget, whilst Inventory consumed and Contracted services amounts to 10.1% and 1.3% respectively, and Bulk purchases with a weighting of 31% and Debt impairment with a weighting of 13.7%. Operational costs comprise 5.5% the budget.



Indicated in the pie chart above is the weighting per expenditure type for 2025/26 financial year: The major operational expenditure budget allocations include:

Employee related costs

Employee related costs amounting to R1,013,332 million equates to 31.7% of the total operating budget. The 2025/26 cost of living increase was budgeted at 5.5%. As per the guideline of MFMA Budget Circular 129, the salary and wage collective agreement were signed by the parties of the South African Local Government Bargaining Council (SALGBC) on Friday, 6 September 2024 and municipalities are expected to implement the agreement with immediate effect as from 1 July 2024. In respect of the 2025/26 financial year, all employees covered by this agreement shall receive, with effect from 1 July 2025, an increase based on the average CPI percentage for the period 1 February 2024 until 31 January 2025, plus 0.75 per cent. The publications of Statistics South Africa shall be used to determine the average CPI. For 2024/25 financial year as part of the cost containment the filling of non-critical vacancies and the sale of leave was placed on a moratorium until further notice.

Councillor's remuneration

The municipality has an Executive Mayor with a Mayoral Committee System. Members of the Mayoral Committee are also Chairperson of Municipal Systems Act Section 80, as well as Chairperson of Committees established in terms of Section 79 of the same act. The Executive Mayor, Speaker and Members of Mayoral Committee are full-time and are fully provided with tools of trade and fully furnished offices. All other Councillors are part time. Indicated below is the budgeted packages for councillors:

NC091 Sol Plaatje - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1. Rand per annum	Ref	No.	Salary	Contributions 1.	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Councillors	3							
Speaker	4		922,156		129,824			1,051,980
Chief Whip								–
Executive Mayor			1,222,700	30,000	49,824			1,302,524
Deputy Executive Mayor								–
Executive Committee			7,945,236	1,150,000	798,242			9,893,478
Total for all other councillors			20,803,391	1,070,000	2,961,873			24,835,264
Total Councillors	8	–	**30,893,483**	**2,250,000**	**3,939,763**			**37,083,246**

Bulk purchases

Bulk purchases for this MTREF on refers to electricity with the total budget of R990 million. Bulk purchases water has been transferred to Inventory consumed and Water losses, as per directive from National Treasury and GRAP 12. The estimates were based on the current demand and the projected growth in demand, and have considered the guidelines for price increases as informed by NERSA of 12.74% for bulk purchases which was based on the 2024/25 actuals of R787,457 million. Costs of bulk constitutes 30.7% of operating expenditure budget.

The total budget for bulk electricity is indicated in the table below:

Description	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework									
R thousand	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2025/26	% Contribution	% Growth 2024/25 (Original) to 2025/26	% Growth 2024/25 (Adjusted) to 2025/26	Budget Year +1 2026/27	% Contribution	% Growth 2025/26 to 2026/27	Budget Year +2 2027/28	% Contribution	% Growth 2026/27 to 2027/28
Bulk purchases - electricity	897,300	30.6%	910,118	28.5%	990,000	31.0%	10.3%	8.8%	1,089,000	31.9%	10.0%	1,197,900	32.8%	10.0%

Interest

Interest consists of repayment of interest on long term borrowing. The amount budgeted for 2025/26 is R15,880 million, equivalent to 0.5% of the total operating expenditure budget. The substantial decrease from the 2024/25 Adjusted budget relates to the unwinding of the interest in terms of the municipal debt relief for the debt accrued as at 31 March 2023 and the provision of interest on overdue accounts for the 2024/25 financial year. The municipality did not budget for interest on overdue accounts, as the inefficiency cannot be transferred to consumers.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework									
R thousand	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2025/26	% Contribution	% Growth 2024/25 (Original) to 2025/26	% Growth 2024/25 (Adjusted) to 2025/26	Budget Year +1 2026/27	% Contribution	% Growth 2025/26 to 2026/27	Budget Year +2 2027/28	% Contribution	% Growth 2026/27 to 2027/28
Interest	17,774	0.6%	78,195	2.4%	15,880	0.5%	-10.7%	-79.7%	13,737	0.4%	-13.5%	11,318	0.3%	-17.6%

Contracted services

Contracted services allocation is R42,961 million. Indicated in the table below is detailed budget. As per the table per line item, the bulk of the budget is allocated towards commission for Prepaid electricity vendors and legal fees.

Description	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework									
R thousand	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2025/26	% Contribution	% Growth 2024/25 (Original) to 2025/26	% Growth 2024/25 (Adjusted) to 2025/26	Budget Year +1 2026/27	% Contribution	% Growth 2025/26 to 2026/27	Budget Year +2 2027/28	% Contribution	% Growth 2026/27 to 2027/28
Contracted services	40,731	1.4%	66,516	2.1%	42,961	1.3%	5.5%	-35.4%	45,503	1.3%	5.9%	51,971	1.4%	14.2%

Description (Amount in Rand)	Sum of 24/25 Adj	Sum of 25/26	Sum of 26/27	Sum of 27/28
226-OUTSOURCE SERVICES	**26,246,000**	**9,981,000**	**10,642,880**	**15,186,141**
C&PS: LEGAL COST COLLECTION	500,000	500,000	527,500	553,875
OS: B&A OCCUPATIONAL HEALTH & SAFETY	1,700,000	600,000	633,000	667,815
OS: B&A PROJECT MANAGEMENT	21,913,000	5,001,000	5,389,805	9,645,046
OS: BURIAL SERVICES	690,000	965,000	1,015,750	1,066,538
OS: CATERING SERVICES	243,000	215,000	226,825	238,167
OS: SECURITY SERVICES	1,200,000	2,700,000	2,850,000	3,014,700
227-CONSULTANTS AND PROFESSIONAL SERVICES	**16,730,000**	**9,255,000**	**9,761,750**	**10,247,864**
C&PS: B&A AUDIT COMMITTEE	500,000	500,000	527,500	553,875
C&PS: B&A SYSTEM SUPPORT	3,000,000			
C&PS: LAB SERV AGRICULTURE	15,000	10,000	10,500	11,025
C&PS: LEGAL COST ADVICE & LITIGATION	11,965,000	7,545,000	7,957,750	8,353,664
C&PS:B&A AUDIT COMMITTEE	400,000	400,000	422,000	443,100
OC C&PS: B&A VALUER	350,000	300,000	316,500	332,325
OS: CONNECTION/DIS-CONNECTION	500,000	500,000	527,500	553,875
228-CONTRACTORS	**23,540,000**	**23,725,000**	**25,097,975**	**26,536,672**
CONTR: EMPLOYEE WELLNESS	230,000	220,000	232,700	246,083
CONTR: GAS	5,000	-	-	-
CONTR: MAINTENANCE OF EQUIPMENT	5,000	5,000	5,275	5,539
CONTR: MAINTENANCE OF UNSPECIFIED ASSETS	3,300,000	1,500,000	1,650,000	1,798,500
CONTR: PREPAID ELECTRICITY VENDORS	20,000,000	22,000,000	23,210,000	24,486,550

Inventory consumed

Indicated in the table below is the breakdown on Inventory consumer as per supporting table SA1.

NC091 Sol Plaatje - Supporting Table SA1 Supportinging detail to 'Budgeted Financial Performance'

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Repairs and Maintenance by Expenditure Item	8										
Employee related costs		130,190	146,483	170,576	170,075	170,275	170,275	107,852	174,443	184,280	195,004
Inventory Consumed (Project Maintenance)		137,459	154,393	156,327	181,636	200,722	200,722	115,584	182,032	192,827	204,118
Contracted Services		75	6,391	(929)	3,795	3,495	3,495	42	3,180	3,431	3,685
Operational Costs		5,705	5,302	5,952	6,613	6,863	6,863	2,295	7,195	7,596	8,025
Total Repairs and Maintenance Expenditure	9	273,430	312,569	331,925	362,118	381,355	381,355	225,772	366,850	388,133	410,832
Inventory Consumed											
Inventory Consumed - Water		41,302	43,857	43,903	65,000	47,362	47,362	54,115	73,000	75,000	78,000
Inventory Consumed - Other		60,019	83,224	78,311	254,605	271,475	271,475	46,235	249,777	258,672	272,611
Total Inventory Consumed & Other Material		**101,321**	**127,081**	**122,214**	**319,605**	**318,837**	**318,837**	**100,350**	**322,777**	**333,672**	**350,611**

Inventory consumed - Water, is budgeted at R73,000 million and Inventory consumed – Other is budgeted at R249,777 million for 2025/26 financial year.

Repairs and maintenance by Asset class

The municipality manages more than 580km of tarred and paved roads and about 250km of dirt roads. The management of roads includes storm water drainage system, kerbings, pavements and sub-ways. There is no rail network under the management of the municipality. However, there is an agreement in place for the maintenance of railway lines where the municipality has servitudes.

The municipality has an exclusive license for the distribution of electricity, as such it manages bulk electricity infrastructure and network reticulation. The municipality also implements integrated electrification projects within its jurisdiction.

The municipality has a major Sewerage Treatment Plant and other small sewerage treatment plants across the city including Ritchie and pump stations. As such boilermakers, fitters and turners as well as mechanic workshops are part of resources of the municipality. The municipality extracts water from Riverton, South of the City, located at about 35km. There is a purification plant as well as pump station in Riverton. The bulk water distribution line stretches over 45 km from Riverton to Kimberley Water Works where major reservoirs are located. This forms part of critical infrastructure of the municipality.

The municipality provides the refuse collection function and owns a fleet of refuse compactors in this regard, that is in dire need of replacement. The mechanical workshop also maintains municipal fleet. Only in specific circumstances that the manufacturer or dealer maintains fleet.

Though the mSCOA has dealt away with the classification of expenditure by type as maintenance. In as far as management reporting is concerned, the municipality has created reporting mechanisms to ensure that adequate budgeting is allocated for the maintenance of infrastructure. Service delivery and revenue generation are dependent on how well and efficient the infrastructure is operated and maintained.

The table below indicates appropriation of budget for repairs and maintenance by asset class.

NC091 Sol Plaatje - Table A9 Asset Management

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
EXPENDITURE OTHER ITEMS		**343,490**	**384,400**	**408,366**	**451,818**	**471,055**	**471,055**	**457,050**	**483,289**	**510,926**
Depreciation	7	70,060	71,830	76,441	89,700	89,700	89,700	90,200	95,157	100,093
Repairs and Maintenance by Asset Class	3	**273,430**	**312,569**	**331,925**	**362,118**	**381,355**	**381,355**	**366,850**	**388,133**	**410,832**
Roads Infrastructure		46,030	55,439	71,854	72,566	76,846	76,846	74,566	78,681	83,397
Storm water Infrastructure		1,963	5,457	7,340	3,250	3,250	3,250	3,200	3,376	3,579
Electrical Infrastructure		60,972	63,100	65,143	89,291	91,061	91,061	89,489	94,986	100,418
Water Supply Infrastructure		60,085	70,657	60,170	60,347	61,307	61,307	60,459	64,087	67,932
Sanitation Infrastructure		30,149	41,842	45,814	47,577	57,457	57,457	48,833	51,279	54,102
Solid Waste Infrastructure		19,204	19,737	17,321	24,212	24,212	24,212	23,345	24,705	26,166
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***218,404***	***256,231***	***267,642***	***297,242***	***314,132***	***314,132***	***299,891***	***317,114***	***335,594***
Community Facilities		3,206	505	4,153	3,115	4,015	4,015	2,840	3,274	3,457
Sport and Recreation Facilities		470	446	1,053	580	1,440	1,440	650	686	726
Community Assets		***3,675***	***951***	***5,206***	***3,695***	***5,455***	***5,455***	***3,490***	***3,960***	***4,183***
Heritage Assets		–	–	–	–	–	–	–	–	–
Revenue Generating		7,195	8,614	9,491	10,711	10,711	10,711	11,014	11,583	12,172
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		***7,195***	***8,614***	***9,491***	***10,711***	***10,711***	***10,711***	***11,014***	***11,583***	***12,172***
Operational Buildings		13,131	13,115	15,379	15,861	17,161	17,161	12,447	13,139	13,825
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***13,131***	***13,115***	***15,379***	***15,861***	***17,161***	***17,161***	***12,447***	***13,139***	***13,825***
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		**1,139**	**963**	**778**	**1,520**	**1,959**	**1,959**	**1,326**	**1,399**	**1,472**
Machinery and Equipment		**26,087**	**27,357**	**28,485**	**27,696**	**26,735**	**26,735**	**28,125**	**29,802**	**31,855**
Transport Assets		**3,798**	**5,338**	**4,943**	**5,392**	**5,201**	**5,201**	**10,557**	**11,136**	**11,732**
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		**343,490**	**384,400**	**408,366**	**451,818**	**471,055**	**471,055**	**457,050**	**483,289**	**510,926**
Renewal and upgrading of Existing Assets as % of total capex		*48.0%*	*59.7%*	*67.5%*	*84.3%*	*61.0%*	*61.0%*	*71.5%*	*91.5%*	*88.9%*
Renewal and upgrading of Existing Assets as % of deprecn		*87.0%*	*104.8%*	*155.8%*	*576.5%*	*422.5%*	*422.5%*	*571.7%*	*678.7%*	*552.5%*
R&M as a % of PPE & Investment Property		*12.4%*	*14.0%*	*14.4%*	*13.4%*	*14.1%*	*14.1%*	*13.2%*	*14.5%*	*16.4%*
Renewal and upgrading and R&M as a % of PPE and Investment Property		*15.1%*	*17.3%*	*19.6%*	*32.6%*	*28.1%*	*28.1%*	*31.8%*	*38.6%*	*38.6%*

Cost containment strategies

The municipality has taken note of cost containment regulations as well as MFMA Circular 97, on cost containment. The cost containment policy has been approved by Council and must still be reviewed. The following are incorporated in the budget assumptions:

- Sourcing of quotations has been centralised to SCM.
- Travel and accommodation: that travelling must be absolutely necessary. Attendance of conferences and seminars that are paid for will be approved by the relevant Executive Director or Municipal Manager, and this must be linked to skills development and capacitation of the individual.
- Virtual meetings or seminars are encouraged.
- Distributing municipal accounts via electronic mail and EasyPay.
- The procurement of newspapers has been limited to the following sections: mayor and speaker's office, MM and Communication's office and Libraries.
- The procurement of bottled water, beverages and refreshments have also been stopped and limited to the mayor and speaker's office within reasonable limits.
- The procurement of diaries was stopped.
- The majority of all users have a limit on outgoing calls of fifty rand and each section carries that cost including the rental cost per extension allocated. The municipality has installed vehicle tracking devices to monitor use and abuse of municipal vehicle.
- Purchase of furniture and the replacement of tools of trade such as computers, printers and switching between laptops and desktops are under scrutiny. The asset condition must be

analysed first, and efforts must be made to identify another user within the organisation prior to replacing and disposing of the asset.

- Implementation of strict controls over the use of council vehicles through monitoring the daily / weekly fuel consumption against kilometres driven. Concerns have been raised on the fuel consumption on vehicles. It should be noted that the fuel increases have negatively impacted on this cost for departments.
- Reducing overtime expenditure by implementing stricter control measures and apply the Overtime Policy prescribing time off in lieu of overtime.
- A moratorium on the sale of leave was re-instated during the 2024/25 financial year.
- A moratorium on the filling of vacancies was placed and only critical and funded positions are to be filled.

Expenditure per and municipal vote

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Expenditure by Vote *to be appropriated*	1									
Vote 01 - Executive & Council		53,270	58,395	59,615	60,855	60,895	60,895	61,221	64,402	67,817
Vote 02 - Municipal And General		309,950	434,595	400,410	403,603	507,863	507,863	472,882	496,795	520,879
Vote 03 - Municipal Manager		20,618	22,369	24,274	27,854	32,626	32,626	30,614	32,298	33,913
Vote 04 - Corporate Services		64,274	68,169	71,184	82,140	75,818	75,818	80,133	84,128	90,932
Vote 05 - Community Services		286,713	299,548	321,918	337,272	343,789	343,789	363,848	384,963	405,114
Vote 06 - Financial Services		126,129	131,248	134,722	166,217	174,232	174,232	173,366	183,002	192,153
Vote 07 - Strategy Econ Development And Planning		54,596	57,573	60,672	67,813	71,703	71,703	69,420	73,201	76,862
Vote 08 - Infrastructure And Services		1,399,107	1,524,086	1,724,624	1,782,750	1,929,538	1,929,538	1,946,415	2,095,787	2,259,370
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	**2,314,658**	**2,595,982**	**2,797,419**	**2,928,505**	**3,196,465**	**3,196,465**	**3,197,899**	**3,414,576**	**3,647,039**

In the municipality's pursuance to address service delivery, the bulk of the budget is geared towards Infrastructure services, followed by Community services. The budget for Municipal and General is higher due to the provision of bad debts for Property rates and Property rental debtors, depreciation, other than the trading services and post-retirement benefits.

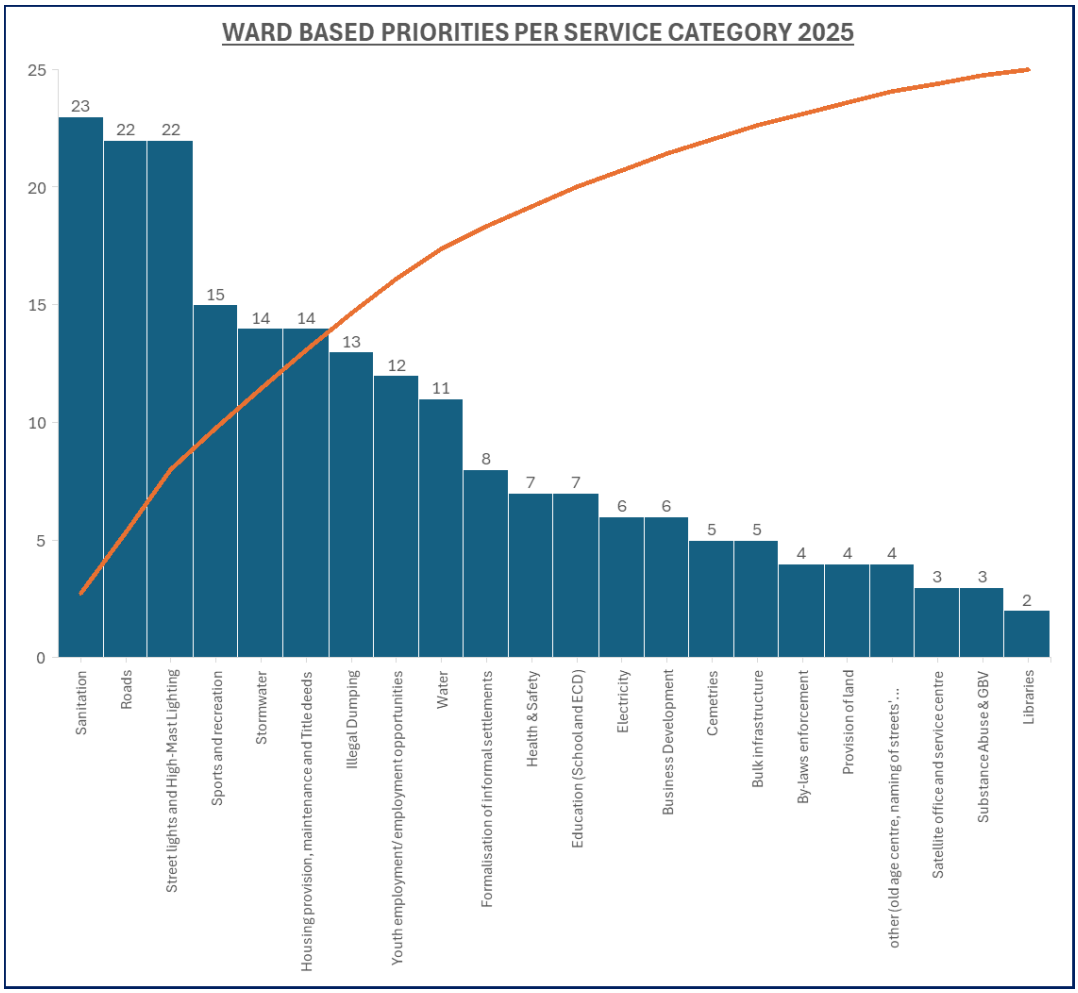
PART 2: SUPPORTING DOCUMENTATION

7. Overview of IDP and Annual Budget Process

The Integrated Development Plan (IDP) 2025/26 of the Sol Plaatje Municipality is the third of four reviews of the IDP 2022-2027 which documents the current five-year planning and implementation cycle. This five-year cycle of municipal wide developmentally oriented planning started in July 2022 and ends in June 2027. The relevant drafting process, led by the Municipality, considers a review of current planning and implementation to the extent that changing circumstances demand and in accordance with an assessment of municipal performance.

The review also included extensive public participation and engagement with various stakeholders and was completed in accordance with the adopted Process Plan. In this regard, ward councillors and ward committees played key roles in channelling inputs from communities to the municipal administration. Public engagements were held in January and February 2025 and the IDP Review 2025/26 will be made available for public comment. Another round of public meetings will be held in April and/or May 2025 to obtain the community's consent for the final version of the IDP 2025/26 and the annual budget.

Various concerns were raised by the community during the public consultation process and articulated below is a summary of the ward priorities raised. The top three priorities are mainly Sanitation, Roads and Streetlights and high-mast lighting. This is followed by a need for Sports and recreational facilities, Storm water improvements and Housing provision, maintenance and title deeds.



Priorities that came out strongly in the ward participation:
a. Sanitation- prevalent 23 wards.
b. Streetlights and High-mast lighting–linked to safety and security concerns of the community.
c. Sports & Recreation-perception is that there are no facilities to redirect youth activities.
d. Housing provision and title deeds.
e. Youth Employment & employment opportunities
f. Illegal dumping sites–was not as prevalent compared to the previous financial year.

Priorities that came out strongly in Stakeholder Engagement:
a. Inclusion of vulnerable groups–oversight lacking from SPLM
b. SMME economic development and economic activity–local business not being equally and adequately used.
c. Collaboration with stakeholders and Local Forum–inclusion for strategic decision making.
d. Quality of roads–ensuring quality assurance.
e. Tariffs - businesses have high operational costs that equate to disinvestment.
f. CBD safety, cleaning, maintenance and lights–the aesthetics of the CBD are not appealing for business investment.
g. Lack of implementation of by-laws.
h. Tourism initiative–not optimising tourism potential and strategic geographical location.

Measures to address some of the concerns:

- ❖ Provision is made for the high-masts lights to the tune of R6,000 million over the MTREF. An amount of R10,000 is availed for the retrofitting of streetlights and high-mast lights and streetlight maintenance is budgeted at R9,300 million for 2025/26 and R29,899 million over the MTREF.
- ❖ Capital budget for Roads and lining of stormwater canals amounts to R139 million over the MTREF, whilst the total operational expenditure budget for Roads amounts to R264,002 million over the 2025/26 MTREF.
- ❖ Sanitation is provided for on the capital budget amounting to R40,500 million for 2025/26 financial year and R65,500 over the MTREF. The total operational expenditure budget for Sanitation amounts to R478,701 million over the 2025/26 MTREF.
- ❖ Fleet replacement programme is budgeted from Internally generated funds at R40,000 million over the MTREF. A budget of R11,700 million over the MTREF is availed from IUDG for specialised fleet for the procurement of four refuse compactors. This is an issue that came through strongly during the TROIKA and Budget Steering Committee meetings, held on 11 March 2025 and 12 March 2025, respectively.
- ❖ The budget has been brought forward for the development of the city improvement district – CBD with an allocation of R1,000 million for 2025/26 financial year.

The IDP process is guided by various legislation, policies and guidelines which require careful consideration when the document is compiled. These include amongst others the following:

- SA Constitution, Act 108 of 1996 White paper on Local Government
- Municipal Structures Act, 117 of 1998, Municipal Systems Act, 32 of 2000
- Municipal Planning & PMS Regulations (2001) Municipal Finance Management Act, Act 56 of 2003
- Intergovernmental Relations Framework Act, Act 13 of 2006

According to Section 28(1) of the Municipal System Act, 32 of 2000 and Section 21(1)(b), a municipal council must adopt a process set out in writing to guide the planning, drafting and review of its IDP. Council adopted the Process Plan in August 2024. The process plan enhances integration and

alignment between the IDP and the Budget, thereby ensuring the development of an IDP-based budget.

The Overview of the process and project prioritisation principle

The 2025/26 MTREF falls within the IDP Cycle 2022 to 2027. As such, the IDP Review Process focused mainly on mid-term performance of the IDP targets set for 2024/25, and the key priorities as set out for 2024/25 and ensure that there is consenus in this regard and that the plan is funded accordingly.

The IDP and Budget Process is quite critical for transparency, inclusivity and participation of both internal and external stakeholders. The process outlines the current and future direction of the municipality and how this will be achieved in order to meet the constitutional obligations. IDP and Budgeting is about the choices that must be made between competing priorities under the prevailing fiscal realities. A concerted effort must be done to ensure that we source funds to fund the IDP, for example preparing business plans for grant funding, engaging other sector departments if a priority raised by the community falls within their mandate and addressing the issue of unfunded like Health, and Resorts and under-funded mandates, like Libraries and Environmental Health.

Section 21 of the MFMA requires that a time schedule setting out the process to draft the IDP and prepare the budget be tabled ten months before the start of the next financial year. The main aim of the timetable is to ensure integration between the Integrated Development Plan, the budget and aligned process towards tabling of a funded budget. An unfunded budget will require the municipality to draft a compulsory Financial recovery plan which must be monitored and reported on a monthly basis.

The purpose of the 2025/26 Medium Term Budget is to comply with the Municipal Finance Management Act (No. 56 of 2003) and is a financial plan to enable the municipality to achieve its vision and mission through the IDP which is informed by the five-year programme and community/stakeholder inputs. The tabled budget is the start of a journey towards the final budget for approval. It will include many processes both politically and administratively, amongst others, consultations with communities in the municipal area.

The IDP's strategic focus areas informed the development of the budget, in addition to assessing the relative capacity to implement the budget, taking affordability considerations into account. In order to address the concept of a credible and funded budget, an inflation related increase in service charges was strived for, as these will ensure reasonable levels of tariffs and also to conform to National Treasury cost containment guidelines.

The only mechanism through which the needs of the municipality are identified and priorities set, is the Integrated Development Plan (IDP). The capital budget is then accordingly allocated to cover the higher priority projects in the IDP, considering funding availability and in cases where projects are grant funded, the conditions of the grant must be noted as per the applicable Division of Revenue Act. A series of meetings were held to ensure that the budget is prioritized, balanced and aligned to Council's IDP, however more can be done to ensure better synergy and integration.

Capital budget allocations are often made at a project level through a prioritization process. In dealing with capital finance allocations, the municipality aimed to maintain a strategic balance between

- the social objective of eradicating service backlogs and providing infrastructure to the poor,
- the economic growth objective of providing infrastructure to support economic growth and increased municipal revenue, and

- the objective of providing for rehabilitation and/or replacement of existing assets that had reached the end of their useful lives.

Capital budgets as approved per the 2024/25 financial year was used as a base for prioritization. Projects with contractual commitments were given priority with funding being allocated to committed projects in the first instance. The line departments had to specify how the capital projects in their individual budgets were split among the five key focus areas i.e. social, economic, rehabilitation, environmental and administration. While the overall capital required was significantly more than the capital funding available, it was useful to analyse the difference in allocation between these categories. It is also prudent that an in-depth costing must be done on the entire IDP priorities and coupled with this the exercise to source funding must be prioritised. It is also imperative that we start thinking out of the box and gain the best value from the limited funds that are available.

During the prioritization process of the capital budget, the impact of capital projects on future operating budgets was assessed and considered prior to these projects being approved. Both the operating and capital budgets have been evaluated through a prioritisation mechanism that ensures alignment to the development strategy of the municipality.

The Political oversight

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 Executive Management Team and the Budget steering and Mayoral Committee advise Council accordingly. 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 link between priorities and spending plans lies in enhancing political oversight of the budget 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 people within the municipal jurisdiction. The Executive Management Team has a significant role to play in the financial planning process and accountability in the spending of public funds.

Public participation and consultations with stakeholders

Local government policy and legislation put great emphasis on municipalities developing a culture of community participation and the creation of appropriate and relevant community participation mechanisms, processes and procedures. The municipality strives to actively engage as many of its citizens as possible in its planning, budgeting, implementation and monitoring processes.

In order to strengthen public participation, the municipality must improve in its outreach programme to all wards led by the office of the Executive Mayor. Accordingly, the draft budget will be tabled via a council meeting scheduled for 25 March 2025. The tabled budget data strings will be uploaded onto GoMuni and National Treasury draws the information from GoMuni. In terms of the Municipal Systems Act and in conjunction with the Municipal Finance Management Act, hearings on the budgets will be held during April and May 2025.

In accordance with the Municipal Systems Act (Chapter 5) and Municipal Finance Management Act (Chapter 4), notice is hereby given that the Draft Integrated Development Plan (IDP) and Budget for 2025/2026 – 2027/2028 for the Sol Plaatje Municipality will be tabled to Council on 25 March 2025. Copies of these documents will be available at all municipal libraries for public inspection. The information will also be published on the Municipality's website – www.solplaatje.org.za

Interested parties, local community and stakeholders will be invited and urged to submit representations, comments and inputs regarding the draft IDP and Draft budget 2025/26 MTREF. Written submissions must be handed in at the Civic Centre (Mayor's Office).

Schedule of key deadlines

The IDP Review and the Budget time schedule for the compilation of the 2025/26 budget cycle was submitted for the Council meeting scheduled for 29 August 2024 the meeting did not convene successfully due to other council matters. A meeting was then rescheduled for the 5th September 2024, this meeting was also cancelled. The process plan was approved at a Special Council meeting held on the 16th October 2024 as per resolution C221/10/24

The table below provides an extract of the key deadlines relating to the budget process.

Steps in IDP Review Process	
Activity description in Process Plan[1]	**Identified output**
August 2024	
Approval of IDP and Budget Process Plan	Approval.
September 2024 - *ANALYSIS*	
Commencement of IDP analysis of institutional services and infrastructure provision, backlogs and priorities.	Compile Assessment Report (or Situational Analysis) including (1) priority issues, (2) gaps in IDP 2022-2027, (3) alignment with higher-order policy, and (4) engagement with stakeholders.
Councillor IDP induction.	Discuss (1) roles of IDP structures, (2) municipal development agenda and (3) municipal performance management.
October 2024 - *STRATEGIES*	
Liaise with provincial and national sector departments to align priorities and budgets.	Vertically align priorities, projects, and budgets between the three tiers of government.
1st Strategic planning session of council.	• Consider Assessment Report: including (1) to finalise priority issues, (2) review strategic objectives for service delivery and development and (4) align with higher-order policy. • Review financial and non-financial performance, i.e. identify gaps between planned and actual performance. • Determine financial position and assess financial/human resource capacity available for implementation.
November 2024 – *STRATEGIES / PROJECTS*	
Public participation, i.e. meetings in 33 wards	Determine priority needs by ward
Budget discussions with each Directorate.	Consider IDP priority issues, ward priorities and complete draft budget.
February 2025 – *PROJECTS / INTEGRATION*	
Planning sessions with municipal structures.	Present draft IDP 2025/26 as first review with priorities linked to budget allocations.
Conduct annual performance assessments	Performance Assessment Reports.
Consider national and provincial budget allocations for inclusion.	Incorporate national and provincial budget allocations in municipal budget.

[1] Only those activities critical to the IDP review process are listed.

Steps in IDP Review Process	
Activity description in Process Plan[1]	**Identified output**
Ensure alignment between draft capital budget, IDP strategic objectives and KPIs.	Draft 3-year capital programme aligned to IDP key priority issues including ward priorities.
March 2025	
Draft operational budget submitted to EMC.	Draft 3-year operational budget aligned to IDP key priority issues.
Conduct mid-year (2024/25) performance assessments.	Performance Assessment Reports.
Present and discuss draft IDP 2025/26 and Draft Budget 2025/26 with municipal stakeholders.	Obtain input and finalise draft IDP 2025/26
Table draft IDP 2025/26 and Budget 2025/26 at Council.	Council approves draft IDP 2025/26 and Draft Budget 2025/26 for public consultation purposes.
Make public the draft IDP 2025/26 and Draft Budget 2025/26	Daft IDP 2025/26 and Budget 2025/26 made public and submitted to relevant stakeholders for consultation purposes.
April 2025	
Conduct public hearings on the draft IDP 2025/26 and Budget 2025/26.	Consult and receive input from community and stakeholder groupings regarding the draft IDP 2025/26 and Budget 2025/26.
Conclude public hearings on the draft IDP 2025/26 and Budget 2025/26.	Include public input in draft IDP 2025/26 and Budget 2025/26.
Discuss adjusted draft IDP 2025/26 and Budget 2025/26.	Inform Mayoral Committee of public input and adjustments to draft IDP 2025/26 and Budget 2025/26.
National Treasury benchmarking exercise.	
May 2025 - *APPROVAL*	
Finalise IDP 2025/26 and Budget 2025/26 for submission to Council.	Finalise IDP 2025/26 and budget 2025/26 for submission to Council.
Present IDP 2025/26 and Budget 2025/26 to municipal structures.	Present IDP 2025/26 and Budget 2025/26 to municipal structures.
Council adopts IDP 2025/26 and Budget 2025/26.	Approved IDP 2025/26 and Adopted Budget 2025/26
June 2025	
Notify public of approved IDP 2025/26 and budget 2025/26.	

8. Overview of the alignment of the annual budget with IDP

The municipality's Integrated Development Plan (IDP) is its principal strategic planning instrument, which guides and informs its on-going planning, management and development actions. The IDP represents the city administration's commitment to exercise its executive authority (except in cases where it is in conflict with national or provincial legislation, in which case such legislation prevails), and is effectively the local government's blueprint by which it strives to realise its vision for Sol Plaatje Municipality over the short, medium and long term. However, while the IDP represents the strategic intent of the municipality, it is also compiled with the understanding that a number of challenges will need to be overcome in order to achieve the strategic objectives it sets out. Some of these

challenges are known, while others are as yet unknown and may arise at any time due to any number of national and international economic, political or social events.

Development challenges

The municipality is making strides in addressing the key development challenges, whilst progress has been made in all areas, there is still some distance to go towards addressing the following challenges:

- High and unsustainable water and electricity losses
- High rates of unemployment and low economic growth;
- High levels of poverty;
- Low levels of skills development and literacy;
- Limited access to basic household and community services for informal (unplanned and illegal) settlements;
- Unsustainable developmental practices;
- High levels of crime and risk;
- Ensuring adequate clean and safe water and energy supply;
- Infrastructure degradation especially water distribution pipeline, sewer collector network and backlog on roads;
- Climate change;
- Ensuring financial sustainability under the prevailing economic conditions;
- Adherence to conditions of MFMA Circular 124 and settling of creditors as per S65 of the MFMA
- Ineffectiveness and inefficiency of inward-looking local government still prevalent in the municipality, and silo- approach in development and service delivery space

The essence of our IDP is to achieve a balance between meeting basic needs, strengthening the economy and developing people skills and a technology base for the future. In an effort to achieve the NDP 2030 vision, the municipality has identified four priority areas of intervention for the next five years which need to be balanced and integrated, and these are:

- Inclusive growth
- Spatial transformation
- Governance
- Service provision

Given the strategic framework that has been outlined it is clear that the municipal budget must be a pro-growth budget that meets basic needs and builds on existing skills and technology, as we strive to lead and become modern.

IDP Key Objectives for the next 5 years

The Municipal Systems Act requires that each municipality prepare an Integrated Development Plan to serve as a tool for transforming local governments towards facilitation and management of development within their areas of jurisdiction. The IDP is a five year plan whose principal purpose is to ensure the development of the local community in an integrated manner which involves all directorates of the municipality, relevant strategic stakeholders and the community. In the five-year review, the key strategic objectives will continue to guide the municipality, but has once again been refined and refocused to our strategic programmes, so as to respond more effectively to the key challenges.

IDP Review process and stakeholder participation

The IDP is reviewed annually to inculcate a democratic approach to local governance by ensuring all stakeholders get an opportunity to voice their opinions in influencing the shape, form, direction

and pace of development in their localities. The municipality is committed to addressing the needs of the people and values the inputs from communities and stakeholders. The process plan specifies timeframes, actions and procedures and appropriate mechanisms for public participation and alignment. The Sol Plaatje Municipality's Integrated Development Plan (IDP) focuses on translating our Municipal Vision into action. As set out in the Municipal Systems Act (2000), in the review of the five-year IDP, a stakeholder consultation process is necessary. Of critical importance is for the municipality to ensure that there is thorough consultation with the community and strategic stakeholders.

Link between IDP and Budget

In compliance with the Municipal Structures Act (1998) and Municipal Financial Management Act (2003), our municipal budget is informed and aligned to the IDP objectives, as outlined below

- Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub
- Strategic Objective 2: Improved Service Delivery
- Strategic Objective 3: Good, clean and transparent Governance and Public Participation
- Strategic Objective 4: Establishment of healthy financial management
- Strategic Objective 5: Improved Institutional Management
- Strategic Objective 6: Community Health and Safety

The IDP determines and prioritises the needs of the community. The budgetary allocations for both the capital and operating expenditure are undertaken in a manner that will not only ensure that our IDP outcomes are achieved but also to ensure that our municipality's vision is realised. Table SA4, SA5 and SA6 provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure. There is a misalignment on the system which will be corrected programatically or by opening the correct vote on the system.
In as far as the operating budget is concerned, the municipality should now be more committed than ever to ensure that critical operating budget resources are prioritised in terms of stated IDP outcomes. More importantly, the Performance Management System (PMS) allows the municipality an opportunity to monitor and evaluate individual and organisational performance in meeting our IDP outcomes and vision. As with previous year's, our IDP remains the strategic driver of both our budget and performance management system. Articulated in the table below is the operational and capital expenditure per strategic objective per goal. The majority of funds for both operational and capital expenditure is geared towards "Improved Service Delivery".

Strategic objective	Budget 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	69,420	73,201	76,862
Strategic Objective 2: Improved Service Delivery	1,946,415	2,095,787	2,259,370
Strategic Objective 3: Good, clean and transparent Governance and Public Participation	171,968	180,828	192,662
Strategic Objective 4: Establishment of healthy financial management	152,402	160,885	168,929
Strategic Objective 5: Improved Institutional Management	493,846	518,912	544,102
Strategic Objective 6: Community Health and Safety	363,848	384,963	405,114
Total Operational Expenditure	**3,197,899**	**3,414,576**	**3,647,039**

Capital expenditure by Strategic Objective	Budget Year 2025/26	Budget Year +1 2026/27	Budget year +2 2027/28
Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	12,065	9,845	8,100
Strategic Objective 2: Improved Service Delivery	689,366	678,289	590,633
Strategic Objective 5: Improved Institutional Management	8,800	6,500	6,500
Strategic Objective 6: Community Health and Safety	11,200	9,792	13,895
Total Capital Expenditure	**721,431**	**704,426**	**619,128**

9. Measurable Performance Objectives and Indicators

Table SA7 must provide for the main measuable performance objectives the municipality plans to carry out and achieve in the 2025/26 financial year. This will be included in the Draft SDBIP.

Performance Management

The municipality has adopted a performance management system (PMS). The PMS requires that the Municipal Manager and all Senior Managers accountable to the Municipal Manager sign performance agreements annually in line with the IDP Review, the Budget and the SDBIP.

It is further expected that Senior Managers enter into performance contracts with the Divisional Managers (Managers reporting to Senior managers). The performance system was cascaded down to the entry level in the organisation and are expected to perform according their current job descriptions. The submission of annual performance agreements needs to be instilled and improved and access to computers for lower staff is restricted but will have to be facilitated by relevant supervisors. This will be implemented in line with the Staff regulations.

The Municipal Manager, Senior Manager's and divisional heads are evaluated against the Key Performance Indicators and the job description for each incumbent. The municipality does not budget for performance bonuses.

10. Overview of budget related policies

The MFMA and the Municipal Budget and Reporting Regulations require budget related policies to be reviewed, and where applicable, to be updated on an annual basis. The main purpose of budget related policies is to govern and guide the budget process and inform the projections of the medium term. The following are budget related policies which have been approved by Council, or have been reviewed /amended and / or are currently being reviewed amended in line with National Guidelines and other legislation.

List of Budget related policies	Explanation numbers	Approved	Resolution Number	Reviewed
Policy Asset Management	1 & 2	28-May-14	C125/05/14	March 2025
Policy Cash Management & Investment	1	07-Apr-05	CR22	March 2025
Policy Customer Services Credit Control Debt Collection	1	31-May-18	C38/05/18	March 2025
Policy Indigent	1	28-May-14	C121/05/14	March 2025
Policy Internal Audit	1	17-Nov-05		March 2025
Policy Property Rates	1 & 2	27-May-15	C100/05/15	March 2025
Policy Risk Management	1	17-Nov-05	CR500	March 2025
Policy Supply Chain Management	1 & 2	04-Nov-14	C265/11/14	March 2025
Preferential Procurement Policy	1 & 2			March 2025
Deviation Procedures	1			March 2025
Procedures for Variation Orders	1			March 2025
Tariff Policy on Property Rates	1 & 2	31-May-18	C38/05/18	March 2025
Tariff Policy on Electricity	1 & 2	31-May-18	C38/05/18	March 2025
Tariff Policy on Water	1 & 2	31-May-18	C38/05/18	March 2025
Tariff Policy on Sanitation	1 & 2	31-May-18	C38/05/18	March 2025
Tariff Policy on Refuse Removal/Solid Waste	1 & 2	31-May-18	C38/05/18	March 2025
Policy Debt Write-off	1	28-May-14	C125/05/14	March 2025
Policy Regarding Audit Committees	1	17-Nov-05	CR500	March 2025
Disposal of Moveable Assets Policy	1	27-May-15	C100/05/15	March 2025
Policy on Borrowing	1	28-May-14	C125/05/14	March 2025
Policy Irregular, fruitless and wasteful expenditure	1	28-May-14	C125/05/14	March 2025
Budget, Funding and Virement Policy	1	31-Mar-23	C32/03/23	March 2025
Funding and Reserves policy	1	25-May-16	C148/05/16	March 2025
Policy Short and Long term borrowing	1	19-Apr-11	C150/11	March 2025
Financial Management and Revenue Enhancement Strategy policy	1	27-May-15	C100/05/15	March 2025
Policy related to long-term financial planning	1	27-May-15	C100/05/15	March 2025
Consumer Deposit Policy	1	31-May-17	C60/05/17	March 2025
Free Basic Services Policy	1	31-May-17	C60/05/17	March 2025
Sol Plaatje Materiality and Significance Framework	1	31-May-18	C38/05/18	March 2025
Contracts Policy	1 & 2	31-May-17	C60/05/17	March 2025
EFT Policy	1			March 2025
SSEG PV Policy	1	31-May-17	C60/05/17	March 2025
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	March 2025
Water Restrictions Policy	1	31-May-17	C60/05/17	March 2025
Policy: Installation and management of smart metering solutions	1	NEW		March 2025
Infrastructure investment and capital projects policy (included in Budget policy)	1	28-May-14	C125/05/14	March 2025
Enterprise Risk Management Policy Framework	1	06-Feb-17	CR298/10	March 2025
Fraud Prevention and Anti-Corruption Policy	1	20-Oct-20	C175/10/20	March 2025
Fraud Prevention and Anti-Corruption Plan	1	21-Oct-20	C175/10/21	March 2025
Fraud Prevention and Anti-Corruption Strategy	1	22-Oct-20	C175/10/22	March 2025

Explanation numbers

1. These policies are accessible on the Sol Plaatje website: **www.solplaatje.org.za.**
2. Policy to be approved with budget process 2025/26.

11. Overview of budget assumptions

The budget assumptions are made taking into account the historical trends, current economic indicators, the political directions, developmental and service delivery needs of the municipality, including those of the community.

Budget assumptions and parameters are determined in advance of the budget process to allow budgets to be constructed to support the achievement of the longer-term financial and strategic targets. The assumptions and principles applied in the development of this budget are mainly based upon guidelines from National Treasury (CPI inflation) and other external bodies such as the National Electricity Regulator of South Africa (NERSA), Department of Water and Sanitation and other major service providers. It is also informed by interest rates, grants gazetted and the collection rate.

The municipal fiscal environment is influenced by a variety of macroeconomic control measures. National Treasury determines the ceiling of year-on-year increases in the total operating budget, whilst NERSA regulates electricity tariff increases. Various government departments also affect municipal service delivery through the level of grants and subsidies.

The following key assumptions underpinned the preparation of the medium-term budget:

Macro-economic performance and projections, 2023 - 2028					
Fiscal year	**2022/23**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Actual	**Estimate**	**Forecast**		
CPI Inflation	5.9%	4.6%	4.4%	4.5%	2.5%

Borrowing

The Municipal Finance Management Act No. 56 of 2003 permits long-term borrowing by municipalities only to finance capital expenditure, property, plant and equipment. The objective for borrowing remains:

- Maximise internally generated funds and national transfers from other spheres of government.
- Minimize borrowings. MFMA Circular 124 borrowing powers is limited for the duration of the municipal debt relief programme.
- Pursue alternate funding sources e.g. bulk infrastructure contributions policy, development charges, and public private partnerships.
- The municipality also ensures that the primary account does not go into an overdraft.

Investments of funds

Investments made with the various financial institutions are strictly in compliance with Municipal Finance Management Act and the Municipal Investment Regulations. The investment returns achieved and projections are as follows: that for 2025/26 financial year, the average interest rate for all investments are projected interest rate of between 7.5% to 8.5% based on inflation and growth rate of economy of South Africa. Investments are made from cash which is surplus to immediate requirements and is invested in short term money market instruments in terms of a stringent investment policy. The municipality has improved on its cash flow and investment management. Capital grants are also invested and funds are withdrawn when required for capital expenditure incurred, whilst the unspent portion remain within the applicable investment account.

Timing of revenue collection

Consumers are billed monthly in respect of services in the form of a consolidated bill. Residential and commercial ratepayers have the option to be billed annually on Property rates, whilst the majority are billed on a monthly basis. However, government departments and companies with multiple accounts are billed on an annual basis and are allowed to pay annually in September of each year. The municipality's current collection rate is not at desired level; however, the projected collection rate is estimated at 85%. The municipality is cognisant of the fact to increase reserves and investments a higher collection rate of at least 89 to 95% is required because at this stage monthly revenue collections are not sufficient to cover committed monthly operational expenditure like salaries, ESKOM and Water boards including the payment arrangement of both institutions and SCM orders for operational purposes.

Average salary increases

The budgeted salary increase is 5.5% for the fiscal year. Provision has been made for filled positions and vacancies that can be afforded, together with annual notch increases.

12. Overview of budget funding

The Municipality is experiencing a severe financial crisis and in order to remain funded, operational expenditure needs to be prioritised and reduced as far as possible, whilst this must be supported by a significant improvement in the collection rate:

- Credible and funded budgets funded from current financial year's revenue. Prior year's surpluses have not been used to support the operating budget.
- The municipality operates within its annual budget, as approved by Council.
- The municipality maintains a positive cash and investments position.

In compliance with relevant statutory requirements, the Financial Plan (Medium Term Revenue and Expenditure Framework-MTREF) is reviewed and updated annually.

On the other hand, the Capital budget is funded by the allocations made to the municipality by National and Provincial Government in the form of grants and internally generated funds, and public contributions and donations, where applicable. Frances Baard District Municipality normally provides additional funds for roads and sewer maintenance which is factored into the Adjustment budget annually.

The municipality raises revenue from a basket of differential tariff increases determined in the most acceptable and equitable funding regime taking into consideration the actual cost of delivering services, budget priorities and national legislation, regulations and policy guidelines. The municipal revenue comprises of operating revenue which includes property rates, services charges, operating and capital grants and other minor revenue sources.

This high level of independent and relative stable income sources of revenue is one of the key factors that should ideally support a sound financial position of the municipality. In addition to the obvious need to grow the city's revenue by increasing its tax base, other means for securing funding for council projects must be explored in a variety of ways. The municipality faces unpleasant choices in attempting to finance the projected levels of investment in infrastructure. Sources of capital finance are already stretched with limited scope for further borrowing, consumer pressure to restrict tariff and tax increases, and little likelihood of a structural upward adjustment in grant allocations. The introduction of new revenue sources such as infrastructure contribution and charges, must be explored and implemented.

A concerning factor is that for the last two years the budget of the municipality was assessed by National Treasury and considered as artificially funded due to high outstanding net debtors. It is therefore imperative that we adhere to the Credit Control Policy and improve the collection rate to ensure that our budget is realistically funded from a cash perspective.

Revenue and financing activities

Summary of Revenues and Financing Activities	Current Year 2024/25		Budget Year 2025/26		Budget Year +1 2026/27		Budget Year +2 2027/28	
	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting
Own Generated Funds	2,659,507	74.03%	2,906,112	73.55%	3,121,002	74.97%	3,343,213	77.44%
Transfer recognised - Operational	311,530	8.67%	323,469	8.19%	337,400	8.11%	355,070	8.22%
Transfer recognised - Capital	570,097	15.87%	684,166	17.32%	662,581	15.92%	572,128	13.25%
Borrowing	–	0.00%	–	0.00%	–	0.00%	–	0.00%
Internally generated funds	51,421	1.43%	37,265	0.94%	41,845	1.01%	47,000	1.09%
Total Revenue and Financing	**3,592,555**	**100.00%**	**3,951,012**	**100.00%**	**4,162,828**	**100.00%**	**4,317,411**	**100.00%**
Total Grants & Subsidies	**881,627**	**24.54%**	**1,007,635**	**25.50%**	**999,981**	**24.02%**	**927,197**	**21.48%**

Indicated in the table above is a summary of the revenue and financinag activities. For 2025/26 financial year Own generated funds constitutes 73.55% of the total funding requirement. Transfer recognised – Operational and Transfer recognised – capital contributes 8.19% and 17.32% to the total funding mix, respectively. Internally generated funds only contributes 0.94%, to the total financing activities. Totals grants and subsidies amounts to R1,007,635 billion for the 2025/26 financial year which combines relates to 25.50% contribution to the funding mix of the municipality.

Medium-term outlook: operating revenue

NC091 Sol Plaatje - Table A1 Budget Summary									
Description (R'000)	Current Year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework						Total revenue over the MTREF
Financial Performance	Adjusted Budget	% Contribution	Budget Year 2025/26	% Contribution	Budget Year +1 2026/27	% Contribution	Budget Year +2 2027/28	% Contribution	
Property rates	687,320	23.1%	717,920	22.2%	766,250	22.2%	809,856	21.9%	2,294,026
Service charges	1,611,046	54.2%	1,757,112	54.4%	1,893,915	54.8%	2,043,763	55.3%	5,694,790
Investment revenue	9,000	0.3%	18,000	0.6%	22,000	0.6%	25,000	0.7%	65,000
Transfers recognised - operational	311,530	10.5%	323,469	10.0%	337,400	9.8%	355,070	9.6%	1,015,938
Other own revenue	352,142	11.9%	413,080	12.8%	438,837	12.7%	464,594	12.6%	1,316,511
Total Revenue (excluding capital transfers and contributions)	**2,971,037**	**100%**	**3,229,581**	**100%**	**3,458,401**	**100%**	**3,698,283**	**100%**	**10,386,265**

Indicated in the table above is a breakdown of the operating revenue over the medium-term

Revenue to be generated from property rates is R717,920 million in the 2025/26 financial year and represents 22.2% of the operating revenue base of the municipality. It remains relatively constant over the medium-term. With the implementation of the Municipal Property Rates Act.

Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the municipality totalling R1,757,112 billion for the 2025/26 financial year. Services charges remains relatively constant at approximately 55% of the total revenue base.

Operational grants and subsidies amount to R323,469 million (2024/25), R337,400 million (2026/27) and R355,070 million (2027/28) million for the MTREF, or on average 10% of operating revenue. It can be seen from an operational perspective the municipality is less grant dependent when compared to capital grant dependency.

Investment revenue contributes marginally to the revenue base of the municipality with a budget allocation of R18,000 million, R22,000 million and R25,000 million for the respective three financial years of the 2025/26 MTREF. It needs to be noted that these allocations have been conservatively estimated and as part of the cash backing of reserves and provisions. Over the last few financial years, the municipality's cash reserves were reducing and the municipality is working on restoring a healthy cost coverage ratio of 3 months. There has been significant improvement in the cash and investment management, resulting in an increase in interest revenue being generated. To this end, unspent grants are held in investments and only withdrawn based on payment need of capital projects.

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

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

- Growth in the city and economic development;
- Affordability by the municipality's consumers
- Revenue management and enhancement;
- Achievement of an ideal 95 percent annual collection rate for consumer revenue;

- National Treasury budget circulars;
- Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA), and
- And the ability to extend new services and obtain cost recovery levels.

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

The proposed tariff increases for the 2025/26 MTREF on the main revenue categories are articulated in the table below:

Revenue category	2024/25	2025/26	2026/27	2027/28	2024/25	2025/26	2026/27	2027/28	2025/26	2026/27	2027/28
	Tariffs increases				Total Budgeted revenue (R'000)				% Increase in Revenue		
Property Rates	4.80%	4.40%	7.76%	6.73%	687,320	717,920	766,250	809,856	4.45%	6.73%	5.69%
Electricity	10.60%	9.60%	9.19%	9.04%	1,099,199	1,218,923	1,329,174	1,449,350	10.89%	9.04%	9.04%
Water	6.50%	4.40%	5.99%	6.29%	343,685	362,722	381,821	402,078	5.54%	5.27%	5.31%
Waste water (Sanitation)	7.50%	4.40%	5.99%	5.44%	95,890	101,874	106,601	112,048	6.24%	4.64%	5.11%
Waste management (Refuse removal)	5.00%	4.40%	5.81%	5.86%	72,271	73,593	76,320	80,287	1.83%	3.71%	5.20%
Average tariff increases/Municipal CPI	**7.93%**	**6.90%**	**6.94%**	**6.67%**	**2,298,365**	**2,475,031**	**2,660,165**	**2,853,620**	**7.69%**	**7.48%**	**7.27%**

Macro-economic performance and projections, 2023 - 2028					
Fiscal year	2022/23	2024/25	2025/26	2026/27	2027/28
	Actual	Estimate	Forecast		
CPI Inflation	5.9%	4.6%	4.4%	4.5%	2.5%

MBRR Table A7 - Budget cash flow statement

Cash flow assumptions are based on the following, achieving a 85 % average collection rate on Property rates and service charges, 100% for grants receipts, Other revenue and Interest revenue. Operational expenditure is factored in at 100% for Employee costs, Inventory consumed, Contracted services and Other expenditure, Bulk purchases, Councillor's remuneration, Finance charges and Grants paid at 100%. Capital expenditue and repayment of borrowing at 100%. National Treasury has reiterated the issue that actual collection rate must increase to match the budgeted 100% expenditure pattern to avoid growing creditors as has been the trend over the last few years. The lower collection rate is not sustainable and will result in unfunded budgets going forward. Based on the municipality's own assessment the budget is funded, however during the Benchmark engagement, National Treasury performs their own assessment of whether the budget is funded or unfunded. Indicated in the table below are the budgeted cash and cash equivalents over the MTREF.

R thousand	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Cash/cash equivalents at the month/year end:	62,894	52,958	36,755

NC091 Sol Plaatje - Table A7 Budgeted C

Description R thousand	2025/26 Medium Term Revenue & Expenditure Framework Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts			
Property rates	610,232	651,313	688,378
Service charges	1,642,071	1,771,051	1,912,247
Other revenue	80,210	83,968	87,850
Transfers and Subsidies - Operational	327,469	341,400	359,070
Transfers and Subsidies - Capital	684,166	662,581	572,128
Interest	46,525	52,360	57,030
Dividends	–	–	–
Payments			
Suppliers and employees	(2,704,670)	(2,835,614)	(3,042,459)
Interest	(15,880)	(13,737)	(11,318)
Transfers and Subsidies	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES	**670,123**	**713,322**	**622,925**
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Proceeds on disposal of PPE	–	–	–
Decrease (increase) in non-current receivables	–	–	–
Decrease (increase) in non-current investments	–	–	–
Payments			
Capital assets	(721,431)	(704,426)	(619,128)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**(721,431)**	**(704,426)**	**(619,128)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Short term loans	–	–	–
Borrowing long term/refinancing	–	–	–
Increase (decrease) in consumer deposits	–	–	–
Payments			
Repayment of borrowing	(16,688)	(18,832)	(20,000)
NET CASH FROM/(USED) FINANCING ACTIVITIES	**(16,688)**	**(18,832)**	**(20,000)**
NET INCREASE/ (DECREASE) IN CASH HELD	**(67,996)**	**(9,937)**	**(16,203)**
Cash/cash equivalents at the year begin:	**130,892**	**62,896**	**52,960**
Cash/cash equivalents at the year end:	**62,896**	**52,960**	**36,757**

13. Expenditure on allocations and grant programmes

Indicated in the table below is the total operational grants for the 2025/26 MTREF. From 2024/25 to 2025/26, operational grants increase by 3.83%. The increase from 2025/26 to 2026/27 is 4.31% and 5.24% from 2026/27 to 2027/28. The total operational grants over the MTREF amounts to R1,015,938 billion.

TRANSFERS & SUBSIDIES - OPERATIONAL (R'000)	Adjusted Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Total over the MTREF	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)
EXPANDED PUBLIC WORKS GRANT (EPWP)	2,267	4,442	–	–	4,442	95.94%	-100.00%	-
NATIONAL REVENUE FUND: EQUITABLE SHARE	282,104	301,722	319,228	333,668	954,618	6.95%	5.80%	4.52%
FRANCES BAARD DISTRICT MUNICIPALITY (O&M)	5,500	–	–	–	–	-100.00%	-	-
FRANCES BAARD DISTRICT MUNICIPALITY (ENVIRONMENTAL HEALTH)	4,000	–	–	–	–	-100.00%	-	-
INTEGRATED URBAN DEVELOPMENT GRANT (IUDG)	2,759	2,305	2,432	2,553	7,290	-16.46%	-	-
INFRASTRUCTURE SKILLS DEVELOPMENT GRANT (ISDG)	4,500	4,400	4,500	7,000	15,900	-2.22%	2.27%	55.56%
NON-PROF: OTHER NON-PROFIT INSTITUTIONS\Libraries	8,600	8,800	9,240	9,748	27,788	2.33%	5.00%	5.50%
LOCAL GOV FINANCIAL MANAGEMENT GRANT (FMG)	1,800	1,800	2,000	2,100	5,900	0.00%	11.11%	5.00%
TOTAL TRANSFERS & SUBSIDIES - OPERATIONAL	**311,530**	**323,469**	**337,400**	**355,070**	**1,015,938**	**3.83%**	**4.31%**	**5.24%**

The municipality receives Equitable Share (EQS) from the National fiscus gazetted in the DoRA. The EQS is utilised to recover the cost of Free Basic Services (FBS) as well as provision of funding for roads maintenance. EQS is also used to fund the EPWP programme of the municipality.

The municipality is also participating in skills development programmes of National Treasury in the Finance, Audit and Engineering fields. The purpose of the Infrastructure Skills Development Grant

(ISDG) Programme is to professionalise interns in areas where there is a lack of capacity and professionalised skills to assist the municipality to improve on service delivery. The Finance Management Grant is utilised to fund the costs to company of all finance interns including costs of training and tools of trade.

The Library grant is received from the Department of Sports and Culture for the operations of libraries within the Sol Plaatje jurisdiction. The Expanded Public Works Programme (EPWP) is a government strategy to reduce poverty and unemployment in society. EPWP involves creating work opportunities for the unemployed through maximising job opportunities within projects. In support to this SPLM has adopted the strategy and implementing it through its maintenance and capital programmes. This includes work done in-house and work contracted out to service providers. The municipality has so far been steadfast in the implementation of EPWP however the main challenge thus far is the declining incentive grant over the years and ensuring the sustainability of jobs created through the programme.

The FBDM also avails funds annually for the operations and maintenance of roads and sewerage. The positive relationship that the Roads and Sewer Department has built over the years with the district municipality has seen some meaningful improvement in the service delivery mandate of the municipality.

TRANSFERS & SUBSIDIES - CAPITAL (R'000)	Adjusted Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Total over the MTREF	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)
REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)	492,000	574,000	579,000	490,000	1,643,000	16.67%	0.87%	-15.37%
ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT (EEDSM)	5,000	5,000	5,000	–	10,000	0.00%	0.00%	-100.00%
INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)	–	19,000	14,000	14,633	47,633	-	-26.32%	4.52%
INTEGRATED URBAN DEVELOPMENT GRANT (IUDG)	73,097	76,066	63,081	65,895	205,042	4.06%	-17.07%	4.46%
NEIGHBOUR DEVELOPMENT PARTNERSHIP GRANT (NDPG)	–	100	1,500	1,600	3,200	-	1400.00%	6.67%
WATER SERV INFRASTRUCTURE GRANT (WSIG)	–	10,000	–	–	10,000	-	-100.00%	-
TOTAL TRANSFERS & SUBSIDIES - CAPITAL	**570,097**	**684,166**	**662,581**	**572,128**	**1,918,875**	**20.01%**	**-3.15%**	**-13.65%**

Indicated in the table above is the total capital grants for the 2025/26 MTREF. From 2024/25 to 2025/26, capital grants increase by 20.01%, the increase from 2025/26 to 2026/27 is a decrease of 3.15% and decrease of 13.65% from 2026/27 to 2027/28. The total capital grants over the MTREF amounts to R1,918,875 billion. The municipality is facing severe risks in capital grant funds being withheld and rollovers disapproved as a result of poor performance and non-spending. This poses a huge risk to service delivery which is exacerbated by the municipality's current cash flow position due to limitation placed on funding capital projects from internally generated funds. In terms of the MFMA Circular 124 the municipality is prohibited from entering into any loans for the duration of the municipal debt relief. Further detail on capital can be found under Chapter 17 of this document.

14. Allocations and grants made by the municipality

NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Cash Transfers to Organisations											
Non-Prof:Oth Inst/Grants&Don Diam & Dor		–	–	–	–	–	–	–	–	–	–
Non-Prof:Oth Inst/Grants&Don Oth Pub Gra		200	169	–	1,000	1,000	1,000	–	800	1,000	1,000
Non-Prof:Oth Institut/Gariep		–	–	–	–	–	–	–	–	–	–
Non-Prof:Oth Institut/Sport Council		–	–	–	–	–	–	–	–	–	–
Non-Prof:Other Institutions/Spca		2,200	2,300	2,400	2,500	2,500	2,500	1,875	2,600	2,700	2,800
Total Cash Transfers To Organisations		**2,400**	**2,469**	**2,400**	**3,500**	**3,500**	**3,500**	**1,875**	**3,400**	**3,700**	**3,800**
Cash Transfers to Groups of Individuals											
Hh Oth Trans: Housing - Individual Supp		–	–	–	–	–	–	–	–	–	–
Hh Ssp Soc Ass: Grant In Aid		146	130	126	160	160	160	17	150	158	167
Total Cash Transfers To Groups Of Individuals:		**146**	**130**	**126**	**160**	**160**	**160**	**17**	**150**	**158**	**167**
TOTAL CASH TRANSFERS AND GRANTS	6	**2,546**	**2,599**	**2,526**	**3,660**	**3,660**	**3,660**	**1,892**	**3,550**	**3,858**	**3,967**

The total budget allocated for 2025/26 is R3,550 million of which R2,600 million is dedicated to the Society for the Prevention of Cruelty to Animals. The municipality has an agreement in place with the Society for the Prevention of Cruelty to Animals with regards to pounding of stray domestic

animals. Applications for adhoc grant funding can be submitted for approval, however, due to cash constraints the municipality has to curb the payout of other adhoc grants. Under Emergency Services (Fire Department), a minor provision of R150 thousand is made for disaster management in aid to support poor households during shack fire,floods etc.

15. Councillor and Staff Benefits and Allowances

The general staff is remunerated in terms of the Tuned Assessment of Skills and Knowledge (TASK) with entry level being T3 and the highest level being T17, being middle management of the organisation.

The Executive Directors and the Municipal Manager, being the Senior Management of the organisation, are remunerated in terms of the Upper Limits Gazette as adopted by Council with the concurrence of the MEC of COGHSTA in the province. The Senior Management structure aligns very well with Section 4 of the Gazette which makes reference to the following directorates or departments:

- Corporate Services Directorate with core functions being Human Resources Management, Training and Development, Labour Relations, Security, Communications and Risk Management.
- Strategy, Economic Development and Planning with core functions being Town Planning, Building Control, LED and Tourism, Urban Renewal and Market Management
- Financial Services with core functions such as Budget and Treasury, Supply Chain Managemet, Expenditure Management, Assets Management, Revenue Management and Information Technology.
- Community Services and Social Development which includes Traffic Law enforcement, Emergency services, Municipal health services, Parks and recreation and Facilities management.
- Infrastructure and Services which includes Roads and storm water, Water and sanitation, Electricity, Mechanical engineering, Fleet management and Housing development.

On the other hand, councillors are remunerated based on the upper limits gazette for the remuneration of public office bearers. There municipality operates with an Executive Mayor system, with Mayoral Committee advising the Executive Mayor on specific issues as per the terms of references of committees established for this purpose. There are section 79 committees which report directly to council such as Ward Participatory Committee, the SPELUM Committee, Councillor Disciplinary Committee and Municipal Public Accounts Committees. The chairpersons of these committee do not serve in any other committee for independnce purposes. All these chairpersons are part time, other than the Speaker who is full time.

The table below gives an account of employee costs for Senior managers and municipal staff for the MTREF including councillor remuneration.

NC091 Sol Plaatje - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		–	–	–	–	–	–	30,893	32,602	34,576
Pension and UIF Contributions		496	882	1,065	–	1,055	1,055	1,540	1,540	1,540
Medical Aid Contributions		267	425	536	–	623	623	710	710	710
Motor Vehicle Allowance		–	–	–	–	–	–	950	950	950
Cellphone Allowance		2,845	3,040	2,997	3,055	3,055	3,055	2,910	3,055	3,223
Housing Allowances		–	–	–	–	–	–	–	–	–
Other benefits and allowances		27,129	27,876	29,271	34,021	32,343	32,343	80	80	80
Sub Total - Councillors		**30,737**	**32,224**	**33,869**	**37,077**	**37,077**	**37,077**	**37,083**	**38,937**	**41,079**
% increase	4		**4.8%**	**5.1%**	**9.5%**	**–**	**–**	**0.0%**	**5.0%**	**5.5%**
Senior Managers of the Municipality	2									
Basic Salaries and Wages		8,265	6,702	4,942	8,791	8,791	8,791	8,743	9,216	9,684
Pension and UIF Contributions		1,086	969	433	1,316	1,316	1,316	1,351	1,425	1,497
Medical Aid Contributions		222	233	192	117	117	117	140	147	154
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3	1,849	1,534	1,065	2,005	2,005	2,005	2,113	2,227	2,341
Cellphone Allowance	3	157	132	101	198	198	198	198	209	219
Housing Allowances	3	26	28	22	9	9	9	24	26	27
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards		67	44	14	15	15	15	31	33	35
Post-retirement benefit obligations	6									
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Senior Managers of Municipality		**11,671**	**9,643**	**6,769**	**12,452**	**12,452**	**12,452**	**12,601**	**13,283**	**13,957**
% increase	4		**(17.4%)**	**(29.8%)**	**84.0%**	**–**	**–**	**1.2%**	**5.4%**	**5.1%**
Other Municipal Staff										
Basic Salaries and Wages		417,872	433,826	460,448	509,499	506,061	506,061	538,612	569,988	600,029
Pension and UIF Contributions		74,736	79,050	83,850	96,851	96,851	96,851	99,661	105,039	110,681
Medical Aid Contributions		49,309	50,925	54,500	63,693	63,693	63,693	69,790	73,571	77,507
Overtime		52,688	69,383	90,602	53,982	54,982	54,982	58,301	61,453	64,874
Performance Bonus		28,946	30,249	30,591	38,317	38,317	38,317	39,432	41,563	43,794
Motor Vehicle Allowance	3	42,071	42,089	43,767	51,151	51,332	51,332	50,362	53,064	55,833
Cellphone Allowance	3	1,401	1,456	1,631	1,551	1,631	1,631	1,740	1,835	1,932
Housing Allowances	3	2,636	2,737	2,856	2,887	2,887	2,887	3,152	3,323	3,498
Other benefits and allowances	3	19,998	20,261	38,029	26,598	30,580	30,580	32,935	34,663	36,571
Payments in lieu of leave		10,507	14,403	7,128	20,000	20,000	20,000	25,000	26,375	27,694
Long service awards		24,418	27,890	30,958	29,981	29,981	29,981	31,845	33,557	35,368
Post-retirement benefit obligations	6	36,522	39,393	43,162	43,900	43,900	43,900	49,900	52,645	55,277
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Other Municipal Staff		**761,106**	**811,663**	**887,522**	**938,410**	**940,215**	**940,215**	**1,000,731**	**1,057,076**	**1,113,058**
% increase	4		**6.6%**	**9.3%**	**5.7%**	**0.2%**	**–**	**6.4%**	**5.6%**	**5.3%**
Total Parent Municipality		**803,514**	**853,530**	**928,160**	**987,939**	**989,744**	**989,744**	**1,050,415**	**1,109,296**	**1,168,094**
			6.2%	**8.7%**	**6.4%**	**0.2%**	**–**	**6.1%**	**5.6%**	**5.3%**
TOTAL SALARY, ALLOWANCES & BENEFITS		**803,514**	**853,530**	**928,160**	**987,939**	**989,744**	**989,744**	**1,050,415**	**1,109,296**	**1,168,094**
% increase	4		**6.2%**	**8.7%**	**6.4%**	**0.2%**	**–**	**6.1%**	**5.6%**	**5.3%**
TOTAL MANAGERS AND STAFF	5,7	**772,777**	**821,306**	**894,291**	**950,863**	**952,667**	**952,667**	**1,013,332**	**1,070,358**	**1,127,015**

Indicated in the table below is a summary of the councillor's and senior manager's packages. Please note that the summary of employee benefits for other municipal staff is depicted in the table above. Under municipal staff, annual bonuses (13th cheques) is mapped to performance bonus which is incorrect. The schedules nor the mSCOA chart makes provision for annual bonuses.

NC091 Sol Plaatje - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1. Rand per annum	Ref	No.	Salary	Contributions 1.	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Councillors	3							
Speaker	4		922,156		129,824			1,051,980
Chief Whip								–
Executive Mayor			1,222,700	30,000	49,824			1,302,524
Deputy Executive Mayor								–
Executive Committee			7,945,236	1,150,000	798,242			9,893,478
Total for all other councillors			20,803,391	1,070,000	2,961,873			24,835,264
Total Councillors	8	–	**30,893,483**	**2,250,000**	**3,939,763**			**37,083,246**
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1,735,972	276,702	362,104			2,374,778
Chief Finance Officer			1,227,638	206,102	401,353			1,835,093
SM D01			1,281,316	215,021	373,753			1,870,090
SM D02			1,562,172	271,049	470,853			2,304,074
SM D03			1,621,591	301,602	364,386			2,287,579
SM D04			1,314,616	220,553	394,332			1,929,501
Total Senior Managers of the Municipality	8,10	–	**8,743,305**	**1,491,029**	**2,366,781**	–		**12,601,115**
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	–	**39,636,788**	**3,741,029**	**6,306,544**	–		**49,684,361**

mSCOA Description	Detail description of Senior manager's position
SM D01	Executive director: Corporate services
SM D02	Executive director: Community services
SM D03	Executive director: Strategy, economic development and planning
SM D04	Executive director: Infrastructure services

Indicated in the table below is the personnel numbers as per supporting table SA24

NC091 Sol Plaatje - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2023/24			Current Year 2024/25			Budget Year 2025/26		
Number	1,2	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)		65	65	–	65	65	–	65	65	–
Board Members of municipal entities	4									
Municipal employees	5									
Municipal Manager and Senior Managers	3	6	6	–	6	6	–	6	6	–
Other Managers	7	3	3	–	162	162	–	162	162	–
Professionals		*198*	*96*	*31*	*198*	*165*	*31*	*198*	*165*	*31*
Finance		13	10	3	13	10	3	13	10	3
Spatial/town planning		19	11	4	19	11	4	19	11	4
Information Technology		4	4	–	4	4	–	4	4	–
Roads		2	2	–	2	2	–	2	2	–
Electricity		13	5	3	13	5	3	13	5	3
Water		2	2	–	2	2	–	2	2	–
Sanitation		3	2	1	3	2	1	3	2	1
Refuse		–	–	–	–	–	–	–	–	–
Other		142	60	20	142	129	20	142	129	20
Technicians		*275*	*211*	*28*	*275*	*212*	*34*	*275*	*212*	*34*
Finance		10	6	4	10	6	4	10	6	4
Spatial/town planning		29	13	7	29	14	7	29	14	7
Information Technology		8	5	1	8	5	2	8	5	2
Roads		6	5	1	6	5	1	6	5	1
Electricity		150	120	5	150	120	5	150	120	5
Water		10	9	1	10	9	1	10	9	1
Sanitation		25	19	6	25	19	6	25	19	6
Refuse		1	1	–	1	1	–	1	1	–
Other		36	33	3	36	33	8	36	33	8
Clerks (Clerical and administrative)		429	337	42	429	337	42	429	337	42
Service and sales workers		348	233	–	254	233	–	254	233	–
Skilled agricultural and fishery workers		145	73	–	145	73	–	145	73	–
Craft and related trades										
Plant and Machine Operators		215	135	42	215	135	42	215	135	42
Elementary Occupations		1,017	581	99	1,017	639	99	1,017	639	99
TOTAL PERSONNEL NUMBERS	9	**2,701**	**1,740**	**242**	**2,766**	**2,027**	**248**	**2,766**	**2,027**	**248**
% increase					2.4%	16.5%	2.5%	–	–	–
Total municipal employees headcount	6, 10	**3,021**	**1,975**	**273**	**3,086**	**2,262**	**279**	**3,086**	**2,262**	**279**
Finance personnel headcount	8, 10	**306**	**221**	**31**	**306**	**221**	**31**	**306**	**221**	**31**
Human Resources personnel headcount	8, 10	**14**	**14**	**–**	**14**	**14**	**–**	**14**	**14**	**–**

16. Monthly targets for revenue, expenditure and cash flow

NC091 Sol Plaatje - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue																
Exchange Revenue																
Service charges - Electricity		101,577	101,577	101,577	101,577	101,577	101,577	101,577	101,577	101,577	101,577	101,577	101,577	1,218,923	1,329,174	1,449,350
Service charges - Water		30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	362,722	381,821	402,078
Service charges - Waste Water Management		8,489	8,489	8,489	8,489	8,489	8,489	8,489	8,489	8,489	8,489	8,489	8,489	101,874	106,601	112,048
Service charges - Waste Management		6,133	6,133	6,133	6,133	6,133	6,133	6,133	6,133	6,133	6,133	6,133	6,133	73,593	76,320	80,287
Sale of Goods and Rendering of Services		1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	18,644	19,647	20,663
Agency services													–	–	–	–
Interest		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned from Receivables		11,842	11,842	11,842	11,842	11,842	11,842	11,842	11,842	11,842	11,842	11,842	11,842	142,100	150,980	159,252
Interest earned from Current and Non Current Assets		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	22,000	25,000
Dividends		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rent on Land													–	–	–	–
Rental from Fixed Assets		2,478	2,478	2,478	2,478	2,478	2,478	2,478	2,478	2,478	2,478	2,478	2,478	29,740	31,228	32,944
Licence and permits		83	83	83	83	83	83	83	83	83	83	83	83	1,000	1,050	1,103
Special rating levies																
Operational Revenue		282	282	282	282	282	282	282	282	282	282	282	282	3,383	3,563	3,750
Non-Exchange Revenue																
Property rates		59,827	59,827	59,827	59,827	59,827	59,827	59,827	59,827	59,827	59,827	59,827	59,827	717,920	766,250	809,856
Surcharges and Taxes													–	–	–	–
Fines, penalties and forfeits		2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	34,743	36,588	38,418
Licences or permits		683	683	683	683	683	683	683	683	683	683	683	683	8,200	8,610	9,041
Transfer and subsidies - Operational		26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	323,469	337,400	355,070
Interest		9,752	9,752	9,752	9,752	9,752	9,752	9,752	9,752	9,752	9,752	9,752	9,752	117,020	123,467	129,691
Fuel Levy													–	–	–	–
Operational Revenue		4,854	4,854	4,854	4,854	4,854	4,854	4,854	4,854	4,854	4,854	4,854	4,854	58,250	63,704	69,732
Gains on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Gains		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Discontinued Operations													–	–	–	–
Total Revenue (excluding capital transfers and cont		**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**3,229,581**	**3,458,401**	**3,698,283**
Expenditure																
Employee related costs		84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	1,013,332	1,070,358	1,127,015
Remuneration of councillors		3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	37,083	38,937	41,079
Bulk purchases - electricity		82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	990,000	1,089,000	1,197,900
Inventory consumed		26,898	26,898	26,898	26,898	26,898	26,898	26,898	26,898	26,898	26,898	26,898	26,898	322,777	333,672	350,611
Debt impairment		36,429	36,429	36,429	36,429	36,429	36,429	36,429	36,429	36,429	36,429	36,429	36,429	437,149	470,069	493,169
Depreciation and amortisation		7,517	7,517	7,517	7,517	7,517	7,517	7,517	7,517	7,517	7,517	7,517	7,517	90,200	95,157	100,093
Interest		1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	15,880	13,737	11,318
Contracted services		3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	42,961	45,503	51,971
Transfers and subsidies		296	296	296	296	296	296	296	296	296	296	296	296	3,550	3,858	3,967
Irrecoverable debts written off		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational costs		14,664	14,664	14,664	14,664	14,664	14,664	14,664	14,664	14,664	14,664	14,664	14,664	175,966	181,491	193,117
Losses on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Losses		5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	69,000	72,795	76,799
Total Expenditure		**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,491**	**3,197,899**	**3,414,576**	**3,647,039**
Surplus/(Deficit)		**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**31,682**	**43,825**	**51,244**
Transfers and subsidies - capital (monetary allocations)		57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	684,166	662,581	572,128
Transfers and subsidies - capital (in-kind)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**
Income Tax													–	–	–	–
Surplus/(Deficit) after income tax		**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**
Share of Surplus/Deficit attributable to Joint Venture													–	–	–	–
Share of Surplus/Deficit attributable to Minorities													–	–	–	–
Surplus/(Deficit) attributable to municipality		**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**
Share of Surplus/Deficit attributable to Associate													–	–	–	–
Intercompany/Parent subsidiary transactions													–	–	–	–
Surplus/(Deficit) for the year	1	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**

NC091 Sol Plaatje - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue by Vote																
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	1,067,130	1,065,219	994,303
Vote 03 - Municipal Manager		192	192	192	192	192	192	192	192	192	192	192	192	2,305	2,432	2,553
Vote 04 - Corporate Services		509	509	509	509	509	509	509	509	509	509	509	509	6,110	6,296	8,894
Vote 05 - Community Services		12,382	12,382	12,382	12,382	12,382	12,382	12,382	12,382	12,382	12,382	12,382	12,382	148,586	156,221	164,450
Vote 06 - Financial Services		61,843	61,843	61,843	61,843	61,843	61,843	61,843	61,843	61,843	61,843	61,843	61,843	742,122	791,884	836,771
Vote 07 - Strategy Econ Development And Planning		834	834	834	834	834	834	834	834	834	834	834	834	10,003	10,553	11,081
Vote 08 - Infrastructure And Services		161,458	161,458	161,458	161,458	161,458	161,458	161,458	161,458	161,458	161,458	161,458	161,458	1,937,491	2,088,378	2,252,359
Vote 09 -													–	–	–	–
Vote 10 -													–	–	–	–
Vote 11 -													–	–	–	–
Vote 12 -													–	–	–	–
Vote 13 -													–	–	–	–
Vote 14 -													–	–	–	–
Vote 15 - Other													–	–	–	–
Total Revenue by Vote		**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**3,913,747**	**4,120,983**	**4,270,411**
Expenditure by Vote to be appropriated																
Vote 01 - Executive & Council		5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	61,221	64,402	67,817
Vote 02 - Municipal And General		39,407	39,407	39,407	39,407	39,407	39,407	39,407	39,407	39,407	39,407	39,407	39,407	472,882	496,795	520,879
Vote 03 - Municipal Manager		2,551	2,551	2,551	2,551	2,551	2,551	2,551	2,551	2,551	2,551	2,551	2,551	30,614	32,298	33,913
Vote 04 - Corporate Services		6,678	6,678	6,678	6,678	6,678	6,678	6,678	6,678	6,678	6,678	6,678	6,678	80,133	84,128	90,932
Vote 05 - Community Services		30,321	30,321	30,321	30,321	30,321	30,321	30,321	30,321	30,321	30,321	30,321	30,321	363,848	384,963	405,114
Vote 06 - Financial Services		14,447	14,447	14,447	14,447	14,447	14,447	14,447	14,447	14,447	14,447	14,447	14,447	173,366	183,002	192,153
Vote 07 - Strategy Econ Development And Planning		5,785	5,785	5,785	5,785	5,785	5,785	5,785	5,785	5,785	5,785	5,785	5,785	69,420	73,201	76,862
Vote 08 - Infrastructure And Services		162,201	162,201	162,201	162,201	162,201	162,201	162,201	162,201	162,201	162,201	162,201	162,201	1,946,415	2,095,787	2,259,370
Vote 09 -													–	–	–	–
Vote 10 -													–	–	–	–
Vote 11 -													–	–	–	–
Vote 12 -													–	–	–	–
Vote 13 -													–	–	–	–
Vote 14 -													–	–	–	–
Vote 15 - Other													–	–	–	–
Total Expenditure by Vote		**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,491**	**3,197,899**	**3,414,576**	**3,647,039**
Surplus/(Deficit) before assoc.		**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**
Income Tax													–	–	–	–
Share of Surplus/Deficit attributable to Minorities		(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	63,250	–	–	–
Intercompany/Parent subsidiary transactions													–	–	–	–
Surplus/(Deficit)	1	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**122,904**	**715,848**	**706,406**	**623,372**

The line item Share of Surplus/Deficit attributable to Minorities needs to be investigated and reported to the service provider.

NC091 Sol Plaatje - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Multi-year expenditure *to be appropriated*	1															
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		–	–	–	–	–	–	–	–	–	–	–	2,000	2,000	–	7,395
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–	–	–	–	–	4,000	4,000	5,000	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	–	–	–	–	–	–	–	–	3,600	3,600	3,000	3,100
Vote 08 - Infrastructure And Services		–	–	–	–	–	–	–	–	–	–	–	649,680	649,680	637,289	542,000
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	2	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**659,280**	**659,280**	**645,289**	**552,495**
Single-year expenditure *to be appropriated*																
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	19,000	21,500	33,000
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–	–	–	–	–	–	–	4,792	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		705	705	705	705	705	705	705	705	705	705	705	705	8,465	6,845	5,000
Vote 08 - Infrastructure And Services		2,890	2,890	2,890	2,890	2,890	2,890	2,890	2,890	2,890	2,890	2,890	2,890	34,686	26,000	28,633
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	2	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**62,151**	**59,137**	**66,633**
Total Capital Expenditure	2	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**664,460**	**721,431**	**704,426**	**619,128**

Table SA28 budgeted distribution for multi-year expenditure is incorrectly populated on the schedules. The service provider was informed of this error for correction.

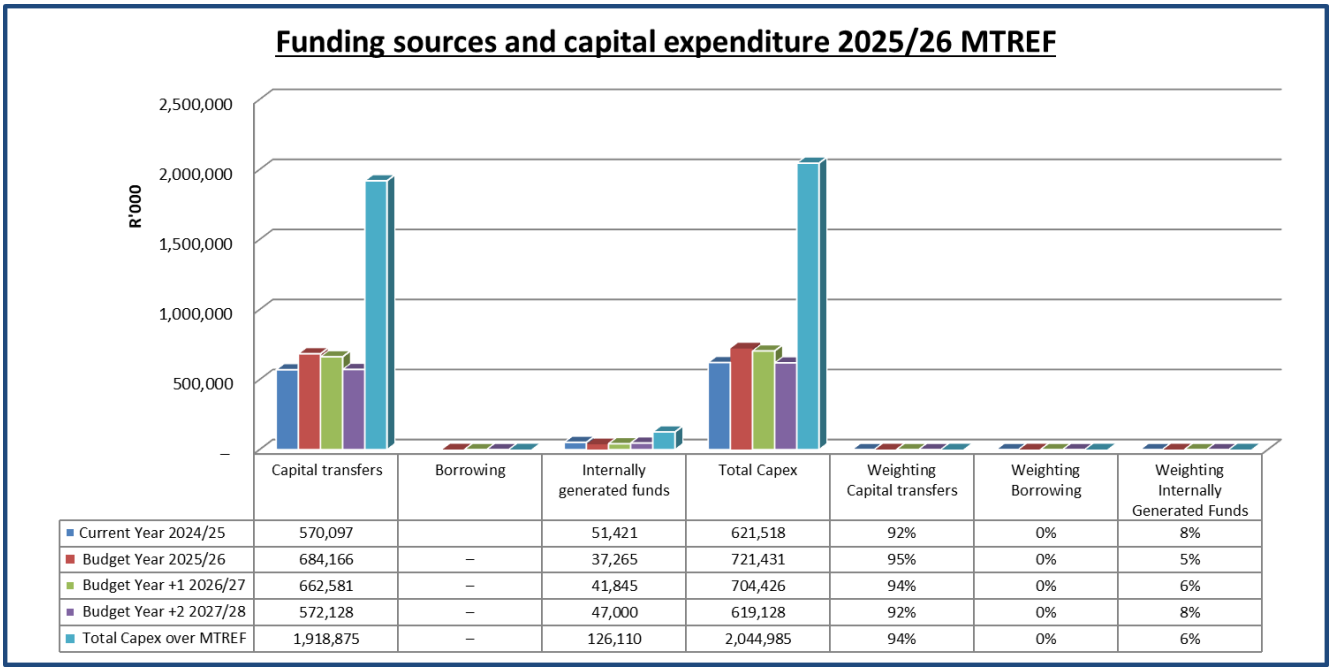
NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Cash Receipts By Source													1		
Property rates	50,853	50,853	50,853	50,853	50,853	50,853	50,853	50,853	50,853	50,853	50,853	50,853	610,232	651,313	688,378
Service charges - electricity revenue	98,035	98,035	98,035	98,035	98,035	98,035	98,035	98,035	98,035	98,035	98,035	98,035	1,176,423	1,282,424	1,397,925
Service charges - water revenue	25,833	25,833	25,833	25,833	25,833	25,833	25,833	25,833	25,833	25,833	25,833	25,833	310,001	326,275	343,589
Service charges - sanitation revenue	7,591	7,591	7,591	7,591	7,591	7,591	7,591	7,591	7,591	7,591	7,591	7,591	91,092	95,381	100,273
Service charges - refuse revenue	5,379	5,379	5,379	5,379	5,379	5,379	5,379	5,379	5,379	5,379	5,379	5,379	64,554	66,972	70,459
Rental of facilities and equipment	2,603	2,603	2,603	2,603	2,603	2,603	2,603	2,603	2,603	2,603	2,603	2,603	31,240	32,811	34,606
Interest earned - external investments	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	22,000	25,000
Interest earned - outstanding debtors	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	28,525	30,360	32,030
Dividends received												–			
Fines, penalties and forfeits	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	34,743	36,588	38,418
Licences and permits	767	767	767	767	767	767	767	767	767	767	767	767	9,200	9,660	10,143
Agency services												–			
Transfers and Subsidies - Operational	27,289	27,289	27,289	27,289	27,289	27,289	27,289	27,289	27,289	27,289	27,289	27,289	327,469	341,400	359,070
Other revenue	419	419	419	419	419	419	419	419	419	419	419	419	5,027	4,910	4,683
Cash Receipts by Source	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**2,706,507**	**2,900,092**	**3,104,574**
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	684,166	662,581	572,128
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)												–			
Proceeds on Disposal of Fixed and Intangible Assets	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Short term loans												–			
Borrowing long term/refinancing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
VAT Control (receipts)												–			
Decrease (increase) in non-current receivables	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments												–			
Total Cash Receipts by Source	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**3,390,673**	**3,562,673**	**3,676,701**
Cash Payments by Type															
Employee related costs	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	(84,444)	1,013,332	1,070,358	1,127,015
Remuneration of councillors	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	(3,090)	37,083	38,937	41,079
Interest	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	(1,323)	15,880	13,737	11,318
Bulk purchases - electricity	86,667	86,667	86,667	86,667	86,667	86,667	86,667	86,667	86,667	86,667	86,667	(86,667)	1,040,000	1,089,000	1,197,900
Acquisitions - water & other inventory	11,833	11,833	11,833	11,833	11,833	11,833	11,833	11,833	11,833	11,833	11,833	(11,833)	142,000	147,795	154,799
Contracted services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - other municipalities												–			
Transfers and subsidies - other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure	39,059	39,059	39,059	39,059	39,059	39,059	39,059	39,059	39,059	39,059	39,059	(39,059)	468,705	485,665	517,699
Cash Payments by Type	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**(226,416)**	**2,717,000**	**2,845,493**	**3,049,810**
Other Cash Flows/Payments by Type															
Capital assets	60,119	60,119	60,119	60,119	60,119	60,119	60,119	60,119	60,119	60,119	60,119	60,119	721,431	704,426	619,128
Repayment of borrowing	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	16,688	18,832	20,000
Other Cash Flows/Payments	296	296	296	296	296	296	296	296	296	296	296	296	3,550	3,858	3,967
Total Cash Payments by Type	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**(164,611)**	**3,458,669**	**3,572,609**	**3,692,904**
NET INCREASE/(DECREASE) IN CASH HELD	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**447,167**	**(67,996)**	**(9,937)**	**(16,203)**
Cash/cash equivalents at the month/year begin:	130,892	125,226	119,560	113,893	108,227	102,560	96,894	91,228	85,561	79,895	74,228	68,562	130,892	62,896	52,960
Cash/cash equivalents at the month/year end:	125,226	119,560	113,893	108,227	102,560	96,894	91,228	85,561	79,895	74,228	68,562	515,729	62,896	52,960	36,757

Table SA30 budgeted cash flows. There are various errors on the monthly distribution, especially pertaining to the month of June. The municipality will take this up with the service provider.

17. Capital expenditure details

Indicated in the chart below is the funding sources and capital expenditure for the 2025/26 MTREF. The total capital plan for the MTREF is R2,044,985 billion. The total capital budget for 2025/26 amounts to R721,431 million funded by Capital transfers of R684,166 million (95%) and Internally generated funds of R37,265 million (5%).



	Capital transfers	Borrowing	Internally generated funds	Total Capex	Weighting Capital transfers	Weighting Borrowing	Weighting Internally Generated Funds
Current Year 2024/25	570,097		51,421	621,518	92%	0%	8%
Budget Year 2025/26	684,166	–	37,265	721,431	95%	0%	5%
Budget Year +1 2026/27	662,581	–	41,845	704,426	94%	0%	6%
Budget Year +2 2027/28	572,128	–	47,000	619,128	92%	0%	8%
Total Capex over MTREF	1,918,875	–	126,110	2,044,985	94%	0%	6%

Ideally, the municipality must improve on the capital funding mix, however due to financial constraints the municipality could not significantly increase its contribution from own funding. The municipality have been extremely capital grant dependent over the last few years. The municipality applied a conservative approach when determining the contribution of own funds, in order to improve on cash reserves and also as per S18 of the MFMA the internally generated funds must be cash-backed. Based on the Public participation survey roads, sanitation and community and sport facilities was identified as high priorities Projects are dominated by infrastructure projects, inter alia.

INEP (INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME GRANT)

- Electrification projects with a budget of R19,000 million for 2025/26 and R14,000 million for 2026/27 and R14,633 million for 2026/27. The backlog of Informal settlements electrification is being addressed by electrification in Jacksonville, Santa and Blikkies. The transformer in Galeshewe had previously exploded and by receiving the grant to refurbish it will stabilize the electricity supply in the Galeshewe area with a budget allocation of R9,000 million. Electrification for West end, Phutanang and Madiba Park is planned for the two outer years.

IUDG (INTEGRATED URBAN DEVELOPMENT GRANT)

- An amount of R9,000 million over the MTREF is allocated from IUDG for the refurbishment of halls. Prioritisation will be done in terms of the halls that will be identified for refurbishment within the available budget.

- An allocation of R2,000 million per annum for the next three years is geared towards the installation of high mast lights which will address the concern of lighting at night and give communities added peace of mind in terms of their safety.

- An amount of R5,200 million is allocated for Specialised Fleet Replacement which will be utilised for the procurement of two refuse compactors.

- Lining of Stormwater channels in Galeshewe with a budget of R22,572 million over the MTREF, to improve the stormwater network.

Upgrading an earth canal to a lined canal serves several important purposes and offers several advantages:

1. Water Conservation: Lining a canal reduces seepage and evaporation losses, which helps in conserving water. This is particularly crucial in regions facing water scarcity or where efficient water management is essential.

2. Reduced Maintenance: Lined canals require less maintenance compared to earth canals. They are less prone to erosion, sediment buildup, and weed growth, leading to reduced operational costs and efforts for upkeep.

3. Improved Water Quality: Lined canals help in maintaining water quality by reducing contamination from soil particles, chemicals, and organic matter. This is beneficial for agricultural, industrial, and domestic water uses.

4. Prevention of Land Subsidence: In areas where groundwater extraction is high, lining canals can help prevent land subsidence caused by excessive water loss from unlined earth canals.

5. Enhanced Flow Control: Lined canals offer better control over water flow and distribution. This is particularly important for irrigation systems where precise water delivery is necessary for optimal crop growth.

6. Mitigation of Environmental Impact: Lining canals can reduce environmental impacts such as soil erosion, sedimentation in water bodies, and habitat disturbance for aquatic species.

7. Longer Lifespan: Lined canals have a longer lifespan compared to earth canals, as they are more resistant to wear and tear, weathering, and biological degradation.

8. Compliance with Regulations: In some regions, there are regulations or guidelines that mandate the lining of canals to prevent water wastage and environmental damage. Upgrading to a lined canal ensures compliance with such requirements.

Overall, upgrading an earth canal to a lined canal provides multiple benefits, including water conservation, reduced maintenance, improved water quality, enhanced flow control, and environmental sustainability.

- **Resealing of roads:**

Resealing of roads are provided with a budget of R58,304 million and the upgrade of gravel roads are allocated R58,280 million over the MTREF.

Resealing is the process of constructing a new, waterproof surface on an existing road in order to prevent accelerated, moisture induced failure. Reseal is therefore the most important preventive maintenance action for preservation of the road network.

Roads are an essential part of modern living. Well-maintained and usable roads make critical contributions to the economic and social wellbeing of a country, city or community. They provide access to employment, health, educational and social opportunities that make our lives better and help fight the devastation of poverty in South Africa. All communities rely on service delivery, transport access and commercial traffic. We need our shop shelves stocked with goods and produce, while visitors to our neighbourhood are becoming interested in supporting our local businesses. Not having adequate road maintenance can put a tremendous strain on these economic activities and need to be addressed for the benefit of residents and businesses that start in your community. Beyond increasing commercial traffic and improving service delivery in the area,

well-maintained roadways are the best way to improve the road safety of your community. Poor road maintenance puts lives at risk and threatens local residents' safety. Filling potholes, removing debris, maintaining signs and lane markers, manicuring greenery and keeping streetlights working are essential for ensuring your community's safety.

- An effective road-based transport infrastructure network for accessible, safe and affordable transport.
- Economic growth and empowerment through road-based transport infrastructure investment.

➢ **Upgrading of gravel Roads:**

Upgrading gravel roads in urban areas in South Africa can help develop local areas, municipalities, and the country. Gravel roads can have many benefits, including:

- Lower operating costs
- Improved road traction
- Reduced travel time
- Higher construction costs but much lower maintenance costs
- Easier maintenance
- Environmentally friendly (no dust etc…)

However, gravel roads can have higher maintenance costs than paved roads over time. This can be challenging because road infrastructure funds are usually allocated lower than the needs of the gravel road network. Rough surfaces can also cause vehicles to have higher fuel consumption, more frequent tire replacements, and higher mechanical wear and tear.

In addition, infrastructure can also reduce the cost of delivered goods, facilitate the physical mobility of people and products, remove productivity constraints, and increase competitiveness. South Africa ranks in the top five countries in Africa with the best public infrastructure. This is important because infrastructure development plays a key role in ensuring fast economic growth and alleviating poverty. Well-managed projects, especially in key sectors like infrastructure, can stimulate economic growth and create job opportunities.

➢ Funding for Beaconsfield Wastewater Treatment Works for necessary upgrades is allocated an amount of R12,500 million. Replacement of the collapsed outfall sewer main line from Cape Town Road to Beaconsfield Wastewater Treatment works. The scope of work will entail the replacement of a 700mm diameter pipe which is 1300m long. This will include the replacement of 100 manholes that must be replaced.

RBIG (REGIONAL BULK INFRASTRUCTURE GRANT)

➢ RBIG funding as part of the Budget Facility for Infrastructure (BFI) over the medium term. Sol Plaatje Local Municipality is allocated R574 million in 2025/26 and R579 million in 2026/27 and R490 million in 2027/28, to refurbish and renew old water supply infrastructure. It is paramount that these funds be spent effectively, to address the water infrastructure challenges to secure long-term sustainability and availabilty of reliable, quality water services. These funds are critial for the improvement in the municipality's water infrastructure and business, espcecially in light of the collapsing water infrastructure around the country.

EEDSM (ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT)

➢ An amount of R5,000 million per annum for 2025/26 and 2026/27 is set aside for the EEDSM Projects and R10,000 million over the MTREF, which will be utilised for the retrofitting of street lights and high mast lights for better illuminance and clearer visibility, thus having a positive impact on safety and security.

NDPG (NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT)

- An amount of R3,200 million has been allocated from NDPG for the refurbishment of RC Elliot Hall. The allocation is intended to be used for the Planning and Designs for Revitalisation of RC Elliot Hall. The purpose of the project is to conduct feasibility studies and analysis to determine the structural stability of the hall in order to make a determination as to whether the hall needs to be demolished or renovated.

  The service implications for the funds for the planning and designs of the RC Elliot Hall are as follows:

  - Unattended dilapidated buildings contravene the National Building Regulations and Building Standard Act 103 of 1977.
  - It poses a hazard to the community and illegal occupancy by street kids.
  - Limits the community from accessing sustainable social facilities.
  - The building is not optimally used and has a potential to be utilised as a "One Stop Shop" for accessibility and convenience.
  - The project is listed as a priority in terms of the Integrated Development Plan and Service Delivery Budget and Implementation Plan.

WSIG (WATER SERVICES INFRASTRUCTURE GRANT)

- The Carters Glen Sewer Pump Station is allocated an amount of R10,000 million from WSIG, whilst the municipality is contributing R8,000 million from Internally generated funds to fund the project, resulting in a total allocation of R18,000 million for the 2025/26 financial year.

INTERNALLY GENERATED FUNDS

- **Township establishment**

  Township establishment within various wards is funded to the value of R5,000 million over the MTREF. Due to budgetary constraints further funds could not be allocated. Below is the positive impact this will make on the municipality and service delivery.

  The provision of services for the informal settlements as the SG diagrams is significant for preparation of designs for electrification, installation of water and sewer as well as paving of roads. It will ensure security of tenure and provision of sustainable houses for the residents of the informal settlements.

  Implications on the revenue generation potential through rates.

Benefits of the implementation of the projects

- Attract private and public investment that will in turn encourage an environment that will foster opportunities for more labour – absorbing activities.
- The Market research and demand quantification will unpack the economic potential within the Sol Plaatje Local Municipality vicinity in order to ease the high unemployment rate within the city.
- The planning and Surveying of various areas will ensure that the Municipality successfully addresses the need of delivering security of tenure to the community,
- Strengthen external partner relationships to promote integrated planning and improve on service delivery.
- Diversification of sectors that contribute to economic growth, investment opportunities, revenue enhancement and decrease of unemployment rate.
- Compliant with Land Survey Act, 1997 to provide accurate cadastral data for registration purpose.
- Foster increase in the GDP of the City through provision of diverse sectors
- Promoting good governance by aligning with the objectives of Integrated Development Plan, Service delivery Budget Implementation Plan (SDBIP) and Sol Plaatje Spatial Development Plan.

- Fast-tracking value chain on provision of services as the available of the specialised studies and Surveyor Generals Diagrams allows for installation of services to commence and collection of revenue.
- Most importantly promote development principles of the Spatial Planning and Land Use Management Act 13 of 2015 – **Spatial Resilience, Sustainability, Efficiency and Good governance,** principles of Integrated Urban Development Framework, Sustainable Development Goals and District Development Plan, the"One -Plan".

- Provision is also made in the budget of R40 million for the Fleet Replacement Program over the MTREF. This programme has been accounted for in the budget over the last few years, however there is still a major need for fleet, especially yellow fleet, water tankers, refuse compactors etc that has a direct impact on service delivery.

- Refurbishment of Homevale Wastewater Treatment Works is budgeted at R25,000 million over the MTREF. An amount of R30 million is required for Phase 1, however the overall budget required is R106 million. DWS has issued directives for sewage contamination at the Kamfers Dam and the water levels that continue to rise. Birds have died in numbers as a result of the sewage at the Kamfers dam. Moreover, DWS has opened a case against the municipality. Transnet is losing over R3 million a week due to the submerged railway line.

  Other urgent intervention in the sewer reticulation network and pump stations to perform the necessary upgrades and refurbishment, however there is no grant funding for this nor internal funds, so for the current year maintenance funds will have to be prioritised to address some of the immediate challenges whilst inefficiencies in the system like Overtime and the appointment of contract workers will have to be reduced and/or stopped to avail funds that can be re-directed for urgent service delivery issues. This is also unfortunately mean that there will be less funds available for day-to-day maintenance.

Below is a list of capital expenditure per funding source and by project for 2025/26 to 2027/28:

Capital projects per funding source (R'000)	2025/26	2026/27	2027/28	Total over MTREF
EEDSM (ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT)	**5,000**	**5,000**	**-**	**10,000**
STREETLIGHTS AND HIGH MAST RETROFITTING	5,000	5,000	-	10,000
INEP (INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME GRANT)	**19,000**	**14,000**	**14,633**	**47,633**
ELECTRIFICATION OF BLIKKIES	4,050		-	4,050
ELECTRIFICATION OF JACKSONVILLE	2,725		-	2,725
ELECTRIFICATION OF MADIBA PARK			14,633	14,633
ELECTRIFICATION OF WEST END		7,000	-	7,000
GALESHEWE TRANSFORMER	9,000		-	9,000
NETWORKS ACQ - ELECTR SANTA CENTRE	3,225		-	3,225
PHUTANANG ELECTRIFICATION		7,000	-	7,000
INTERNALLY GENERATED FUNDS	**37,265**	**41,845**	**47,000**	**126,110**
ACQ-COMPUTER EQUIPMENT REPLACEMENT	7,800	4,500	4,500	16,800
ACQ-FLEET REPLACEMENT	5,000	15,000	20,000	40,000
ACQ-FURNITURE AND OFFICE EQUIP REPLACEM	1,000	2,000	2,000	5,000
CAPITAL SPARES-ACQ-PREPAID METERS	500	1,000	2,000	3,500
CARTERS GLEN SEWER PUMP STATION	8,000			8,000
CORRIDOR REVITALISATION - ALONG N12		2,000	2,000	4,000
DEV OF THE CITY IMPROVEMT DISTRICT - CBD	1,000	-	-	1,000
DSITRBUTION-ACQ-WAT METER REPLACEME	500	1,000	2,000	3,500
LAND SCAP/URBAN DESIGN/ARCH IMPRES (CHP)	500	-		500
MARKET AND BILLING PARKING CBD		1,000	3,000	4,000
PHDA PLANNING & SURVEYING	1,500	-	-	1,500
PLANNING & DEVELOPMENT	1,000	-	-	1,000
PREPARATION OF A SOL PLAATJE FLOOD LINE	845	-	-	845
PROP CADASTRAL RECTIFIC/SURV IN RIVERTON		1,000	-	1,000
REFURBISHMENT OF HOMEVALE WWTW	5,000	10,000	10,000	25,000
RUFURBISHMENT OF THE VINTAGE TRAM	1,620	-	-	1,620
TOWNSHIP ESTABLISHMENT	2,000	1,500	1,500	5,000
TOWNSHIP REVITALISATION		845	-	845
MIXED-USE DEVELOPMENT GREENBELT	1,000	2,000		3,000
IUDG (INTEGRATED URBAN DEVELOPMENT GRANT)	**76,066**	**63,081**	**65,895**	**205,042**
BEACONSFIELD WASTE WATER TREATMENT WORKS	12,500	-	-	12,500
CONSTRUCTION OLD SINK TOILETS	5,000	5,000	-	10,000
EXTENSION OF ROODEPAN CEMETERY	-	4,792	-	4,792
GREENPOINT BUSINESS DEVELOPMENT CENTRE	2,500	-	-	2,500
HIGH MAST LIGHTS	2,000	2,000	2,000	6,000
LINING OF STORMWATER CHANNELS WARD 16	6,283	6,289	10,000	22,572
REFURBISHMENT OF HALLS	4,000	5,000	-	9,000
SPECIALISED FLEET REPLACEMENT	5,200	-	6,500	11,700
UPGRADE GRAVEL ROADS WARDS VARIOUS	18,280	20,000	20,000	58,280
UPGRADE OF RITCHIE SPORTS GROUNDS	2,000	-	7,395	9,395
RESEALING OF ROADS	18,304	20,000	20,000	58,304
NDPG (NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT)	**100**	**1,500**	**1,600**	**3,200**
REDEVELOPMENT OF RC ELLIOT HALL	100	1,500	1,600	3,200
RBIG (REGIONAL BULK INFRASTRUCTURE GRANT)	**574,000**	**579,000**	**490,000**	**1,643,000**
BFI PROJECTS WATER PIPE UPGRADING		579,000	490,000	1,069,000
BULK 1200 ND STEEL PIPELINE MAT: MBSC1/6	83,400			83,400
EMERGENCY METER INSTALLATIONS (PHASE 1)	1,500			1,500
KBY BULK METERS & PRESSURE MANAGEMENT	2,753			2,753
KBY NETWORK LEAK DETECTION & REPAIR PH 1	29,032			29,032
KBY NETWORK LEAK DETECTION & REPAIR PH 2	7,204			7,204
MR LEAK AND SLEAK DATA SYSTEM	817			817
NEW WTP CLHORINE & DOSING WORKS UPGRADE	4,057			4,057
NEW WTP MAJOR REFURBISH&AND BUILD WORKS	7,063			7,063
NEW WTW FILTER REFURBISH&BACKWASH SYSTEM	78,131			78,131
NEWTON RESERVOIR COMPLEX OHS & SECURITY	15,696			15,696
NEWTOWN RESERVOIR EMERGENCY LEAK REPAIRS	28,140			28,140
OHS & SECURITY MNGMNT (NEWTON) ELECTRIC	9,686			9,686
OLD WTP CLHORINE & DOSING WORKS UPGRADE	29,843			29,843
POWER; ABSTRACTION & PUMPSTATION REPAIRS	8,035			8,035
RITCHIE WTW UPGRADE AND BULK PIPELINE	81,324			81,324
RIVERTON TO MIDSTATION BULK PIPELINE REP	125,788			125,788
SEC3 1200NEW STEEL MIDSTATION-NEWTON RES	45,822			45,822
WTW OHS & SECURITY MANAGEMENT	15,708			15,708
WSIG (WATER SERVICES INFRASTRUCTURE GRANT)	**10,000**	**-**	**-**	**10,000**
ACQ - CARTERS GLEN SEWER PUMP STATION	10,000	-	-	10,000
Grand Total	**721,431**	**704,426**	**619,128**	**2,044,985**

The project description on SA36 is aligned to the mSCOA description. Indicated above is a more specific breakdown of the capital projects per funding source. The makeup of the capital program for 2025/26 MTREF is rightfully dominated by infrastructure projects consisting of roads, storm water, water, sanitation and electricity projects.

Capital plan by Municipal Functional Classification and Municipal vote

Capital Expenditure per Functional classification

Capital Expenditure - Function	2025/26 Medium Term Revenue & Expenditure Framework					
R Rhousand	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	Weighting 2025/26	Weighting 2026/27	Weighting 2027/28
Finance and administration	21,000	21,500	40,395	3%	3%	7%
Community and public safety	4,000	9,792	–	1%	1%	0%
Economic and environmental services	10,445	9,845	8,100	1%	1%	1%
Road transport	42,866	46,289	50,000	6%	7%	8%
Environmental protection	–	–	–	0%	0%	0%
Energy sources	26,500	22,000	18,633	4%	3%	3%
Water management	574,500	580,000	492,000	80%	82%	79%
Waste water management	40,500	15,000	10,000	6%	2%	2%
Total	**721,431**	**704,426**	**619,128**	**100%**	**100%**	**100%**

Capital Expenditure per Municipal Vote

Vote Description	2025/26 Medium Term Revenue & Expenditure Framework					
R Thousand	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	Weighting 2025/26	Weighting 2026/27	Weighting 2027/28
Vote 02 - Municipal And General	21,000	21,500	40,395	3%	3%	7%
Vote 03 - Municipal Manager	–	–	–	0%	0%	0%
Vote 04 - Corporate Services	–	–	–	0%	0%	0%
Vote 05 - Community Services	4,000	9,792	–	1%	1%	0%
Vote 06 - Financial Services	–	–	–	0%	0%	0%
Vote 07 - Strategy Econ Development And Planning	12,065	9,845	8,100	2%	1%	1%
Vote 08 - Infrastructure And Services	684,366	663,289	570,633	95%	94%	92%
Total	**721,431**	**704,426**	**619,128**	**100%**	**100%**	**100%**

From the above tables it is clear that the majority of capital is geared towards the improvement in the municipality's infrastructure with Infrastructure services and under which trading services is allocated the highest budget. it is imperative that grant performance improves as this has a direct impact on service delivery and bettering the lives of the community we serve. Planning, project and contract management will have to be improved for the new MTREF. Stopping/withdrawing of funds a major risk to the municipality because the municipality forfeit funds that we cannot afford to lose, due to financial constraints. The municipality cannot afford to increase CRR funding exponentially and also cannot enter into any long-term borrowing due to affordability and liquidity challenges and as per MFMA Circular 124 for the Municipal Debt Relief, the municipality is also prohibited from obtaining new loans for the duration of the Municipal Debt Relief.

18. Contracts having future budgetary implications

The municipality has no contracts that extend beyong the MTREF at any given point in time except for long term borrowings which are reported separately. The municipality entered into a new banking services contract which is valid for 5 years, commencing from October 2023 to September 2028.

NC091 Sol Plaatje - Supporting Table SA33 Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2024/25	2025/26 Medium Term Revenue & Expenditure Framework			Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Forecast 2033/34	Forecast 2034/35	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Parent Municipality:														
Revenue Obligation By Contract	2													
No Future Contracts Greater Than 5m		–	–	–	–	–	–	–	–	–	–	–	–	–
														–
														–
Total Operating Revenue Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Expenditure Obligation By Contract	2													
No Future Contracts Greater Than 5m		–	–	–	–	–	–	–	–	–	–	–	–	–
Banking Services 5-Year Contract (Banking Fees)		–	3,800	3,975	4,158	4,441	–	–	–	–	–	–	–	16,373
														–
Total Operating Expenditure Implication		–	3,800	3,975	4,158	4,441	–	–	–	–	–	–	–	16,373
Capital Expenditure Obligation By Contract	2													
Upgrade Stormwater Galeshewe		–	–	–	–	–	–	–	–	–	–	–	–	–
Lerato Park Link Water And Sewer		–	–	–	–	–	–	–	–	–	–	–	–	–
Homevale Fire Station		–	–	–	–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Total Parent Expenditure Implication		–	3,800	3,975	4,158	4,441	–	–	–	–	–	–	–	16,373

19. Legislation and compliance status

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

1. **In year reporting and mSCOA compliance**
   Reporting to National Treasury in respect of the submission of data strings was fully complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days) has progressively improved and includes the publication of the monthly budget statement on the municipality's website. The conversion to mSCOA version 6.9 for 2025/26 on the financial system is finalised and the use of A-schedules aligned to version 6.9 has been implemented successfully.

2. **Internship programme**
   The municipality is participating in the Municipal Financial Management Internship programme and employs five interns undergoing training in various divisions of the Financial Services and Internal audit.

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

4. **Audit Committee**
   An Audit Committee has been established and is fully functional.

5. **Service Delivery and Implementation Plan**
   Council noted the draft SDBIP on the 31 March 2024 in accordance with Section 68 of the MFMA of 2003. Section 69 of the MFMA further requires the MM to submit the draft SDBIP to the executive mayor within 14 days after the approval of the Budget. Subsequently, the Executive Mayor must approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53 (1)(c)(ii).

6. **Annual Report**
   Annual report for 2023/2024 was compiled with in terms of the MFMA requirements.

7. **Annual Financial Statement**
   Annual Financial Statements for the year ended 30 June 2024 was submitted on 31 August 2024, as per the prescribed due date.

8. **Auditor-General Opinion 2023/2024**
   Articulated in the table below, is the basis for the qualified opinion for the year ended 30 June 2024 in comparison to the year ended 30 June 2023. The audit outcome has been stagnant mainly as a result of repeat findings which requires strict remedial action to improve on results.

Audit report status 2022/2023	**Audit report status 2023/2024**
Qualified Audit Opinion	Qualified Audit Opinion
Audit Findings	**Audit Findings**
158	114
Basis of qualified opinion	**Basis of qualified opinion**
Property Plant and Equipment	Property Plant and Equipment
Investment Property	Investment Property
Inventory	Service Charges
Service Charges	Trade Receivables from exchange transactions
Trade Receivables from exchange transactions	Material losses – Electricity
Statutory Receivables from non-exchange transactions	
Revenue from exchange transactions	
Emphasis of matter	**Emphasis of matter**
Restatement of corresponding figures	Restatement of corresponding figures
Material losses – Water	Material losses – Water
Material losses – Electricity	

20. Service Delivery Agreements

The Municipal Structures Act, Section 78 allows for two mechanisms for service delivery purposes, the internal mechanisms and the external mechanisms. Where an external mechanism has been chosen for a specific function or responsibility, a section 80 service delivery agreement must be entered into.

21. Municipal manager's quality certification

Quality Certificate

I, BS Matlala, Municipal Manager of Sol Plaatje Local Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the Annual Budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name: BS Matlala

Municipal Manager of Sol Plaatje Local Municipality (NC091)

Signature: .....

Date: 24/03/2025

MARCH
2025/26
BUDGET
ANNEXURES

1.Schedules
2.Tariffs
3.History of Tariffs
4.IDP Overview
5.SDBIP
6.Policies
7.By-laws
8.MFMA-Circulars

SECTION 1:

BUDGET SCHEDULES AND SUPPORTING TABLES

Municipal annual budgets and MTREF & supporting tables

mSCOA Version 6.9

Click for Instructions!

Accountability

Transparency

Information & service delivery

national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Contact details:

Kgomotso Baloyi
National Treasury
Tel: (012) 315-5866
Electronic submissions:
LG Upload Portal

Preparation Instructions
Municipality Name:
NC091 Sol Plaatje
CFO Name:
LK Samolapo (Acting)
Tel:
0538306500
Fax:
0538326571
E-Mail:
ksamolapo@solplaatje.org.za
Budget for MTREF starting:
2025
Budget Year:
2025/26
Does this municipality have Entities?
No
If YES: Identify type of report:
Parent Municipality
LGDB Export
Name Votes & Sub-Votes
Printing Instructions
Showing / Hiding Columns
Hide Pre-audit columns on all
Hide Reference columns on all
Showing / Clearing Highlights
Clear Highlights on all sheets
Important documents which provide essential assistance
MFMA Budget Circulars
Click to view
MBRR Budget Formats Guide
Click to view
Dummy Budget Guide
Click to view
Funding Compliance Guide
Click to view
MFMA Return Forms
Click to view

SA13b

Common sheet headings			
Head1	2023/24	Prior year -1	
Head1A	2022/23	Prior year -2	
Head1B	2021/22	Prior year -3	
Head2	Current Year 2024/25	Year in which budget is being prepared	
Head2A	2024/25	Year in which budget is being prepared	
Head3	2025/26 Medium Term Revenue & Expenditure Framework	MTREF name	
Head4	LTFS	Long term financial strategy	
Head5	Audited Outcome		
Head5A	Outcome		
Head5B	Pre-audit outcome		
Head6	Original Budget		
Head7	Adjusted Budget		
Head8	Full Year Forecast		
Head9	Budget Year 2025/26	1st year of MTREF	Year1
Head10	Budget Year +1 2026/27	2nd year of MTREF	Year2
Head11	Budget Year +2 2027/28	3rd year of MTREF	Year3
Head12	Forecast 2028/29	1st yr of long term forecast	Year4
Head13	Forecast 2029/30	Next yr of long term foreca	Year5
Head14	Forecast 2030/31	Next yr of long term foreca	Year6
Head15	Forecast 2031/32	Next yr of long term foreca	Year7
Head16	Forecast 2032/33	Next yr of long term foreca	Year8
Head17	Forecast 2033/34	Next yr of long term foreca	Year9
Head18	Forecast 2034/35	Next yr of long term foreca	Year10
Head19	Forecast 2035/36	Next yr of long term foreca	Year11
Head20	Forecast 2036/37	Next yr of long term foreca	Year12
Head21	Forecast 2037/38	Next yr of long term foreca	Year13
Head22	Forecast 2038/39	Next yr of long term foreca	Year14
Head23	Forecast 2039/40	Next yr of long term foreca	Year15
Head24	Description		
Head25			
Head26	Vote Description		
Head27	Ref		
Head27a	References		
Head28	Surplus/(Deficit) for the year		Result
Head29	Annual target 2025/26		
Head30	Revised target 2025/26		
Head31	Quarter ended 30 September		
Head32	Quarter ended 31 December		
Head33	Quarter ended 31 March		
Head34	Quarter ended 30 June		
Head35	Variance explanation		
Head36	YTD Actual 31 Dec		
Head37	YTD Budget 31 Dec		
Head38	Monthly actual		
Head39	YTD actual		
Head40	YTD budget		
Head41	YTD variance		
Head42	Surplus/ (Deficit) for the yr/period		
Head43	2025/26 Medium Term Revenue & Expenditure Framework Summary		
Head44	2001 Census		
Head45	2011 Census		
Head46	- Adjustments Budget - January 2007		
Head47	Previous target year to complete		
Head48	Present value		
Head49			
Head50	Other Adjusts.		
Head51	Accum. Funds		
Head52	Multi-year capital		
Head53	Unfore. Unavoid.		
Head54	Prior Adjusted		
Head55	Nat. or Prov. Govt		
Head56	Total Adjusts.		
SFPerf1	Budgeted Financial Performance		
SFPerf2	Forecast Financial Performance		
SFPos1	Budgeted Financial Position		
SFPos2	Forecast Financial Position		
Cash1	Budget Cash Flow		
Cash2	Forecast Cash Flow		
RandM	Exeenditure includes repairs & maintenance of R'000		
Depart1	Department 1 -		DEP1
Depart2	Department 2 -		DEP2
Depart3	Department 3 -		DEP3
Depart4	Department 4 -		DEP4
Depart5	Department 5 -		DEP5
Depart6	Department 6 -		DEP6
Depart7	Department 7 -		DEP7
Depart8	Department 8 -		DEP8
Depart9	Department 9 -		DEP9
Depart10	Department 10 -		DEP10
Depart11	Department 11 -		DEP11
Depart12	Department 12 -		DEP12
Depart13	Department 13 -		DEP13
Depart14	Department 14 -		DEP14

Base year of forecast column selection names	
Choose	ACT
	APP
	ADJ

Standard nomenclature			
Muni	NC091 Sol Plaatje		
Municipal Entities	2	Type of report:	1
NO	Does this municipality have entities (consolidated budget and entity budgets required)? YES/NO		
Entity 1	(Pty) Ltd Example 1 - Municipal entity -		Ent1
Entity 2	(Pty) Ltd Example 2 - Municipal entity -		Ent2
Entity 3	Municipal Entity Example 3		Ent3

Budget approval tables		Chart x-ref	Sch/Tab/Ch	Alternative for municipalities without entities	Alternative for municipalities without entities
	Table A1 Budget Summary		Table A1	Table A1 Consolidated Budget Summary	Table A1 Budget Summary
	Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)	Charts 5. 6	Table A2	Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification)	Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)
	Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)		Table A3	Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)	Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)
	Table A4 Budgeted Financial Performance (revenue and expenditure)	Charts 1. 2. 3. 4.	Table A4	Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)	Table A4 Budgeted Financial Performance (revenue and expenditure)
	Table A5 Budgeted Capital Expenditure by vote. functional classification and funding	Charts 7. 8. 9. 10. 20	Table A5	Table A5 Consolidated Budgeted Capital Expenditure by vote. functional classification and funding	Table A5 Budgeted Capital Expenditure by vote. functional classification and funding
	Table A6 Budgeted Financial Position		Table A6	Table A6 Consolidated Budgeted Financial Position	Table A6 Budgeted Financial Position
	Table A7 Budgeted Cash Flows		Table A7	Table A7 Consolidated Budgeted Cash Flows	Table A7 Budgeted Cash Flows
	Table A8 Cash backed reserves/accumulated surplus reconciliation		Table A8	Table A8 Consolidated Cash backed reserves/accumulated surplus reconciliation	Table A8 Cash backed reserves/accumulated surplus reconciliation
	Table A9 Asset Management		Table A9	Table A9 Consolidated Asset Management	Table A9 Asset Management
	Table A10 Basic service delivery measurement		Table A10	Table A10 Consolidated basic service delivery measurement	Table A10 Basic service delivery measurement
	Supportinging Tables to the Budget Approval Tables	**Chart x-ref**	**Sch/Tab/Ch**		
Supporting Table SA1	Supporting Table SA1 Supportinging detail to 'Budgeted Financial Performance'				
Supporting Table SA2	Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)			Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)	Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)
Supporting Table SA3	Supporting Table SA3 Supportinging detail to 'Budgeted Financial Position'				
Supporting Table SA4	Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)	Chart 11			
Supporting Table SA5	Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)	Chart 12			
Supporting Table SA6	Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)	Chart 13			
Supporting Table SA7	Supporting Table SA7 Measureable performance objectives				
Supporting Table SA8	Supporting Table SA8 Performance indicators and benchmarks	Chts 15-19			
Supporting Table SA9	Supporting Table SA9 Social, economic and demographic statistics and assumptions				
Supporting Table SA10	Supporting Table SA10 Funding measurement	Chart 14			
Supporting Table SA11	Supporting Table SA11 Property rates summary				
Supporting Table SA12a	Supporting Table SA12a Property rates by category (current year)				
Supporting Table SA12b	Supporting Table SA12b Property rates by category (budget year)				
Supporting Table SA13a	Supporting Table SA13a Service Tariffs by category				
Supporting Table SA13b	Supporting Table SA13b Service Tariffs by category - explanatory				
Supporting Table SA14	Supporting Table SA14 Household bills				
Supporting Table SA15	Supporting Table SA15 Investment particulars by type				
Supporting Table SA16	Supporting Table SA16 Investment particulars by maturity				
Supporting Table SA17	Supporting Table SA17 Borrowing				
Supporting Table SA18	Supporting Table SA18 Transfers and grant receipts				
Supporting Table SA19	Supporting Table SA19 Expenditure on transfers and grant programme				
Supporting Table SA20	Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds				
Supporting Table SA21	Supporting Table SA21 Transfers and grants made by the municipality				
Supporting Table SA22	Supporting Table SA22 Summary councillor and staff benefits				
Supporting Table SA23	Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)				
Supporting Table SA24	Supporting Table SA24 Summary of personnel numbers				
Supporting Table SA25	Supporting Table SA25 Budgeted monthly revenue and expenditure			Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure	Supporting Table SA25 Budgeted monthly revenue and expenditure
Supporting Table SA26	Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)			Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)	Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)
Supporting Table SA27	Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)			Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (functional classification)	Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)
Supporting Table SA28	Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)			Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)	Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)
Supporting Table SA29	Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)			Supporting Table SA29 Consolidated budgeted monthly capital expenditure (functional classification)	Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)
Supporting Table SA30	Supporting Table SA30 Budgeted monthly cash flow			Supporting Table SA30 Consolidated budgeted monthly cash flow	Supporting Table SA30 Budgeted monthly cash flow
Supporting Table SA31	NOT REQUIRED - municipality does not have entities			Supporting Table SA31 Aggregated entity budget	NOT REQUIRED - municipality does not have entities
Supporting Table SA32	Supporting Table SA32 List of external mechanisms				
Supporting Table SA33	Supporting Table SA33 Contracts having future budgetary implications				
Supporting Table SA34a	Supporting Table SA34a Capital expenditure on new assets by asset class			Supporting Table SA34a Consolidated capital expenditure on new assets by asset class	Supporting Table SA34a Capital expenditure on new assets by asset class
Supporting Table SA34b	Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class			Supporting Table SA34b Consolidated capital expenditure on the renewal of existing assets by asset class	Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class
Supporting Table SA34c	Supporting Table SA34c Repairs and maintenance expenditure by asset class			Supporting Table SA34c Consolidated repairs and maintenance by asset class	Supporting Table SA34c Repairs and maintenance expenditure by asset class
Supporting Table SA34d	Supporting Table SA34d Depreciation by asset class			Supporting Table SA34d Consolidated Depreciation by asset class	Supporting Table SA34d Depreciation by asset class
Supporting Table SA34e	Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class			Supporting Table SA34e Consolidated capital expenditure on the upgrading of existing assets by asset class	Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class
Supporting Table SA35	Supporting Table SA35 Future financial implications of the capital budget			Supporting Table SA35 Consolidated future financial implications of the capital budget	Supporting Table SA35 Future financial implications of the capital budget
Supporting Table SA36	Supporting Table SA36 Detailed capital budget			Supporting Table SA36 Consolidated detailed capital budget	Supporting Table SA36 Detailed capital budget
Supporting Table SA37	Supporting Table SA37 Projects delayed from previous financial year/s			Supporting Table SA37 Consolidated projects delayed from previous financial year/s	Supporting Table SA37 Projects delayed from previous financial year/s
Supporting Table SA38	Supporting Table SA38 Detailed operational projects			Supporting Table SA38 Consolidated detailed operational projects	Supporting Table SA38 Detailed operational projects

Budget Charts	Charts	Cross reference
Chart A1	Chart A1 Revenue by Municipal Vote	
Chart A2	Chart A2 Expenditure by Municipal Vote	
Chart A3	Chart A3 Revenue by Standard Classification	A2
Chart A4	Chart A4 Expenditure by Standard Classification	A2
Chart A5	Chart A5 Revenue by Major Source (refer 'Minor' source for 'Other Revenue' allocation	A3
Chart A6	Chart A6 Revenue by Minor Source (Other)	A3
Chart A7	Chart A7 Expenditure by Major Type	A3
Chart A8	Chart A8 Expenditure by Minor Type (Other)	A3
Chart A9	Chart A9 Capital Expenditure by Municipal Vote/Appropriation (Major)	A5
Chart A10	Chart A10 Capital Expenditure by Municipal Vote/Appropriation (Minor)	A5
Chart A11	Chart A10 Capital Expenditure by Standard Classification	A5
Chart A12	Chart A12 Capital expenditure performance trend	A5
Chart A13	Chart A13 Capital funding by Source	A5
Chart A14	Chart A14 Cash flow trend	A7
Chart A15	Chart A15 IDP Strategic Objective - Revenue	Table A4
Chart A16	Chart A16 IDP Strategic Objective - Expenditure	Table A5
Chart A17	Chart A17 IDP Strategic Objective - Capital Expenditure	Table A6
Chart A18	Chart A18 Debt (borrowing to Total Revenue)	Table A8
Chart A19	Chart A19 Debtors' trend analysis	Table A8
Chart A20	Chart A20 Distribution losses	Table A8
Chart A21	Chart A21 Borrowed funding of capital expenditure	Table A8
Chart A22	Chart A22 Expenditure analysis (% of Revenue)	Table A8
Chart A23	Chart A23 Increases in service charges	Table A10

Organisational Structure Votes		Complete Votes & Sub-Votes	Select Org. Structure
Vote 01 - Executive & Council	Vote 01	***Executive & Council***	
Vote 02 - Municipal And General	01.1	Councillor's Expenses	01.1 - Councillor's Expenses
Vote 03 - Municipal Manager	01.2	Executive Mayor Admin	01.2 - Executive Mayor Admin
Vote 04 - Corporate Services	01.3	Speakers Office Admin	01.3 - Speakers Office Admin
Vote 05 - Community Services	Vote 02	***Municipal And General***	
Vote 06 - Financial Services	02.1	Municipal And General	02.1 - Municipal And General
Vote 07 - Strategy Econ Development And Planning	02.2	Mun : Insurance Fund - Short Term	02.2 - Mun : Insurance Fund - Short Term
Vote 08 - Infrastructure And Services	02.3	Mun : Workmen's Compensation Fund	02.3 - Mun : Workmen's Compensation Fund
Vote 09 -	Vote 03	***Municipal Manager***	
Vote 10 -	03.1	Municipal Manager - Admin	03.1 - Municipal Manager - Admin
Vote 11 -	03.2	Internal Investigations	03.2 - Internal Investigations
Vote 12 -	03.3	Internal Audit	03.3 - Internal Audit
Vote 13 -	03.4	Idp Unit	03.4 - Idp Unit
Vote 14 -	03.5	Project Management Unit - Pmu	03.5 - Project Management Unit - Pmu
Vote 15 - Other	Vote 04	***Corporate Services***	
	04.1	Corporate Services - Admin	04.1 - Corporate Services - Admin
	04.2	Office Services And Archives	04.2 - Office Services And Archives
	04.3	H R - Management	04.3 - H R - Management
	04.4	H R - Recruitment And Benefits	04.4 - H R - Recruitment And Benefits
	04.5	H R - Training And Development	04.5 - H R - Training And Development
	04.6	H R - Local Authority Training	04.6 - H R - Local Authority Training
	04.7	Publicity And Media Coordination	04.7 - Publicity And Media Coordination
	04.8	Risk Management	04.8 - Risk Management
	04.9	Security And Protection	04.9 - Security And Protection
	Vote 05	***Community Services***	
	05.1	Community Services - Admin	05.1 - Community Services - Admin
	05.2	Emergency Services	05.2 - Emergency Services
	05.3	Biodiversity And Landscape	05.3 - Biodiversity And Landscape
	05.4	Libraries	05.4 - Libraries
	05.5	Road Traffic Regulations	05.5 - Road Traffic Regulations
	05.6	Vehicle Licensing And Testing	05.6 - Vehicle Licensing And Testing
	05.7	Community Parks	05.7 - Community Parks
	05.8	Sport Grounds And Stadiums	05.8 - Sport Grounds And Stadiums
	05.9	Community Halls And Facilities	05.9 - Community Halls And Facilities
	05.10	Swimming Pools	05.10 - Swimming Pools
	05.11	Cemetries	05.11 - Cemetries
	05.12	Resorts And Camping Sites Inside Spm	05.12 - Resorts And Camping Sites Inside Spm
	05.13	Resorts And Camping Sites Outside Spm	05.13 - Resorts And Camping Sites Outside Spm
	05.14	Resort Transka	05.14 - Resort Transka
	05.15	Health - Admin	05.15 - Health - Admin
	05.16	Health - Clinics	05.16 - Health - Clinics
	05.17	Health - Inspections	05.17 - Health - Inspections
	05.18	Health - Commonage And Pound	05.18 - Health - Commonage And Pound
	05.19	Refuse - Polution Control/Collection	05.19 - Refuse - Polution Control/Collection
	05.20	Refuse - Landfill Sites	05.20 - Refuse - Landfill Sites
	05.21	Refuse - Maintenance	05.21 - Refuse - Maintenance
	Vote 06	***Financial Services***	
	06.1	Financial Services Admin	06.1 - Financial Services Admin
	06.2	Financial Management Grant	06.2 - Financial Management Grant
	06.3	Asset And Risk	06.3 - Asset And Risk
	06.4	Budget And Financial Reporting	06.4 - Budget And Financial Reporting
	06.5	Expenditure Creditors/Payroll	06.5 - Expenditure Creditors/Payroll
	06.6	Information Technology	06.6 - Information Technology
	06.7	Billing Finance	06.7 - Billing Finance
	06.8	Property Rates And Valuations	06.8 - Property Rates And Valuations
	06.9	Real Estate & Property Management	06.9 - Real Estate & Property Management
	06.10	Debt Collection	06.10 - Debt Collection
	06.11	Supply Chain Management	06.11 - Supply Chain Management
	Vote 07	***Strategy Econ Development And Planning***	
	07.1	Sedp Admin	07.1 - Sedp Admin
	07.2	Tourism	07.2 - Tourism
	07.3	Properties Services	07.3 - Properties Services
	07.4	Economic Development And Planning	07.4 - Economic Development And Planning
	07.5	Town Planning	07.5 - Town Planning
	07.6	Building Inspectorate	07.6 - Building Inspectorate
	07.7	Properties Maintenance	07.7 - Properties Maintenance
	07.8	Markets And Street Trading	07.8 - Markets And Street Trading
	07.9	Urban Renewal Program	07.9 - Urban Renewal Program
	Vote 08	***Infrastructure And Services***	
	08.1	Infrastructure Admin	08.1 - Infrastructure Admin
	08.2	Ce - Water And Sanitation	08.2 - Ce - Water And Sanitation
	08.3	Public Toilets	08.3 - Public Toilets
	08.4	Mechanical Workshops	08.4 - Mechanical Workshops
	08.5	Fleet	08.5 - Fleet
	08.6	Roads Planning And Design	08.6 - Roads Planning And Design
	08.7	Road Construction And Maintenance	08.7 - Road Construction And Maintenance
	08.8	Housing - Admin	08.8 - Housing - Admin
	08.9	Housing - Maintenance	08.9 - Housing - Maintenance
	08.10	Sewerage - Reticulation	08.10 - Sewerage - Reticulation
	08.11	Sewerage - Treatment	08.11 - Sewerage - Treatment
	08.12	Sewerage - Maintenance	08.12 - Sewerage - Maintenance
	08.13	Water - Treatment	08.13 - Water - Treatment
	08.14	Water - Distribution	08.14 - Water - Distribution
	08.15	Water - Maintenance	08.15 - Water - Maintenance
	08.16	Electricity - Admin	08.16 - Electricity - Admin
	08.17	Electricity - Maintenance	08.17 - Electricity - Maintenance
	08.18	Electricity - Streetlights Maintenance	08.18 - Electricity - Streetlights Maintenance
	Vote 09		
	Vote 10		
	Vote 11		
	Vote 12		
	Vote 13		
	Vote 14		
	Vote 15	***Other***	

NC091 Sol Plaatje - Contact Information

A. GENERAL INFORMATION

Municipality	**NC091 Sol Plaatje**
Grade	5
Province	**NC NORTHERN CAPE**
Web Address	**www.solplaatje.org.za**
e-mail Address	**info@solplaatje.org.za**

1 Grade in terms of the Remuneration of Public Office Bearers Act.

B. CONTACT INFORMATION

Postal address:	
P.O. Box	x5030
City / Town	Kimberley
Postal Code	8300
Street address	
Building	Civic Centre
Street No. & Name	Sol Plaatje Drive
City / Town	Kimberley
Postal Code	8301
General Contacts	
Telephone number	0538306911
Fax number	0538331005

C. POLITICAL LEADERSHIP

Speaker:		**Secretary/PA to the Speaker:**	
ID Number		ID Number	
Title	Ms	Title	Ms
Name	Elizabeth Dipuo Peters	Name	S.M Le Fleur
Telephone number	0538306489	Telephone number	0538306331
Cell number	073 055 1501	Cell number	0610115903
Fax number		Fax number	
E-mail address	dpeters@solplaatje.org.za	E-mail address	slefleur@solplaatje.org.za
Mayor/Executive Mayor:		**Secretary/PA to the Mayor/Executive Mayor:**	
ID Number		ID Number	
Title	Ms	Title	Mr
Name	Martha Barbara Bartlett	Name	Ben Johnson
Telephone number	0538306213	Telephone number	0538306269
Cell number	082 925 9576	Cell number	0791372266
Fax number		Fax number	
E-mail address	mbartlett@solplaatje.org.za	E-mail address	bjohnson@solplaatje.org.za
Deputy Mayor/Executive Mayor:		**Secretary/PA to the Deputy Mayor/Executive Mayor:**	
ID Number		ID Number	
Title		Title	
Name		Name	
Telephone number		Telephone number	
Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	

D. MANAGEMENT LEADERSHIP

Municipal Manager:		**Secretary/PA to the Municipal Manager:**	
ID Number		ID Number	
Title	Mr	Title	Ms
Name	Bartholomew Serapelo Matlala	Name	J Bonokwane
Telephone number	0538306100	Telephone number	0538306471
Cell number	071 592 5089	Cell number	0727213953
Fax number	0538331005	Fax number	0538331005
E-mail address	bmatlala@solplaatje.org.za	E-mail address	jbonokwane@solplaatje.org.za
Chief Financial Officer		**Secretary/PA to the Chief Financial Officer**	
ID Number		ID Number	
Title	Mr	Title	Ms
Name	LK Samolapo (Acting)	Name	Mapule Mogakwe
Telephone number	0538306500	Telephone number	0538306502
Cell number	0835423335	Cell number	0717200682
Fax number	0538326571	Fax number	0538314658
E-mail address	ksamolapo@solplaatje.org.za	E-mail address	mmogakwe@solplaatje.org.za
Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number		ID Number	
Title	Mrs	Title	Mr
Name	BIANCA ERASMUS	Name	JAMES CHISANGO
Telephone number	0538306523	Telephone number	053 830 6522
Cell number	0825507414	Cell number	079 110 2034
Fax number		Fax number	
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NC091 Sol Plaatje - Table A1 Budget Summary

Description	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Financial Performance										
Property rates	599,898	610,991	656,442	687,320	687,320	687,320	511,710	717,920	766,250	809,856
Service charges	1,139,930	1,182,667	1,331,093	1,611,046	1,611,046	1,611,046	1,020,161	1,757,112	1,893,915	2,043,763
Investment revenue	3,124	8,550	16,116	9,000	9,000	9,000	14,067	18,000	22,000	25,000
Transfer and subsidies - Operational	235,986	264,657	501,707	299,271	311,530	311,530	285,848	323,469	337,400	355,070
Other own revenue	199,359	356,037	419,726	351,642	352,142	352,142	265,569	413,080	438,837	464,594
Total Revenue (excluding capital transfers and contributions)	2,178,297	2,422,901	2,925,084	2,958,278	2,971,037	2,971,037	2,097,354	3,229,581	3,458,401	3,698,283
Employee costs	772,777	821,306	894,291	950,863	952,667	952,667	564,699	1,013,332	1,070,358	1,127,015
Remuneration of councillors	30,737	32,224	33,869	37,077	37,077	37,077	23,491	37,083	38,937	41,079
Depreciation and amortisation	70,060	71,830	76,441	89,700	89,700	89,700	44,850	90,200	95,157	100,093
Interest	72,909	113,955	122,651	17,774	78,195	78,195	23,036	15,880	13,737	11,318
Inventory consumed and bulk purchases	741,010	799,443	909,672	1,216,905	1,228,955	1,228,955	702,285	1,312,777	1,422,672	1,548,511
Transfers and subsidies	2,546	2,599	2,526	3,660	3,660	3,660	1,892	3,550	3,858	3,967
Other expenditure	492,665	617,008	610,300	612,526	806,211	806,211	575,819	725,076	769,857	815,056
Total Expenditure	2,182,704	2,458,365	2,649,750	2,928,505	3,196,465	3,196,465	1,936,072	3,197,899	3,414,576	3,647,039
Surplus/(Deficit)	(4,407)	(35,464)	275,334	29,774	(225,428)	(225,428)	161,282	31,682	43,825	51,244
Transfers and subsidies - capital (monetary allocations)	123,667	108,149	159,040	572,229	570,097	570,097	314,195	684,166	662,581	572,128
Transfers and subsidies - capital (in-kind)	76,850	3,387	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	196,110	76,072	434,375	602,003	344,669	344,669	475,477	715,848	706,406	623,372
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	196,110	76,072	434,375	602,003	344,669	344,669	475,477	715,848	706,406	623,372
Capital expenditure & funds sources										
Capital expenditure	127,081	126,016	176,438	613,729	621,518	621,518	289,563	721,431	704,426	619,128
Transfers recognised - capital	112,818	96,392	147,356	572,229	570,097	570,097	281,198	684,166	662,581	572,128
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	14,263	29,624	29,082	41,500	51,421	51,421	8,365	37,265	41,845	47,000
Total sources of capital funds	127,081	126,016	176,438	613,729	621,518	621,518	289,563	721,431	704,426	619,128
Financial position										
Total current assets	2,396,615	2,304,408	2,664,713	2,543,000	2,326,299	2,326,299	2,948,204	2,915,690	2,993,994	3,078,332
Total non current assets	2,245,857	2,265,500	2,360,035	2,874,231	2,882,019	2,882,019	2,604,749	3,225,160	3,834,429	4,353,464
Total current liabilities	1,249,270	1,457,966	929,932	1,523,552	1,523,552	1,523,552	1,660,811	1,641,225	1,622,393	1,602,393
Total non current liabilities	436,298	416,743	1,111,983	410,208	458,628	458,628	1,104,882	442,927	442,927	442,927
Community wealth/Equity	3,087,853	2,832,029	3,130,502	3,432,159	3,174,826	3,174,826	3,455,839	4,055,501	4,761,908	5,385,279
Cash flows										
Net cash from (used) operating	(585,124)	(940,714)	(521,938)	598,846	493,313	493,313	307,021	670,123	713,322	622,925
Net cash from (used) investing	(127,081)	(126,016)	(159,367)	(613,729)	(621,518)	(621,518)	(278,926)	(721,431)	(704,426)	(619,128)
Net cash from (used) financing	–	–	660,387	(12,788)	(12,788)	(12,788)	85	(16,688)	(18,832)	(20,000)
Cash/cash equivalents at the year end	(669,197)	(869,139)	88,618	73,147	(40,175)	(40,175)	28,180	62,896	52,960	36,757
Cash backing/surplus reconciliation										
Cash and investments available	197,591	109,536	113,726	73,147	6,245	6,245	168,340	62,894	52,958	36,755
Application of cash and investments	315,197	453,909	100,151	538,992	582,600	582,600	(222,399)	(870,386)	(949,251)	(1,039,462)
Balance - surplus (shortfall)	(117,606)	(344,372)	13,576	(465,846)	(576,355)	(576,355)	390,739	933,281	1,002,209	1,076,217
Asset management										
Asset register summary (WDV)	2,245,857	2,265,500	2,360,035	2,724,009	2,731,797	2,731,797		2,831,599	2,719,437	2,534,046
Depreciation	70,060	71,830	76,441	89,700	89,700	89,700		90,200	95,157	100,093
Renewal and Upgrading of Existing Assets	60,963	75,248	119,113	517,136	379,014	379,014		514,678	643,789	552,995
Repairs and Maintenance	273,430	312,569	331,925	362,118	381,355	381,355		366,850	388,133	410,832
Free services										
Cost of Free Basic Services provided	59,136	53,652	52,535	72,000	72,000	72,000		73,840	78,737	71,983
Revenue cost of free services provided	90,455	89,667	88,597	107,540	107,540	107,540		105,700	113,352	121,424
Households below minimum service level										
Water:	6	6	6	6	6	6		6	6	6
Sanitation/sewerage:	6	6	6	6	6	6		6	6	6
Energy:	6	6	6	6	6	6		6	6	6
Refuse:	12	12	12	12	12	12		12	12	12

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue - Functional										
Governance and administration		**1,098,135**	**1,180,153**	**1,257,109**	**1,689,473**	**1,692,841**	**1,692,841**	**1,815,862**	**1,863,927**	**1,840,521**
Executive and council		480,231	503,511	549,361	972,401	975,769	975,769	1,067,130	1,065,219	994,303
Finance and administration		617,905	676,642	707,747	717,072	717,072	717,072	748,732	798,707	846,219
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**28,981**	**31,035**	**48,267**	**42,989**	**46,989**	**46,989**	**45,944**	**48,265**	**50,906**
Community and social services		11,158	11,662	12,642	12,138	12,138	12,138	12,888	13,532	14,256
Sport and recreation		1,889	2,428	2,639	2,720	2,720	2,720	2,910	3,071	3,247
Public safety		720	412	276	540	540	540	570	601	634
Housing		12,192	12,972	28,843	27,501	27,501	27,501	29,501	30,976	32,680
Health		3,023	3,560	3,867	90	4,090	4,090	75	84	89
Economic and environmental services		**28,997**	**22,120**	**37,710**	**18,976**	**22,235**	**22,235**	**23,377**	**24,596**	**25,836**
Planning and development		15,823	5,342	22,952	5,956	9,215	9,215	9,207	9,713	10,199
Road transport		13,174	16,779	14,758	13,020	13,020	13,020	14,170	14,883	15,637
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**1,212,755**	**1,291,009**	**1,730,934**	**1,767,977**	**1,767,977**	**1,767,977**	**2,016,483**	**2,171,497**	**2,339,815**
Energy sources		742,172	773,385	1,163,247	1,164,299	1,164,299	1,164,299	1,305,623	1,423,554	1,552,123
Water management		307,957	328,261	352,402	398,115	398,115	398,115	448,093	471,708	496,909
Waste water management		93,896	108,190	121,173	118,290	118,290	118,290	153,374	161,191	169,641
Waste management		68,729	81,173	94,112	87,272	87,272	87,272	109,393	115,045	121,142
Other	4	**9,946**	**10,121**	**10,104**	**11,092**	**11,092**	**11,092**	**12,081**	**12,698**	**13,333**
Total Revenue - Functional	2	**2,378,815**	**2,534,437**	**3,084,125**	**3,530,507**	**3,541,134**	**3,541,134**	**3,913,747**	**4,120,983**	**4,270,411**
Expenditure - Functional										
Governance and administration		**616,540**	**757,821**	**734,453**	**755,594**	**864,967**	**864,967**	**760,201**	**799,611**	**841,910**
Executive and council		374,197	505,059	472,647	477,043	583,393	583,393	541,013	568,488	596,351
Finance and administration		235,566	247,373	256,237	271,754	274,747	274,747	215,171	226,884	241,108
Internal audit		6,778	5,389	5,569	6,797	6,827	6,827	4,017	4,238	4,450
Community and public safety		**176,753**	**186,168**	**201,954**	**207,313**	**213,830**	**213,830**	**219,694**	**233,503**	**245,817**
Community and social services		42,959	45,511	48,586	49,027	51,199	51,199	52,711	57,438	59,978
Sport and recreation		53,032	59,539	66,863	63,043	63,143	63,143	66,957	70,684	74,802
Public safety		42,229	41,055	44,135	45,933	46,033	46,033	47,422	50,117	52,873
Housing		19,874	20,980	21,956	28,042	28,042	28,042	31,138	32,694	34,436
Health		18,659	19,082	20,412	21,267	25,412	25,412	21,467	22,569	23,728
Economic and environmental services		**124,668**	**138,729**	**170,731**	**183,093**	**192,175**	**192,175**	**186,232**	**196,229**	**206,921**
Planning and development		39,022	42,376	46,192	55,644	60,476	60,476	52,893	55,803	58,631
Road transport		84,946	95,517	123,669	126,551	130,801	130,801	132,364	139,398	147,205
Environmental protection		700	836	870	898	898	898	975	1,029	1,085
Trading services		**1,373,647**	**1,490,202**	**1,666,267**	**1,753,665**	**1,896,203**	**1,896,203**	**2,001,920**	**2,153,869**	**2,319,459**
Energy sources		882,510	963,125	1,101,328	1,151,651	1,246,140	1,246,140	1,293,951	1,410,381	1,537,259
Water management		326,816	349,874	363,718	395,412	434,712	434,712	445,043	467,266	491,525
Waste water management		92,343	104,093	122,085	119,433	128,183	128,183	154,434	162,178	170,534
Waste management		71,978	73,110	79,136	87,170	87,170	87,170	108,493	114,045	120,142
Other	4	**23,049**	**23,062**	**24,014**	**28,839**	**29,289**	**29,289**	**29,851**	**31,364**	**32,932**
Total Expenditure - Functional	3	**2,314,658**	**2,595,982**	**2,797,419**	**2,928,505**	**3,196,465**	**3,196,465**	**3,197,899**	**3,414,576**	**3,647,039**
Surplus/(Deficit) for the year		**64,157**	**(61,545)**	**286,705**	**602,003**	**344,669**	**344,669**	**715,848**	**706,406**	**623,372**

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes

2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)

3. Total Expenditure by Functional Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)

4. All amounts must be classified under a functional classification . The GFS function 'Other' is only for Abbatoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification.

NC091 Sol Plaatje - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue - Functional										
Municipal governance and administration		**1,098,135**	**1,180,153**	**1,257,109**	**1,689,473**	**1,692,841**	**1,692,841**	**1,815,862**	**1,863,927**	**1,840,521**
Executive and council		480,231	503,511	549,361	972,401	975,769	975,769	1,067,130	1,065,219	994,303
Mayor and Council										
Municipal Manager, Town Secretary and Chief Executive		480,231	503,511	549,361	972,401	975,769	975,769	1,067,130	1,065,219	994,303
Finance and administration		617,905	676,642	707,747	717,072	717,072	717,072	748,732	798,707	846,219
Administrative and Corporate Support		1,706	1,754	1,754	1,861	1,861	1,861	1,860	2,064	2,166
Asset Management		–	–	–	–	–	–	–	–	–
Finance		604,448	655,848	700,187	708,311	708,311	708,311	740,322	789,884	834,671
Fleet Management										
Human Resources		6,813	5,378	5,338	6,100	6,100	6,100	6,050	6,233	8,828
Information Technology		–	–	–	–	–	–	–	–	–
Legal Services										
Marketing, Customer Relations, Publicity and Media Co-										
Property Services		4,938	13,662	469	800	800	800	500	528	554
Risk Management										
Security Services										
Supply Chain Management		–	–	–	–	–	–	–	–	–
Valuation Service										
Internal audit		–	–	–	–	–	–	–	–	–
Governance Function										
Community and public safety		**28,981**	**31,035**	**48,267**	**42,989**	**46,989**	**46,989**	**45,944**	**48,265**	**50,906**
Community and social services		**11,158**	**11,662**	**12,642**	**12,138**	**12,138**	**12,138**	**12,888**	**13,532**	**14,256**
Aged Care										
Agricultural										
Animal Care and Diseases										
Cemeteries, Funeral Parlours and Crematoriums		2,361	2,463	3,164	2,800	2,800	2,800	3,400	3,570	3,749
Child Care Facilities										
Community Halls and Facilities		370	499	463	541	541	541	501	526	552
Consumer Protection										
Cultural Matters										
Disaster Management										
Education										
Indigenous and Customary Law										
Industrial Promotion										
Language Policy										
Libraries and Archives		8,427	8,701	9,015	8,797	8,797	8,797	8,987	9,436	9,955
Literacy Programmes										
Media Services										
Museums and Art Galleries										
Population Development										
Provincial Cultural Matters										
Theatres										
Zoo's										
Sport and recreation		**1,889**	**2,428**	**2,639**	**2,720**	**2,720**	**2,720**	**2,910**	**3,071**	**3,247**
Beaches and Jetties										
Casinos, Racing, Gambling, Wagering										
Community Parks (including Nurseries)										
Recreational Facilities		1,466	1,700	1,697	1,920	1,920	1,920	1,910	2,011	2,123
Sports Grounds and Stadiums		423	728	942	800	800	800	1,000	1,060	1,124
Public safety		**720**	**412**	**276**	**540**	**540**	**540**	**570**	**601**	**634**
Civil Defence										
Cleansing										
Control of Public Nuisances										
Fencing and Fences										
Fire Fighting and Protection		674	402	210	500	500	500	500	528	557
Licensing and Control of Animals		46	9	66	40	40	40	70	74	78
Police Forces, Traffic and Street Parking Control										
Pounds										
Housing		**12,192**	**12,972**	**28,843**	**27,501**	**27,501**	**27,501**	**29,501**	**30,976**	**32,680**
Housing		12,192	12,972	28,843	27,501	27,501	27,501	29,501	30,976	32,680
Informal Settlements										
Health		**3,023**	**3,560**	**3,867**	**90**	**4,090**	**4,090**	**75**	**84**	**89**
Ambulance										
Health Services		3,023	3,560	3,867	90	4,090	4,090	75	84	89
Laboratory Services										
Food Control										
Health Surveillance and Prevention of Communicable Diseases										
Vector Control										
Chemical Safety										

Economic and environmental services		**28,997**	**22,120**	**37,710**	**18,976**	**22,235**	**22,235**	**23,377**	**24,596**	**25,836**
Planning and development		**15,823**	**5,342**	**22,952**	**5,956**	**9,215**	**9,215**	**9,207**	**9,713**	**10,199**
Billboards										
Corporate Wide Strategic Planning (IDPs, LEDs)		14,973	558	19,487	650	650	650	700	739	775
Central City Improvement District										
Development Facilitation										
Economic Development/Planning		–	–	–	–	–	–	–	–	–
Regional Planning and Development										
Town Planning, Building Regulations and Enforcement, and City		850	4,783	3,465	5,306	5,806	5,806	6,202	6,543	6,870
Project Management Unit		–	–	–	–	2,759	2,759	2,305	2,432	2,553
Provincial Planning										
Support to Local Municipalities										
Road transport		**13,174**	**16,779**	**14,758**	**13,020**	**13,020**	**13,020**	**14,170**	**14,883**	**15,637**
Public Transport										
Road and Traffic Regulation		12,210	15,873	13,855	12,120	12,120	12,120	13,270	13,934	14,630
Roads		964	906	903	900	900	900	900	950	1,006
Taxi Ranks										
Environmental protection		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biodiversity and Landscape										
Coastal Protection										
Indigenous Forests										
Nature Conservation										
Pollution Control										
Soil Conservation										
Trading services		**1,212,755**	**1,291,009**	**1,730,934**	**1,767,977**	**1,767,977**	**1,767,977**	**2,016,483**	**2,171,497**	**2,339,815**
Energy sources		**742,172**	**773,385**	**1,163,247**	**1,164,299**	**1,164,299**	**1,164,299**	**1,305,623**	**1,423,554**	**1,552,123**
Electricity		742,172	773,385	1,163,247	1,164,299	1,164,299	1,164,299	1,305,623	1,423,554	1,552,123
Street Lighting and Signal Systems										
Nonelectric Energy										
Water management		**307,957**	**328,261**	**352,402**	**398,115**	**398,115**	**398,115**	**448,093**	**471,708**	**496,909**
Water Treatment										
Water Distribution		307,957	328,261	352,402	398,115	398,115	398,115	448,093	471,708	496,909
Water Storage										
Waste water management		**93,896**	**108,190**	**121,173**	**118,290**	**118,290**	**118,290**	**153,374**	**161,191**	**169,641**
Public Toilets										
Sewerage		93,896	108,190	121,173	118,290	118,290	118,290	153,374	161,191	169,641
Storm Water Management										
Waste Water Treatment										
Waste management		**68,729**	**81,173**	**94,112**	**87,272**	**87,272**	**87,272**	**109,393**	**115,045**	**121,142**
Recycling										
Solid Waste Disposal (Landfill Sites)										
Solid Waste Removal		68,729	81,173	94,112	87,272	87,272	87,272	109,393	115,045	121,142
Street Cleaning										
Other		**9,946**	**10,121**	**10,104**	**11,092**	**11,092**	**11,092**	**12,081**	**12,698**	**13,333**
Abattoirs										
Air Transport										
Forestry										
Licensing and Regulation		8,750	9,286	7,428	9,480	9,480	9,480	9,480	9,954	10,452
Markets		1,104	736	2,582	1,500	1,500	1,500	2,500	2,638	2,769
Tourism		93	98	94	112	112	112	101	107	112
Total Revenue - Functional	2	**2,378,815**	**2,534,437**	**3,084,125**	**3,530,507**	**3,541,134**	**3,541,134**	**3,913,747**	**4,120,983**	**4,270,411**

Expenditure - Functional									
Municipal governance and administration	**616,540**	**757,821**	**734,453**	**755,594**	**864,967**	**864,967**	**760,201**	**799,611**	**841,910**
Executive and council	374,197	505,059	472,647	477,043	583,393	583,393	541,013	568,488	596,351
Mayor and Council	53,270	58,395	59,615	60,855	60,895	60,895	61,221	64,402	67,817
Municipal Manager, Town Secretary and Chief Executive	320,926	446,664	413,032	416,188	522,498	522,498	479,792	504,086	528,534
Finance and administration	235,566	247,373	256,237	271,754	274,747	274,747	215,171	226,884	241,108
Administrative and Corporate Support	23,991	28,231	27,726	29,424	29,406	29,406	27,660	29,254	30,749
Asset Management	7,044	5,674	6,537	5,175	5,190	5,190	4,348	4,587	4,817
Finance	80,132	82,461	89,915	88,984	88,984	88,984	66,809	70,483	74,007
Fleet Management	25,924	27,267	28,262	25,010	25,010	25,010	14,731	15,656	16,838
Human Resources	20,317	20,211	20,195	30,928	24,624	24,624	19,229	20,071	23,427
Information Technology	10,869	13,569	6,371	14,009	22,009	22,009	14,046	14,819	15,560
Legal Services									
Marketing, Customer Relations, Publicity and Media Co-	3,709	2,979	3,688	4,631	4,631	4,631	4,812	5,053	5,305
Property Services	14,765	15,006	15,885	17,390	18,690	18,690	18,901	19,941	20,938
Risk Management	2,481	2,488	1,741	1,588	1,588	1,588	1,559	1,653	1,752
Security Services	23,875	25,389	29,777	27,983	27,983	27,983	16,447	17,277	18,219
Supply Chain Management	13,057	13,478	14,046	14,201	14,201	14,201	13,585	14,332	15,049
Valuation Service	9,403	10,618	12,096	12,430	12,430	12,430	13,042	13,759	14,447
Internal audit	6,778	5,389	5,569	6,797	6,827	6,827	4,017	4,238	4,450
Governance Function	6,778	5,389	5,569	6,797	6,827	6,827	4,017	4,238	4,450
Community and public safety	**176,753**	**186,168**	**201,954**	**207,313**	**213,830**	**213,830**	**219,694**	**233,503**	**245,817**
Community and social services	**42,959**	**45,511**	**48,586**	**49,027**	**51,199**	**51,199**	**52,711**	**57,438**	**59,978**
Aged Care									
Agricultural									
Animal Care and Diseases									
Cemeteries, Funeral Parlours and Crematoriums	22,180	24,930	22,670	22,580	22,580	22,580	23,805	25,269	26,532
Child Care Facilities									
Community Halls and Facilities	4,732	3,552	8,199	5,920	7,642	7,642	7,186	7,545	7,923
Consumer Protection									
Cultural Matters									
Disaster Management									
Education									
Indigenous and Customary Law									
Industrial Promotion									
Language Policy									
Libraries and Archives	16,047	17,029	17,717	20,527	20,977	20,977	21,721	24,624	25,523
Literacy Programmes									
Media Services									
Museums and Art Galleries									
Population Development									
Provincial Cultural Matters									
Theatres									
Zoo's									
Sport and recreation	**53,032**	**59,539**	**66,863**	**63,043**	**63,143**	**63,143**	**66,957**	**70,684**	**74,802**
Beaches and Jetties									
Casinos, Racing, Gambling, Wagering									
Community Parks (including Nurseries)	25,777	27,879	29,082	26,517	25,717	25,717	27,755	29,420	31,185
Recreational Facilities	21,532	25,194	29,591	27,710	28,610	28,610	29,947	31,455	33,218
Sports Grounds and Stadiums	5,723	6,467	8,190	8,816	8,816	8,816	9,254	9,810	10,398
Public safety	**42,229**	**41,055**	**44,135**	**45,933**	**46,033**	**46,033**	**47,422**	**50,117**	**52,873**
Civil Defence									
Cleansing									
Control of Public Nuisances									
Fencing and Fences									
Fire Fighting and Protection	40,933	39,481	42,330	43,999	44,099	44,099	45,854	48,471	51,137
Licensing and Control of Animals	1,296	1,574	1,805	1,934	1,934	1,934	1,568	1,646	1,737
Police Forces, Traffic and Street Parking Control									
Pounds									
Housing	**19,874**	**20,980**	**21,956**	**28,042**	**28,042**	**28,042**	**31,138**	**32,694**	**34,436**
Housing	19,874	20,980	21,956	28,042	28,042	28,042	31,138	32,694	34,436
Informal Settlements									
Health	**18,659**	**19,082**	**20,412**	**21,267**	**25,412**	**25,412**	**21,467**	**22,569**	**23,728**
Ambulance									
Health Services	18,659	19,082	20,412	21,267	25,412	25,412	21,467	22,569	23,728
Laboratory Services									
Food Control									
Health Surveillance and Prevention of Communicable Diseases									
Vector Control									
Chemical Safety									

Economic and environmental services		**124,668**	**138,729**	**170,731**	**183,093**	**192,175**	**192,175**	**186,232**	**196,229**	**206,921**
Planning and development		**39,022**	**42,376**	**46,192**	**55,644**	**60,476**	**60,476**	**52,893**	**55,803**	**58,631**
Billboards										
Corporate Wide Strategic Planning (IDPs, LEDs)		9,580	10,525	10,936	11,889	12,482	12,482	10,709	11,298	11,863
Central City Improvement District										
Development Facilitation										
Economic Development/Planning		6,015	6,477	6,800	7,427	7,472	7,472	7,779	8,207	8,618
Regional Planning and Development										
Town Planning, Building Regulations and Enforcement, and City		22,653	23,724	26,137	34,275	36,010	36,010	29,751	31,388	32,995
Project Management Unit		774	1,650	2,319	2,053	4,512	4,512	4,653	4,909	5,155
Provincial Planning										
Support to Local Municipalities										
Road transport		**84,946**	**95,517**	**123,669**	**126,551**	**130,801**	**130,801**	**132,364**	**139,398**	**147,205**
Public Transport										
Road and Traffic Regulation		41,214	43,260	43,214	46,981	46,981	46,981	49,156	51,614	54,195
Roads		43,731	52,257	80,455	79,570	83,820	83,820	83,208	87,784	93,010
Taxi Ranks										
Environmental protection		**700**	**836**	**870**	**898**	**898**	**898**	**975**	**1,029**	**1,085**
Biodiversity and Landscape		700	836	870	898	898	898	975	1,029	1,085
Coastal Protection										
Indigenous Forests										
Nature Conservation										
Pollution Control										
Soil Conservation										
Trading services		**1,373,647**	**1,490,202**	**1,666,267**	**1,753,665**	**1,896,203**	**1,896,203**	**2,001,920**	**2,153,869**	**2,319,459**
Energy sources		**882,510**	**963,125**	**1,101,328**	**1,151,651**	**1,246,140**	**1,246,140**	**1,293,951**	**1,410,381**	**1,537,259**
Electricity		873,654	954,505	1,092,192	1,141,986	1,235,475	1,235,475	1,283,651	1,399,360	1,525,466
Street Lighting and Signal Systems		8,856	8,620	9,136	9,665	10,665	10,665	10,300	11,021	11,792
Nonelectric Energy										
Water management		**326,816**	**349,874**	**363,718**	**395,412**	**434,712**	**434,712**	**445,043**	**467,266**	**491,525**
Water Treatment		68,946	81,920	85,438	96,443	96,443	96,443	103,334	108,471	113,862
Water Distribution		257,870	267,953	278,280	298,969	338,269	338,269	341,709	358,795	377,663
Water Storage										
Waste water management		**92,343**	**104,093**	**122,085**	**119,433**	**128,183**	**128,183**	**154,434**	**162,178**	**170,534**
Public Toilets		2,153	2,051	2,202	2,577	2,577	2,577	2,679	2,813	2,953
Sewerage		49,851	58,143	67,497	70,847	79,597	79,597	102,665	107,575	112,941
Storm Water Management										
Waste Water Treatment		40,339	43,899	52,387	46,009	46,009	46,009	49,091	51,791	54,639
Waste management		**71,978**	**73,110**	**79,136**	**87,170**	**87,170**	**87,170**	**108,493**	**114,045**	**120,142**
Recycling										
Solid Waste Disposal (Landfill Sites)		2,625	3,377	2,669	5,120	5,120	5,120	4,663	4,896	5,165
Solid Waste Removal		69,353	69,734	76,467	82,050	82,050	82,050	103,830	109,149	114,976
Street Cleaning										
Other		**23,049**	**23,062**	**24,014**	**28,839**	**29,289**	**29,289**	**29,851**	**31,364**	**32,932**
Abattoirs										
Air Transport										
Forestry										
Licensing and Regulation		12,715	12,796	13,893	17,214	17,214	17,214	18,521	19,447	20,419
Markets		6,473	6,280	6,174	6,886	7,086	7,086	7,147	7,525	7,901
Tourism		3,861	3,986	3,947	4,740	4,990	4,990	4,183	4,392	4,612
Total Expenditure - Functional	3	**2,314,658**	**2,595,982**	**2,797,419**	**2,928,505**	**3,196,465**	**3,196,465**	**3,197,899**	**3,414,576**	**3,647,039**
Surplus/(Deficit) for the year		**64,157**	**(61,545)**	**286,705**	**602,003**	**344,669**	**344,669**	**715,848**	**706,406**	**623,372**

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist national and international accounts and comparison

2. Total Revenue by Functional Classification must reconcile to total operating revenue shown in Financial Performance (revenue and expenditure)

3. Total Expenditure by Functional Classification must reconcile to total operating expenditure shown in Financial Performance (revenue and expenditure)

4. All amounts must be classified under a Functional classification. The GFS function 'Other' is only for Abbatoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue by Vote	1									
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		480,231	503,511	549,361	972,401	975,769	975,769	1,067,130	1,065,219	994,303
Vote 03 - Municipal Manager		–	–	–	–	2,759	2,759	2,305	2,432	2,553
Vote 04 - Corporate Services		6,869	5,432	5,391	6,161	6,161	6,161	6,110	6,296	8,894
Vote 05 - Community Services		106,478	124,394	134,820	124,361	128,361	128,361	148,586	156,221	164,450
Vote 06 - Financial Services		610,429	670,519	701,887	710,111	710,111	710,111	742,122	791,884	836,771
Vote 07 - Strategy Econ Development And Planning		17,626	6,867	26,098	8,368	8,868	8,868	10,003	10,553	11,081
Vote 08 - Infrastructure And Services		1,157,181	1,223,713	1,666,568	1,709,105	1,709,105	1,709,105	1,937,491	2,088,378	2,252,359
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**2,378,815**	**2,534,437**	**3,084,125**	**3,530,507**	**3,541,134**	**3,541,134**	**3,913,747**	**4,120,983**	**4,270,411**
Expenditure by Vote ***to be appropriated***	1									
Vote 01 - Executive & Council		53,270	58,395	59,615	60,855	60,895	60,895	61,221	64,402	67,817
Vote 02 - Municipal And General		309,950	434,595	400,410	403,603	507,863	507,863	472,882	496,795	520,879
Vote 03 - Municipal Manager		20,618	22,369	24,274	27,854	32,626	32,626	30,614	32,298	33,913
Vote 04 - Corporate Services		64,274	68,169	71,184	82,140	75,818	75,818	80,133	84,128	90,932
Vote 05 - Community Services		286,713	299,548	321,918	337,272	343,789	343,789	363,848	384,963	405,114
Vote 06 - Financial Services		126,129	131,248	134,722	166,217	174,232	174,232	173,366	183,002	192,153
Vote 07 - Strategy Econ Development And Planning		54,596	57,573	60,672	67,813	71,703	71,703	69,420	73,201	76,862
Vote 08 - Infrastructure And Services		1,399,107	1,524,086	1,724,624	1,782,750	1,929,538	1,929,538	1,946,415	2,095,787	2,259,370
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	**2,314,658**	**2,595,982**	**2,797,419**	**2,928,505**	**3,196,465**	**3,196,465**	**3,197,899**	**3,414,576**	**3,647,039**
Surplus/(Deficit) for the year	2	**64,157**	**(61,545)**	**286,705**	**602,003**	**344,669**	**344,669**	**715,848**	**706,406**	**623,372**

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure

2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)

3. Assign share in 'associate' to relevant Vote

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue by Vote	1									
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–
01.1 - Councillor's Expenses		–	–	–	–	–	–	–	–	–
01.2 - Executive Mayor Admin		–	–	–	–	–	–	–	–	–
01.3 - Speakers Office Admin		–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		**480,231**	**503,511**	**549,361**	**972,401**	**975,769**	**975,769**	**1,067,130**	**1,065,219**	**994,303**
02.1 - Municipal And General		480,231	503,501	548,688	971,601	974,969	974,969	1,066,330	1,064,379	993,421
02.2 - Mun : Insurance Fund - Short Term		–	10	673	800	800	800	800	840	882
02.3 - Mun : Workmen's Compensation Fund		–	–	–	–	–	–	–	–	–
Vote 03 - Municipal Manager		**–**	**–**	**–**	**–**	**2,759**	**2,759**	**2,305**	**2,432**	**2,553**
03.1 - Municipal Manager - Admin		–	–	–	–	–	–	–	–	–
03.2 - Internal Investigations		–	–	–	–	–	–	–	–	–
03.3 - Internal Audit		–	–	–	–	–	–	–	–	–
03.4 - Idp Unit		–	–	–	–	–	–	–	–	–
03.5 - Project Management Unit - Pmu		–	–	–	–	2,759	2,759	2,305	2,432	2,553
Vote 04 - Corporate Services		**6,869**	**5,432**	**5,391**	**6,161**	**6,161**	**6,161**	**6,110**	**6,296**	**8,894**
04.1 - Corporate Services - Admin		–	–	–	–	–	–	–	–	–
04.2 - Office Services And Archives		56	54	54	61	61	61	60	64	66
04.3 - H R - Management		–	–	–	–	–	–	–	–	–
04.4 - H R - Recruitment And Benefits		–	–	–	–	–	–	–	–	–
04.5 - H R - Training And Development		1,912	1,522	1,562	1,600	1,600	1,600	1,650	1,733	1,828
04.6 - H R - Local Authority Training		4,901	3,856	3,776	4,500	4,500	4,500	4,400	4,500	7,000
04.7 - Publicity And Media Coordination		–	–	–	–	–	–	–	–	–
04.8 - Risk Management		–	–	–	–	–	–	–	–	–
04.9 - Security And Protection		–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		**106,478**	**124,394**	**134,820**	**124,361**	**128,361**	**128,361**	**148,586**	**156,221**	**164,450**
05.1 - Community Services - Admin		–	–	–	–	–	–	–	–	–
05.2 - Emergency Services		674	402	210	500	500	500	500	528	557
05.3 - Biodiversity And Landscape		–	–	–	–	–	–	–	–	–
05.4 - Libraries		8,427	8,701	9,015	8,797	8,797	8,797	8,987	9,436	9,955
05.5 - Road Traffic Regulations		12,210	15,873	13,855	12,120	12,120	12,120	13,270	13,934	14,630
05.6 - Vehicle Licensing And Testing		8,750	9,286	7,428	9,480	9,480	9,480	9,480	9,954	10,452
05.7 - Community Parks		–	–	–	–	–	–	–	–	–
05.8 - Sport Grounds And Stadiums		423	728	942	800	800	800	1,000	1,060	1,124
05.9 - Community Halls And Facilities		370	499	463	541	541	541	501	526	552
05.10 - Swimming Pools		217	385	308	420	420	420	350	371	393
05.11 - Cemetries		2,361	2,463	3,164	2,800	2,800	2,800	3,400	3,570	3,749
05.12 - Resorts And Camping Sites Inside Spm		405	396	653	440	440	440	740	777	820
05.13 - Resorts And Camping Sites Outside Spm		690	611	454	720	720	720	500	525	554
05.14 - Resort Transka		154	309	282	340	340	340	320	338	356
05.15 - Health - Admin		–	–	–	–	–	–	–	–	–
05.16 - Health - Clinics		–	–	–	–	–	–	–	–	–
05.17 - Health - Inspections		3,023	3,560	3,867	90	4,090	4,090	75	84	89
05.18 - Health - Commonage And Pound		46	9	66	40	40	40	70	74	78
05.19 - Refuse - Polution Control/Collection		68,729	81,173	94,112	87,272	87,272	87,272	109,393	115,045	121,142
05.20 - Refuse - Landfill Sites		–	–	–	–	–	–	–	–	–
05.21 - Refuse - Maintenance		–	–	–	–	–	–	–	–	–
Vote 06 - Financial Services		**610,429**	**670,519**	**701,887**	**710,111**	**710,111**	**710,111**	**742,122**	**791,884**	**836,771**
06.1 - Financial Services Admin		–	–	–	–	–	–	–	–	–
06.2 - Financial Management Grant		1,650	1,700	1,700	1,800	1,800	1,800	1,800	2,000	2,100
06.3 - Asset And Risk		–	–	–	–	–	–	–	–	–
06.4 - Budget And Financial Reporting		(59)	(216)	(21)	100	100	100	1	1	1
06.5 - Expenditure Creditors/Payroll		631	698	813	860	860	860	890	939	986
06.6 - Information Technology		–	–	–	–	–	–	–	–	–
06.7 - Billing Finance		599,943	611,014	656,456	687,350	687,350	687,350	717,930	766,260	809,866
06.8 - Property Rates And Valuations		–	–	–	–	–	–	–	–	–
06.9 - Real Estate & Property Management		4,331	12,971	–	–	–	–	–	–	–
06.10 - Debt Collection		3,933	44,352	42,939	20,001	20,001	20,001	21,501	22,684	23,818
06.11 - Supply Chain Management		–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		**17,626**	**6,867**	**26,098**	**8,368**	**8,868**	**8,868**	**10,003**	**10,553**	**11,081**
07.1 - Sedp Admin		–	–	–	–	–	–	–	–	–
07.2 - Tourism		93	98	94	112	112	112	101	107	112
07.3 - Properties Services		607	690	469	800	800	800	500	528	554
07.4 - Economic Development And Planning		14,973	558	19,487	650	650	650	700	739	775
07.5 - Town Planning		1,223	1,262	2,443	1,500	1,500	1,500	2,500	2,638	2,769
07.6 - Building Inspectorate		(373)	3,522	1,022	3,806	4,306	4,306	3,702	3,906	4,101
07.7 - Properties Maintenance		–	–	–	–	–	–	–	–	–
07.8 - Markets And Street Trading		1,104	736	2,582	1,500	1,500	1,500	2,500	2,638	2,769
07.9 - Urban Renewal Program		–	–	–	–	–	–	–	–	–
Vote 08 - Infrastructure And Services		**1,157,181**	**1,223,713**	**1,666,568**	**1,709,105**	**1,709,105**	**1,709,105**	**1,937,491**	**2,088,378**	**2,252,359**
08.1 - Infrastructure Admin		–	–	–	–	–	–	–	–	–
08.2 - Ce - Water And Sanitation		–	–	–	–	–	–	–	–	–
08.3 - Public Toilets		–	–	–	–	–	–	–	–	–
08.4 - Mechanical Workshops		–	–	–	–	–	–	–	–	–
08.5 - Fleet		–	–	–	–	–	–	–	–	–
08.6 - Roads Planning And Design		–	–	–	–	–	–	–	–	–
08.7 - Road Construction And Maintenance		964	906	903	900	900	900	900	950	1,006
08.8 - Housing - Admin		12,192	12,972	28,843	27,501	27,501	27,501	29,501	30,976	32,680
08.9 - Housing - Maintenance		–	–	–	–	–	–	–	–	–
08.10 - Sewerage - Reticulation		93,896	108,190	121,173	118,290	118,290	118,290	153,374	161,191	169,641
08.11 - Sewerage - Treatment		–	–	–	–	–	–	–	–	–
08.12 - Sewerage - Maintenance		–	–	–	–	–	–	–	–	–
08.13 - Water - Treatment		–	–	–	–	–	–	–	–	–
08.14 - Water - Distribution		307,957	328,261	352,402	398,115	398,115	398,115	448,093	471,708	496,909
08.15 - Water - Maintenance		–	–	–	–	–	–	–	–	–
08.16 - Electricity - Admin		742,172	773,385	1,163,247	1,164,299	1,164,299	1,164,299	1,305,623	1,423,554	1,552,123
08.17 - Electricity - Maintenance		–	–	–	–	–	–	–	–	–
08.18 - Electricity - Streetlights Maintenance		–	–	–	–	–	–	–	–	–
Vote 09 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 10 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 11 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	2,378,815	2,534,437	3,084,125	3,530,507	3,541,134	3,541,134	3,913,747	4,120,983	4,270,411

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Expenditure by Vote	1									
Vote 01 - Executive & Council		**53,270**	**58,395**	**59,615**	**60,855**	**60,895**	**60,895**	**61,221**	**64,402**	**67,817**
01.1 - Councillor's Expenses		30,737	32,224	33,869	37,077	37,077	37,077	37,083	38,937	41,079
01.2 - Executive Mayor Admin		12,416	15,633	15,595	9,045	9,065	9,065	9,340	9,853	10,346
01.3 - Speakers Office Admin		10,118	10,538	10,151	14,733	14,753	14,753	14,798	15,612	16,392
Vote 02 - Municipal And General		**309,950**	**434,595**	**400,410**	**403,603**	**507,863**	**507,863**	**472,882**	**496,795**	**520,879**
02.1 - Municipal And General		309,848	431,860	398,342	402,803	500,563	500,563	472,082	495,955	519,997
02.2 - Mun : Insurance Fund - Short Term		388	1,772	2,206	800	5,800	5,800	800	840	882
02.3 - Mun : Workmen's Compensation Fund		(286)	963	(138)	–	1,500	1,500	–	–	–
Vote 03 - Municipal Manager		**20,618**	**22,369**	**24,274**	**27,854**	**32,626**	**32,626**	**30,614**	**32,298**	**33,913**
03.1 - Municipal Manager - Admin		10,976	12,069	12,622	14,388	16,438	16,438	14,183	14,963	15,711
03.2 - Internal Investigations		1,248	1,325	1,376	1,482	1,482	1,482	1,517	1,600	1,680
03.3 - Internal Audit		6,778	5,389	5,569	7,123	7,153	7,153	7,048	7,435	7,807
03.4 - Idp Unit		841	1,936	2,388	2,809	3,041	3,041	3,213	3,390	3,560
03.5 - Project Management Unit - Pmu		774	1,650	2,319	2,053	4,512	4,512	4,653	4,909	5,155
Vote 04 - Corporate Services		**64,274**	**68,169**	**71,184**	**82,140**	**75,818**	**75,818**	**80,133**	**84,128**	**90,932**
04.1 - Corporate Services - Admin		8,900	9,439	8,664	10,267	10,249	10,249	11,096	11,707	12,292
04.2 - Office Services And Archives		6,241	8,987	8,495	7,277	7,277	7,277	7,539	7,954	8,391
04.3 - H R - Management		11,047	11,736	12,126	12,671	12,667	12,667	12,514	13,140	13,862
04.4 - H R - Recruitment And Benefits		2,048	2,379	2,416	2,732	2,732	2,732	2,753	2,891	3,050
04.5 - H R - Training And Development		2,302	2,241	1,877	11,604	5,304	5,304	3,692	3,876	4,090
04.6 - H R - Local Authority Training		4,920	3,856	3,776	4,500	4,500	4,500	4,400	4,500	7,000
04.7 - Publicity And Media Coordination		3,709	2,979	3,688	4,631	4,631	4,631	4,812	5,053	5,305
04.8 - Risk Management		2,481	2,488	1,741	1,588	1,588	1,588	1,559	1,653	1,752
04.9 - Security And Protection		22,626	24,064	28,401	26,870	26,870	26,870	31,767	33,356	35,190
Vote 05 - Community Services		**286,713**	**299,548**	**321,918**	**337,272**	**343,789**	**343,789**	**363,848**	**384,963**	**405,114**
05.1 - Community Services - Admin		3,226	4,357	4,808	5,738	5,738	5,738	5,872	6,166	6,474
05.2 - Emergency Services		40,933	39,481	42,330	43,999	44,099	44,099	45,854	48,471	51,137
05.3 - Biodiversity And Landscape		700	836	870	898	898	898	975	1,029	1,085
05.4 - Libraries		16,047	17,029	17,717	20,527	20,977	20,977	21,721	24,624	25,523
05.5 - Road Traffic Regulations		41,214	43,260	43,214	46,981	46,981	46,981	49,156	51,614	54,195
05.6 - Vehicle Licensing And Testing		12,715	12,796	13,893	17,214	17,214	17,214	18,521	19,447	20,419
05.7 - Community Parks		25,777	27,879	29,082	26,517	25,717	25,717	27,755	29,420	31,185
05.8 - Sport Grounds And Stadiums		5,723	6,467	8,190	8,816	8,816	8,816	9,254	9,810	10,398
05.9 - Community Halls And Facilities		4,732	3,552	8,199	5,920	7,642	7,642	7,186	7,545	7,923
05.10 - Swimming Pools		4,916	5,822	7,362	6,131	6,131	6,131	6,340	6,720	7,124
05.11 - Cemetries		22,180	24,930	22,670	22,580	22,580	22,580	23,805	25,269	26,532
05.12 - Resorts And Camping Sites Inside Spm		7,988	9,999	12,322	10,373	11,223	11,223	13,107	13,691	14,445
05.13 - Resorts And Camping Sites Outside Spm		5,769	5,741	5,931	6,975	6,975	6,975	6,090	6,390	6,741
05.14 - Resort Transka		2,859	3,632	3,976	4,231	4,281	4,281	4,410	4,653	4,909
05.15 - Health - Admin		3,356	3,387	3,528	3,607	3,752	3,752	3,926	4,122	4,328
05.16 - Health - Clinics		5,220	5,295	5,536	6,074	6,074	6,074	5,792	6,111	6,447
05.17 - Health - Inspections		10,083	10,400	11,348	11,586	15,586	15,586	11,749	12,336	12,953
05.18 - Health - Commonage And Pound		1,296	1,574	1,805	1,934	1,934	1,934	1,568	1,646	1,737
05.19 - Refuse - Polution Control/Collection		52,079	52,669	61,306	62,258	62,258	62,258	76,822	80,563	84,729
05.20 - Refuse - Landfill Sites		2,625	3,377	2,669	5,120	5,120	5,120	4,663	4,896	5,165
05.21 - Refuse - Maintenance		17,274	17,065	15,161	19,792	19,792	19,792	19,282	20,439	21,665
Vote 06 - Financial Services		**126,129**	**131,248**	**134,722**	**166,217**	**174,232**	**174,232**	**173,366**	**183,002**	**192,153**
06.1 - Financial Services Admin		3,974	3,748	4,058	5,698	5,698	5,698	5,743	6,059	6,362
06.2 - Financial Management Grant		1,650	1,700	1,700	1,800	1,800	1,800	1,800	2,000	2,100
06.3 - Asset And Risk		7,044	5,674	6,537	7,340	7,355	7,355	7,629	8,048	8,450
06.4 - Budget And Financial Reporting		12,834	12,123	13,739	18,857	18,857	18,857	18,498	19,515	20,491
06.5 - Expenditure Creditors/Payroll		8,624	8,537	9,202	12,371	12,371	12,371	12,830	13,535	14,212
06.6 - Information Technology		10,869	13,569	6,371	18,069	26,069	26,069	20,965	22,118	23,223
06.7 - Billing Finance		41,700	44,258	48,145	50,582	50,532	50,532	51,599	54,436	57,158
06.8 - Property Rates And Valuations		9,403	10,618	12,096	12,430	12,430	12,430	13,042	13,759	14,447
06.9 - Real Estate & Property Management		–	–	–	–	–	–	–	–	–
06.10 - Debt Collection		16,975	17,543	18,829	20,913	20,963	20,963	22,394	23,626	24,807
06.11 - Supply Chain Management		13,057	13,478	14,046	18,158	18,158	18,158	18,868	19,906	20,901
Vote 07 - Strategy Econ Development And Planning		**54,596**	**57,573**	**60,672**	**67,813**	**71,703**	**71,703**	**69,420**	**73,201**	**76,862**
07.1 - Sedp Admin		2,713	2,840	2,997	3,398	3,443	3,443	3,536	3,731	3,917
07.2 - Tourism		3,861	3,986	3,947	4,740	4,990	4,990	4,183	4,392	4,612
07.3 - Properties Services		2,800	2,937	1,626	2,861	2,861	2,861	2,340	2,469	2,592
07.4 - Economic Development And Planning		8,740	8,589	8,548	9,726	10,086	10,086	8,878	9,366	9,834
07.5 - Town Planning		12,647	14,978	14,912	16,251	17,961	17,961	17,202	18,149	19,056
07.6 - Building Inspectorate		2,096	2,256	4,406	5,394	5,419	5,419	5,329	5,622	5,904
07.7 - Properties Maintenance		11,965	12,069	14,259	14,529	15,829	15,829	16,561	17,472	18,345
07.8 - Markets And Street Trading		6,473	6,280	6,174	6,886	7,086	7,086	7,147	7,525	7,901
07.9 - Urban Renewal Program		3,302	3,638	3,804	4,029	4,029	4,029	4,243	4,477	4,700
Vote 08 - Infrastructure And Services		**1,399,107**	**1,524,086**	**1,724,624**	**1,782,750**	**1,929,538**	**1,929,538**	**1,946,415**	**2,095,787**	**2,259,370**
08.1 - Infrastructure Admin		3,034	2,200	1,069	5,985	5,985	5,985	5,550	5,856	6,178
08.2 - Ce - Water And Sanitation		4,875	4,290	5,751	7,826	7,826	7,826	8,090	8,535	9,004
08.3 - Public Toilets		2,153	2,051	2,202	2,577	2,577	2,577	2,679	2,813	2,953
08.4 - Mechanical Workshops		20,987	22,955	26,581	27,086	27,086	27,086	28,128	29,816	31,903
08.5 - Fleet		4,937	4,312	1,681	–	–	–	0	–	0
08.6 - Roads Planning And Design		4,299	4,421	4,696	7,374	7,374	7,374	7,658	8,079	8,523
08.7 - Road Construction And Maintenance		39,432	47,836	75,759	72,196	76,446	76,446	75,549	79,705	84,487
08.8 - Housing - Admin		13,495	13,694	14,160	18,768	18,768	18,768	20,526	21,553	22,737
08.9 - Housing - Maintenance		6,379	7,286	7,796	9,274	9,274	9,274	10,611	11,142	11,699
08.10 - Sewerage - Reticulation		10,524	12,838	15,184	17,770	17,770	17,770	24,276	25,168	26,030
08.11 - Sewerage - Treatment		40,339	43,899	52,387	46,009	46,009	46,009	49,091	51,791	54,639
08.12 - Sewerage - Maintenance		39,327	45,305	52,313	53,077	61,827	61,827	55,717	58,503	61,721
08.13 - Water - Treatment		68,946	81,920	85,438	96,443	96,443	96,443	103,334	108,471	113,862
08.14 - Water - Distribution		193,545	191,977	213,306	212,568	251,868	251,868	233,628	244,463	256,783
08.15 - Water - Maintenance		64,325	75,976	64,974	65,947	65,947	65,947	67,448	71,495	75,785
08.16 - Electricity - Admin		823,597	895,853	1,034,388	1,048,915	1,142,103	1,142,103	1,159,820	1,268,268	1,387,205
08.17 - Electricity - Maintenance		50,057	58,652	57,804	81,271	81,571	81,571	84,008	89,109	94,068
08.18 - Electricity - Streetlights Maintenance		8,856	8,620	9,136	9,665	10,665	10,665	10,300	11,021	11,792
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	2,314,658	2,595,982	2,797,419	2,928,505	3,196,465	3,196,465	3,197,899	3,414,576	3,647,039
Surplus/(Deficit) for the year	2	64,157	(61,545)	286,705	602,003	344,669	344,669	715,848	706,406	623,372

References

1. Insert 'Vote'; e.g. Department, if different to Functional structure

2. Must reconcile to Financial Performance ('Revenue and Expenditure by Functional Classification' and 'Revenue and Expenditure')

3. Assign share in 'associate' to relevant Vote

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue											
Exchange Revenue											
Service charges - Electricity	2	726,941	754,974	886,092	1,099,199	1,099,199	1,099,199	657,538	1,218,923	1,329,174	1,449,350
Service charges - Water	2	271,961	271,599	276,094	343,685	343,685	343,685	230,307	362,722	381,821	402,078
Service charges - Waste Water Management	2	81,934	89,203	93,794	95,890	95,890	95,890	75,569	101,874	106,601	112,048
Service charges - Waste Management	2	59,094	66,890	75,114	72,271	72,271	72,271	56,746	73,593	76,320	80,287
Sale of Goods and Rendering of Services		10,563	13,750	15,100	15,955	16,455	16,455	12,136	18,644	19,647	20,663
Agency services											
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		131,160	199,982	258,041	120,030	120,030	120,030	108,394	142,100	150,980	159,252
Interest earned from Current and Non Current Assets		3,124	8,550	16,116	9,000	9,000	9,000	14,067	18,000	22,000	25,000
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land											
Rental from Fixed Assets		16,755	26,000	28,851	27,740	27,740	27,740	20,974	29,740	31,228	32,944
Licence and permits		1,077	1,056	670	1,200	1,200	1,200	506	1,000	1,050	1,103
Special rating levies											
Operational Revenue		3,954	3,189	3,202	3,773	3,773	3,773	1,959	3,383	3,563	3,750
Non-Exchange Revenue											
Property rates	2	599,898	610,991	656,442	687,320	687,320	687,320	511,710	717,920	766,250	809,856
Surcharges and Taxes											
Fines, penalties and forfeits		15,405	59,462	56,767	32,143	32,143	32,143	20,812	34,743	36,588	38,418
Licences or permits		7,455	7,965	6,500	8,000	8,000	8,000	6,760	8,200	8,610	9,041
Transfer and subsidies - Operational		235,986	264,657	501,707	299,271	311,530	311,530	285,848	323,469	337,400	355,070
Interest		-	-	-	91,900	91,900	91,900	69,027	117,020	123,467	129,691
Fuel Levy											
Operational Revenue		5,860	4,037	49,299	50,900	50,900	50,900	23,564	58,250	63,704	69,732
Gains on disposal of Assets		1,134	5,891	17,071	-	-	-	1,285	-	-	-
Other Gains		5,996	34,705	(15,774)	-	-	-	151	-	-	-
Discontinued Operations											
Total Revenue (excluding capital transfers and contributions)		**2,178,297**	**2,422,901**	**2,925,084**	**2,958,278**	**2,971,037**	**2,971,037**	**2,097,354**	**3,229,581**	**3,458,401**	**3,698,283**
Expenditure											
Employee related costs	2	772,777	821,306	894,291	950,863	952,667	952,667	564,699	1,013,332	1,070,358	1,127,015
Remuneration of councillors		30,737	32,224	33,869	37,077	37,077	37,077	23,491	37,083	38,937	41,079
Bulk purchases - electricity	2	639,689	672,362	787,457	897,300	910,118	910,118	601,935	990,000	1,089,000	1,197,900
Inventory consumed	8	101,321	127,081	122,214	319,605	318,837	318,837	100,350	322,777	333,672	350,611
Debt impairment	3	-	378,747	333,146	355,246	475,246	475,246	356,435	437,149	470,069	493,169
Depreciation and amortisation		70,060	71,830	76,441	89,700	89,700	89,700	44,850	90,200	95,157	100,093
Interest		72,909	113,955	122,651	17,774	78,195	78,195	23,036	15,880	13,737	11,318
Contracted services		38,163	28,285	45,090	40,731	66,516	66,516	37,242	42,961	45,503	51,971
Transfers and subsidies		2,546	2,599	2,526	3,660	3,660	3,660	1,892	3,550	3,858	3,967
Irrecoverable debts written off		267,518	-	-	-	-	-	-	-	-	-
Operational costs		110,302	131,090	142,363	151,549	172,511	172,511	122,530	175,966	181,491	193,117
Losses on disposal of Assets		-	-	1,022	-	-	-	-	-	-	-
Other Losses		76,681	78,885	88,679	65,000	91,938	91,938	59,612	69,000	72,795	76,799
Total Expenditure		**2,182,704**	**2,458,365**	**2,649,750**	**2,928,505**	**3,196,465**	**3,196,465**	**1,936,072**	**3,197,899**	**3,414,576**	**3,647,039**
Surplus/(Deficit)		**(4,407)**	**(35,464)**	**275,334**	**29,774**	**(225,428)**	**(225,428)**	**161,282**	**31,682**	**43,825**	**51,244**
Transfers and subsidies - capital (monetary allocations)	6	123,667	108,149	159,040	572,229	570,097	570,097	314,195	684,166	662,581	572,128
Transfers and subsidies - capital (in-kind)	6	76,850	3,387	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**196,110**	**76,072**	**434,375**	**602,003**	**344,669**	**344,669**	**475,477**	**715,848**	**706,406**	**623,372**
Income Tax											
Surplus/(Deficit) after income tax		**196,110**	**76,072**	**434,375**	**602,003**	**344,669**	**344,669**	**475,477**	**715,848**	**706,406**	**623,372**
Share of Surplus/Deficit attributable to Joint Venture											
Share of Surplus/Deficit attributable to Minorities											
Surplus/(Deficit) attributable to municipality		**196,110**	**76,072**	**434,375**	**602,003**	**344,669**	**344,669**	**475,477**	**715,848**	**706,406**	**623,372**
Share of Surplus/Deficit attributable to Associate	7										
Intercompany/Parent subsidiary transactions											
Surplus/(Deficit) for the year	1	**196,110**	**76,072**	**434,375**	**602,003**	**344,669**	**344,669**	**475,477**	**715,848**	**706,406**	**623,372**

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure - Vote											
Multi-year expenditure ***to be appropriated***	2										
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		2,295	–	–	1,500	2,500	2,500	–	2,000	–	7,395
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	5,000	3,500	3,500	525	4,000	5,000	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		18,239	8,996	24,020	2,000	2,000	2,000	143	3,600	3,000	3,100
Vote 08 - Infrastructure And Services		84,739	82,240	105,329	533,450	579,622	579,622	280,248	649,680	637,289	542,000
Vote 09 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**105,272**	**91,236**	**129,348**	**541,950**	**587,622**	**587,622**	**280,915**	**659,280**	**645,289**	**552,495**
Single-year expenditure ***to be appropriated***	2										
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		8,943	14,586	12,646	23,000	20,241	20,241	6,253	19,000	21,500	33,000
Vote 03 - Municipal Manager		–	–	–	2,349	–	–	13	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	2,210	2,210	2,210	1,531	–	4,792	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	3,000	2,511	2,511	246	8,465	6,845	5,000
Vote 08 - Infrastructure And Services		12,866	20,194	34,444	41,220	8,934	8,934	606	34,686	26,000	28,633
Vote 09 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**21,809**	**34,780**	**47,089**	**71,779**	**33,895**	**33,895**	**8,648**	**62,151**	**59,137**	**66,633**
Total Capital Expenditure - Vote		**127,081**	**126,016**	**176,438**	**613,729**	**621,518**	**621,518**	**289,563**	**721,431**	**704,426**	**619,128**
Capital Expenditure - Functional											
Governance and administration		**11,238**	**14,586**	**12,646**	**24,500**	**22,741**	**22,741**	**6,253**	**21,000**	**21,500**	**40,395**
Executive and council		11,238	14,586	12,646	24,500	22,741	22,741	6,253	21,000	21,500	40,395
Finance and administration		–	–	–	–	–	–	–	–	–	–
Internal audit											
Community and public safety		**–**	**–**	**–**	**7,210**	**5,710**	**5,710**	**2,056**	**4,000**	**9,792**	**–**
Community and social services		–	–	–	5,000	3,500	3,500	525	4,000	9,792	–
Sport and recreation		–	–	–	2,210	2,210	2,210	1,531	–	–	–
Public safety											
Housing											
Health											
Economic and environmental services		**52,457**	**44,387**	**69,228**	**48,519**	**44,407**	**44,407**	**24,209**	**53,311**	**56,134**	**58,100**
Planning and development		18,239	8,996	24,020	5,849	3,761	3,761	156	10,445	9,845	8,100
Road transport		34,218	35,392	45,208	42,670	40,646	40,646	24,053	42,866	46,289	50,000
Environmental protection											
Trading services		**63,386**	**67,042**	**94,564**	**532,000**	**547,910**	**547,910**	**256,800**	**641,500**	**617,000**	**520,633**
Energy sources		34,548	36,862	27,354	6,000	6,000	6,000	3,691	26,500	22,000	18,633
Water management		624	9,645	62,534	517,500	515,410	515,410	252,848	574,500	580,000	492,000
Waste water management		28,214	20,535	4,676	8,500	26,500	26,500	261	40,500	15,000	10,000
Waste management											
Other		**–**	**–**	**–**	**1,500**	**750**	**750**	**246**	**1,620**	**–**	**–**
Total Capital Expenditure - Functional	3	**127,081**	**126,016**	**176,438**	**613,729**	**621,518**	**621,518**	**289,563**	**721,431**	**704,426**	**619,128**
Funded by:											
National Government		95,428	96,392	124,283	572,229	570,097	570,097	281,198	684,166	662,581	572,128
Provincial Government											
District Municipality		3,500	–	6,000	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		13,891	–	17,073	–	–	–	–	–	–	–
Transfers recognised - capital	4	**112,818**	**96,392**	**147,356**	**572,229**	**570,097**	**570,097**	**281,198**	**684,166**	**662,581**	**572,128**
Borrowing	6										
Internally generated funds		14,263	29,624	29,082	41,500	51,421	51,421	8,365	37,265	41,845	47,000
Total Capital Funding	7	**127,081**	**126,016**	**176,438**	**613,729**	**621,518**	**621,518**	**289,563**	**721,431**	**704,426**	**619,128**

References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).

2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year

3. Capital expenditure by functional classification must reconcile to the appropriations by vote

4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)

6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17

7. Total Capital Funding must balance with Total Capital Expenditure

8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget

NC091 Sol Plaatje - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		**2,295**	–	–	**1,500**	**2,500**	**2,500**	–	**2,000**	–	**7,395**
02.1 - Municipal And General		2,295	–	–	1,500	2,500	2,500	–	**2,000**	–	**7,395**
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	**5,000**	**3,500**	**3,500**	**525**	**4,000**	**5,000**	–
05.9 - Community Halls And Facilities		–	–	–	5,000	3,500	3,500	525	**4,000**	**5,000**	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		**18,239**	**8,996**	**24,020**	**2,000**	**2,000**	**2,000**	**143**	**3,600**	**3,000**	**3,100**
07.4 - Economic Development And Planning		18,239	8,996	17,073	–	–	–	–	–	–	–
07.5 - Town Planning		–	–	6,946	2,000	2,000	2,000	143	**3,500**	**1,500**	**1,500**
07.9 - Urban Renewal Program		–	–	–	–	–	–	–	**100**	**1,500**	**1,600**

Vote 08 - Infrastructure And Services		**84,739**	**82,240**	**105,329**	**533,450**	**579,622**	**579,622**	**280,248**	**649,680**	**637,289**	**542,000**
08.6 - Roads Planning And Design		30,718	27,874	39,208	42,670	40,646	40,646	24,053	**42,866**	**46,289**	**50,000**
08.10 - Sewerage - Reticulation		28,214	20,535	4,676	8,500	22,500	22,500	261	**35,500**	**5,000**	**–**
08.14 - Water - Distribution		–	9,645	39,462	477,280	511,476	511,476	252,242	**564,314**	**579,000**	**490,000**
08.16 - Electricity - Admin		25,806	24,186	21,982	5,000	5,000	5,000	3,691	**7,000**	**7,000**	**2,000**
Vote 09 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 10 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 11 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 12 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 13 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 14 -		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Vote 15 - Other		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Capital multi-year expenditure sub-total		**105,272**	**91,236**	**129,348**	**541,950**	**587,622**	**587,622**	**280,915**	**659,280**	**645,289**	**552,495**

Capital expenditure - Municipal Vote Single-year expenditure appropriation	2										
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		**8,943**	**14,586**	**12,646**	**23,000**	**20,241**	**20,241**	**6,253**	**19,000**	**21,500**	**33,000**
02.1 - Municipal And General		8,943	14,586	12,646	23,000	20,241	20,241	6,253	19,000	21,500	33,000
Vote 03 - Municipal Manager		–	–	–	**2,349**	–	–	**13**	–	–	–
03.5 - Project Management Unit - Pmu		–	–	–	2,349	–	–	13	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	**2,210**	**2,210**	**2,210**	**1,531**	–	**4,792**	–
05.8 - Sport Grounds And Stadiums		–	–	–	2,210	2,210	2,210	1,531	–	–	–
05.11 - Cemetries		–	–	–	–	–	–	–	–	4,792	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	**3,000**	**2,511**	**2,511**	**246**	**8,465**	**6,845**	**5,000**
07.2 - Tourism		–	–	–	1,500	750	750	246	1,620	–	–
07.4 - Economic Development And Planning		–	–	–	–	–	–	–	2,500	–	–
07.5 - Town Planning		–	–	–	1,500	1,761	1,761	–	4,345	6,845	5,000
Vote 08 - Infrastructure And Services		**12,866**	**20,194**	**34,444**	**41,220**	**8,934**	**8,934**	**606**	**34,686**	**26,000**	**28,633**
08.6 - Roads Planning And Design		3,500	7,517	6,000	–	–	–	–	–	–	–
08.10 - Sewerage - Reticulation		–	–	–	–	4,000	4,000	–	5,000	10,000	10,000
08.14 - Water - Distribution		624	(0)	23,071	40,220	3,934	3,934	606	10,186	1,000	2,000
08.16 - Electricity - Admin		8,742	12,676	5,372	1,000	1,000	1,000	–	19,500	15,000	16,633

Vote 09 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		21,809	34,780	47,089	71,779	33,895	33,895	8,648	62,151	59,137	66,633
Total Capital Expenditure		127,081	126,016	176,438	613,729	621,518	621,518	289,563	721,431	704,426	619,128

Multi-year appropriation for Budget Year 2025/26 in the 2024/25 Annual Budget				Multi-year appropriation for 2026/27 in the 2024/25 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
Appropriation for 2025/26	Adjustments in 2024/25	Downward adjustments for 2025/26	Appropriation carried forward	Appropriation for 2025/26	Adjustments in 2024/25	Downward adjustments for 2025/26	Appropriation carried forward	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
–	–	–	–	–	–	–	–	–	–	#N/A
2,000	–	–	2,000	–	–	–	–	–	–	7,395
2,000	–	–	2,000	–	–	–	–	–	–	7,395
–	–	–	–	–	–	–	–	–	–	#N/A
–	–	–	–	–	–	–	–	–	–	#N/A
4,000	–	–	4,000	5,000	–	–	5,000	–	–	–
4,000	–	–	4,000	5,000	–	–	5,000	–	–	–
–	–	–	–	–	–	–	–	–	–	#N/A
3,600	–	–	3,600	3,000	–	–	3,000	–	–	3,100
–	–	–	–	–	–	–	–	–	–	–
3,500	–	–	3,500	1,500	–	–	1,500	–	–	1,500
100	–	–	100	1,500	–	–	1,500	–	–	1,600

649,680	–	–	**649,680**	**637,289**	–	–	**637,289**	–	–	**542,000**
42,866	–	–	**42,866**	46,289	–	–	**46,289**	–	–	50,000
35,500	–	–	**35,500**	5,000	–	–	**5,000**	–	–	–
564,314	–	–	**564,314**	579,000	–	–	**579,000**	–	–	490,000
7,000	–	–	**7,000**	7,000	–	–	**7,000**	–	–	2,000
–	–	–	–	–	–	–	–	–	–	–
–	–	–	–	–	–	–	–	–	–	–
–	–	–	–	–	–	–	–	–	–	–
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–	–	–	–	–	–	–	–	–	–	–
–	–	–	–	–	–	–	–	–	–	–
–	–	–	–	–	–	–	–	–	–	–
659,280	–	–	**659,280**	**645,289**	–	–	**645,289**	–	–	**#N/A**

NC091 Sol Plaatje - Table A6 Budgeted Financial Position

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
ASSETS											
Current assets											
Cash and cash equivalents		197,591	109,536	113,726	73,147	6,245	6,245	168,340	62,894	52,958	36,755
Trade and other receivables from exchange transactions	1	1,172,616	1,093,008	1,422,525	1,274,325	1,154,525	1,154,525	1,488,966	1,518,001	1,534,292	1,558,593
Receivables from non-exchange transactions	1	851,850	876,734	860,075	927,844	897,844	897,844	975,708	1,032,598	1,104,548	1,180,788
Current portion of non-current receivables		–	–	–	–	–	–	–	–	–	–
Inventory	2	49,454	82,694	112,013	112,013	112,013	112,013	111,805	112,013	112,013	112,013
VAT		124,979	142,434	155,736	155,542	155,542	155,542	202,547	189,484	189,484	189,484
Other current assets		126	1	638	129	129	129	837	699	699	699
Total current assets		**2,396,615**	**2,304,408**	**2,664,713**	**2,543,000**	**2,326,299**	**2,326,299**	**2,948,204**	**2,915,690**	**2,993,994**	**3,078,332**
Non current assets											
Investments											
Investment property		209,106	212,356	##########	221,645	223,406	223,406	202,338	208,661	208,845	206,668
Property, plant and equipment	3	2,003,442	2,023,360	2,100,106	2,625,801	2,632,579	2,632,579	2,345,752	2,964,165	3,580,885	4,108,411
Biological assets											
Living and non-living resources											
Heritage assets		12,071	12,071	12,071	13,571	12,821	12,821	12,317	13,691	12,071	12,071
Intangible assets		21,238	17,714	46,592	13,214	13,214	13,214	44,342	38,642	32,629	26,315
Trade and other receivables from exchange transactions		–	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactions		–	–	–	–	–	–	–	–	–	–
Other non-current assets		–	–	–	–	–	–	–	–	–	–
Total non current assets		**2,245,857**	**2,265,500**	**2,360,035**	**2,874,231**	**2,882,019**	**2,882,019**	**2,604,749**	**3,225,160**	**3,834,429**	**4,353,464**
TOTAL ASSETS		**4,642,473**	**4,569,908**	**5,024,748**	**5,417,231**	**5,208,318**	**5,208,318**	**5,552,952**	**6,140,850**	**6,828,424**	**7,431,796**
LIABILITIES											
Current liabilities											
Bank overdraft		–	–	–	–	–	–	–	–	–	–
Financial liabilities		–	–	–	(14,788)	(14,788)	(14,788)	–	(16,688)	(35,520)	(55,520)
Consumer deposits		43,176	45,776	48,699	49,570	49,570	49,570	49,967	49,962	49,962	49,962
Trade and other payables from exchange transactions	4	1,093,332	1,293,730	642,151	1,286,802	1,286,802	1,286,802	1,191,824	1,191,824	1,191,824	1,191,824
Trade and other payables from non-exchange transactions	5	1,726	7,233	4,057	–	–	–	106,409	106,409	106,409	106,409
Provision		–	–	788	788	788	788	788	788	788	788
VAT		111,037	111,227	234,236	201,179	201,179	201,179	311,824	308,930	308,930	308,930
Other current liabilities											
Total current liabilities		**1,249,270**	**1,457,966**	**929,932**	**1,523,552**	**1,523,552**	**1,523,552**	**1,660,811**	**1,641,225**	**1,622,393**	**1,602,393**
Non current liabilities											
Financial liabilities	6	171,517	159,430	808,076	152,895	201,315	201,315	800,974	139,019	139,019	139,019
Provision	7	264,781	257,313	303,908	257,313	257,313	257,313	303,908	303,908	303,908	303,908
Long term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Other non-current liabilities											
Total non current liabilities		**436,298**	**416,743**	**1,111,983**	**410,208**	**458,628**	**458,628**	**1,104,882**	**442,927**	**442,927**	**442,927**
TOTAL LIABILITIES		**1,685,568**	**1,874,708**	**2,041,915**	**1,933,760**	**1,982,180**	**1,982,180**	**2,765,693**	**2,084,151**	**2,065,319**	**2,045,319**
NET ASSETS		**2,956,905**	**2,695,200**	**2,982,833**	**3,483,471**	**3,226,138**	**3,226,138**	**2,787,259**	**4,056,698**	**4,763,105**	**5,386,477**
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	2,997,726	2,767,963	3,055,698	3,368,093	3,110,760	3,110,760	3,381,035	3,980,697	4,687,103	5,310,475
Reserves and funds	9	90,127	64,066	74,804	64,066	64,066	64,066	74,804	74,804	74,804	74,804
Other											
TOTAL COMMUNITY WEALTH/EQUITY	10	**3,087,853**	**2,832,029**	**3,130,502**	**3,432,159**	**3,174,826**	**3,174,826**	**3,455,839**	**4,055,501**	**4,761,908**	**5,385,279**

References

1. Detail breakdown in Table SA3 for Trade receivables from Exchange and Non-exchange transactions

2. Include completed low cost housing to be transferred to beneficiaries within 12 months detail provided in Table SA3

3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements) detail in SA3

4. Detail breakdown in Table SA3.

5. Detail breakdown in Table SA3.

Store Type	Classification	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousands		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Agricultural	Opening balance - Agricultural	-	-	-	-	-	-	-	-	-	-
	Acquisitions - Agricultural	-	-	-	-	-	-	-	-	-	-
	Adjustments - Agricultural	-	-	-	-	-	-	-	-	-	-
	Issues - Agricultural	-	-	-	-	-	-	-	-	-	-
	Write Off - Agricultural	-	-	-	-	-	-	-	-	-	-
	Correction of Prior period errors - Agricultural	-	-	-	-	-	-	-	-	-	-
Agricultural Total		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Consumables Standard Rated	Opening balance - Consumables Standard Rated	1,235	2,132	1,815	2,183	2,183	2,183	2,183	2,183	2,183	2,183
	Acquisitions - Consumables Standard Rated	5,969	4,869	5,473	29,427	29,686	29,686	4,510	28,528	30,092	31,731
	Adjustments - Consumables Standard Rated	(5,928)	(4,752)	(5,585)	(29,427)	(29,686)	(29,686)	(4,163)	(28,528)	(30,092)	(31,731)
	Issues - Consumables Standard Rated	866	(423)	499	-	-	-	(42)	-	-	-
	Write Off - Consumables Standard Rated	(10)	(10)	(18)	-	-	-	(15)	-	-	-
	Correction of Prior period errors - Consumables Standard Rated	-	-	-	-	-	-	-	-	-	-
Consumables Standard Rated Total		**2,132**	**1,815**	**2,183**	**2,183**	**2,183**	**2,183**	**2,473**	**2,183**	**2,183**	**2,183**
Consumables Zero Rated	Opening balance - Consumables Zero Rated	480	801	661	723	723	723	723	723	723	723
	Acquisitions - Consumables Zero Rated	15,250	20,502	21,324	21,146	20,581	20,581	11,754	21,759	22,976	24,286
	Adjustments - Consumables Zero Rated	(14,876)	(20,513)	(21,210)	(21,146)	(20,581)	(20,581)	(11,457)	(21,759)	(22,976)	(24,286)
	Issues - Consumables Zero Rated	-	(2)	-	-	-	-	-	-	-	-
	Write Off - Consumables Zero Rated	(52)	(125)	(53)	-	-	-	(133)	-	-	-
	Correction of Prior period errors - Consumables Zero Rated	-	-	-	-	-	-	-	-	-	-
Consumables Zero Rated Total		**801**	**661**	**723**	**723**	**723**	**723**	**886**	**723**	**723**	**723**
Finished Goods	Opening balance - Finished Goods	28,865	39,050	47,202	53,900	53,900	53,900	53,900	53,900	53,900	53,900
	Acquisitions - Finished Goods	49,409	66,227	58,257	204,033	221,209	221,209	36,575	199,490	205,604	216,594
	Adjustments - Finished Goods	(39,214)	(57,958)	(51,516)	(204,033)	(221,209)	(221,209)	(30,614)	(199,490)	(205,604)	(216,594)
	Issues -Finished Goods	58	40	59	-	-	-	42	-	-	-
	Write Off - Finished Goods	(67)	(158)	(102)	-	-	-	-	-	-	-
	Correction of Prior period errors - Finished Goods	-	-	-	-	-	-	-	-	-	-
Finished Goods Total		**39,050**	**47,202**	**53,900**	**53,900**	**53,900**	**53,900**	**59,902**	**53,900**	**53,900**	**53,900**
Housing Stock	Opening balance - Housing Stock	6,660	5,223	30,223	52,199	52,199	52,199	52,199	52,199	52,199	52,199
	Acquisitions - Housing Stock	-	-	-	-	-	-	-	-	-	-
	Sales - Housing Stock	(1,437)	25,000	21,977	-	-	-	-	-	-	-
	Transfer - Housing stock	-	-	(0)	-	-	-	-	-	-	-
	Correction of Prior period errors - Housing stock	-	-	-	-	-	-	-	-	-	-
Housing Stock Total		**5,223**	**30,223**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**
Land	Opening balance - Land	-	-	-	-	-	-	-	-	-	-
	Acquisitions - Land	-	-	-	-	-	-	-	-	-	-
	Sales - land	-	-	-	-	-	-	-	-	-	-
	Adjustments - Land	-	-	-	-	-	-	-	-	-	-
	Correction of Prior period errors - Land	-	-	-	-	-	-	-	-	-	-
	Transfers - Land	-	-	-	-	-	-	-	-	-	-
Land Total		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Materials and Supplies	Opening balance - Materials and Supplies	28,865	39,050	47,202	53,900	53,900	53,900	53,900	53,900	53,900	53,900
	Acquisitions - Materials and Supplies	49,409	66,227	58,257	204,033	221,209	221,209	36,575	199,490	205,604	216,594
	Adjustments - Materials and Supplies	(39,214)	(57,958)	(51,516)	(204,033)	(221,209)	(221,209)	(30,614)	(199,490)	(205,604)	(216,594)
	Issues - Materials and Supplies	58	40	59	-	-	-	42	-	-	-
	Write Off - Materials and Supplies	(67)	(158)	(102)	-	-	-	-	-	-	-
	Correction of Prior period errors - Materials and Supplies	-	-	-	-	-	-	-	-	-	-
Materials and Supplies Total		**39,050**	**47,202**	**53,900**	**53,900**	**53,900**	**53,900**	**59,902**	**53,900**	**53,900**	**53,900**
Water	Opening balance - Water	2,083	2,248	2,794	3,008	3,008	3,008	3,008	3,008	3,008	3,008
	Acquisitions - Water bulk purchases	116,943	122,351	129,499	130,000	139,300	139,300	106,913	142,000	147,795	154,799
	Acquisitions - Water natural sources	-	-	-	-	-	-	-	-	-	-
	Acquisitions - Water treatment works	-	-	-	-	-	-	-	-	-	-
	Billed Authorised Consumption:Billed Metered Consumption:Free Basic Water	(4,731)	(4,392)	(4,933)	(10,000)	(10,000)	(10,000)	(2,710)	(8,000)	(8,440)	(8,904)
	Billed Authorised Consumption:Billed Metered Consumption:Revenue Water	(26,952)	(35,388)	(34,748)	(53,000)	(35,362)	(35,362)	(49,978)	(63,000)	(64,560)	(67,096)
	Billed Authorised Consumption:Billed Metered Consumption:Subsidised Water	(2,013)	-	-	-	-	-	-	-	-	-
	Billed Authorised Consumption:Billed Unmetered Consumption:Free Basic Water	(7,606)	(4,077)	(4,222)	(2,000)	(2,000)	(2,000)	(1,427)	(2,000)	(2,000)	(2,000)
	Billed Authorised Consumption:Billed Unmetered Consumption:Revenue Water	-	-	-	-	-	-	-	-	-	-
	Billed Authorised Consumption:Billed Unmetered Consumption:Subsidised Water	-	-	-	-	-	-	-	-	-	-
	Data Transfer and Management Errors	-	-	-	-	-	-	-	-	-	-
	Non-revenue Water	(75,476)	(77,948)	(85,381)	(65,000)	(91,938)	(91,938)	(59,461)	(69,000)	(72,795)	(76,799)
	Unavoidable Annual Real Losses	(32,056)	(14,796)	(25,369)	(15,000)	(21,735)	(21,735)	(17,998)	(16,000)	(16,880)	(17,808)
	Unbilled Authorised Consumption:Unbilled Metered Consumption	-	-	-	-	-	-	-	-	-	-
	Unbilled Authorised Consumption:Unbilled Unmetered Consumption	-	-	-	-	-	-	-	-	-	-
	Water Losses:Apparent Losses:Customer Meter Inaccuracies	-	(24,221)	(35,815)	(20,000)	(20,000)	(20,000)	(17,414)	(22,000)	(23,210)	(24,487)
	Water Losses:Apparent Losses:Unauthorised Consumption	-	-	-	-	-	-	-	-	-	-
	Water Losses:Real Losses:Leakage and Overflows at Storage Tanks/Reservoirs	(11,365)	(10,840)	(6,291)	(10,000)	(16,735)	(16,735)	(8,016)	(10,000)	(10,550)	(11,130)
	Water Losses:Real Losses:Leakage on Service Connections up to the point of Customer Meter	(16,028)	(12,106)	(12,832)	(10,000)	(16,735)	(16,735)	(8,016)	(11,000)	(11,605)	(12,243)
	Water Losses:Real Losses:Leakage on Transmission and Distribution Mains	(16,028)	(15,986)	(5,074)	(10,000)	(16,735)	(16,735)	(8,016)	(10,000)	(10,550)	(11,130)
	Correction of Prior period errors - Water	-	-	-	-	-	-	-	-	-	-
Water Total		**(73,228)**	**(75,154)**	**(82,373)**	**(61,992)**	**(88,930)**	**(88,930)**	**(63,117)**	**(65,992)**	**(69,787)**	**(73,791)**
Work-in-progress	Opening balance - WIP	-	-	-	-	-	-	-	-	-	-
	Materials - WIP	-	-	-	-	-	-	-	-	-	-
	Transfer - WIP	-	-	-	-	-	-	-	-	-	-
Work-in-progress Total		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Grand Total		**13,027**	**51,948**	**80,532**	**100,913**	**73,975**	**73,975**	**112,247**	**96,913**	**93,118**	**89,115**

NC091 Sol Plaatje - Table A7 Budgeted Cash Flows

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		438,882	453,721	507,798	676,122	676,122	676,122	315,534	610,232	651,313	688,378
Service charges		1,146,393	1,024,096	1,185,680	1,513,446	1,543,246	1,543,246	840,139	1,642,071	1,771,051	1,912,247
Other revenue		288,367	724,269	(54,233)	92,337	94,837	94,837	769,777	80,210	83,968	87,850
Transfers and Subsidies - Operational	1	31,741	100,622	306,662	299,271	311,530	311,530	220,175	327,469	341,400	359,070
Transfers and Subsidies - Capital	1	100,630	113,738	142,936	572,229	570,097	570,097	410,764	684,166	662,581	572,128
Interest		188	567	3,927	9,000	9,000	9,000	19,914	46,525	52,360	57,030
Dividends									–	–	–
Payments											
Suppliers and employees		(2,590,285)	(3,355,326)	(2,614,989)	(2,545,784)	(2,633,324)	(2,633,324)	(2,271,403)	(2,704,670)	(2,835,614)	(3,042,459)
Interest		(1,039)	(2,401)	281	(17,774)	(78,195)	(78,195)	2,121	(15,880)	(13,737)	(11,318)
Transfers and Subsidies	1	–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		**(585,124)**	**(940,714)**	**(521,938)**	**598,846**	**493,313**	**493,313**	**307,021**	**670,123**	**713,322**	**622,925**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	–	17,071	–	–	–	1,285	–	–	–
Decrease (increase) in non-current receivables		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments									–	–	–
Payments											
Capital assets		(127,081)	(126,016)	(176,438)	(613,729)	(621,518)	(621,518)	(280,211)	(721,431)	(704,426)	(619,128)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(127,081)**	**(126,016)**	**(159,367)**	**(613,729)**	**(621,518)**	**(621,518)**	**(278,926)**	**(721,431)**	**(704,426)**	**(619,128)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									–	–	–
Borrowing long term/refinancing		–	–	661,955	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits		–	–	(1,569)	2,000	2,000	2,000	85	–	–	–
Payments											
Repayment of borrowing		–	–	–	(14,788)	(14,788)	(14,788)	–	(16,688)	(18,832)	(20,000)
NET CASH FROM/(USED) FINANCING ACTIVITIES		**–**	**–**	**660,387**	**(12,788)**	**(12,788)**	**(12,788)**	**85**	**(16,688)**	**(18,832)**	**(20,000)**
NET INCREASE/ (DECREASE) IN CASH HELD		**(712,205)**	**(1,066,730)**	**(20,918)**	**(27,670)**	**(140,992)**	**(140,992)**	**28,180**	**(67,996)**	**(9,937)**	**(16,203)**
Cash/cash equivalents at the year begin:	2	**43,007**	**197,591**	**109,536**	**100,817**	**100,817**	**100,817**	**–**	**130,892**	**62,896**	**52,960**
Cash/cash equivalents at the year end:	2	**(669,197)**	**(869,139)**	**88,618**	**73,147**	**(40,175)**	**(40,175)**	**28,180**	**62,896**	**52,960**	**36,757**

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities

2. Cash equivalents includes investments with maturities of 3 months or less

3. The MTREF is populated directly from SA30.

Total receipts	2,006,200	2,417,013	2,109,841	3,162,405	3,204,832	3,204,832	2,577,589	3,390,673	3,562,673	3,676,701
Total payments	(2,718,405)	(3,483,743)	(2,791,146)	(3,177,287)	(3,333,036)	(3,333,036)	(2,549,493)	(3,441,981)	(3,553,777)	(3,672,904)
	(712,205)	(1,066,730)	(681,305)	(14,883)	(128,205)	(128,205)	28,096	(51,308)	8,896	3,797
Borrowings & investments & c.deposits	–	–	660,387	2,000	2,000	2,000	85	–	–	–
Repayment of borrowing	–	–	–	(14,788)	(14,788)	(14,788)	–	(16,688)	(18,832)	(20,000)
	(712,205)	(1,066,730)	(20,918)	(27,670)	(140,992)	(140,992)	28,180	(67,996)	(9,937)	(16,203)
	–	–	(0)	–	–	–	0	–	–	–

NC091 Sol Plaatje - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Cash and investments available											
Cash/cash equivalents at the year end	1	(669,197)	(869,139)	88,618	73,147	(40,175)	(40,175)	28,180	62,896	52,960	36,757
Other current investments > 90 days		866,788	978,676	25,108	–	46,420	46,420	140,159	(2)	(2)	(2)
Non current Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		**197,591**	**109,536**	**113,726**	**73,147**	**6,245**	**6,245**	**168,340**	**62,894**	**52,958**	**36,755**
Application of cash and investments											
Unspent conditional transfers		1,726	7,233	4,057	–	–	–	111,041	106,409	106,409	106,409
Unspent borrowing											
Statutory requirements	2	(13,943)	(31,207)	78,500	45,637	45,637	45,637	109,276	119,446	119,446	119,446
Other working capital requirements	3	327,414	477,883	16,805	492,567	536,175	536,175	(443,504)	(1,097,029)	(1,175,894)	(1,266,105)
Other provisions		–	–	788	788	788	788	788	788	788	788
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		**315,197**	**453,909**	**100,151**	**538,992**	**582,600**	**582,600**	**(222,399)**	**(870,386)**	**(949,251)**	**(1,039,462)**
Surplus(shortfall) - Excluding Non-Current Creditors Trf to Debt Relief Benefits		**(117,606)**	**(344,372)**	**13,576**	**(465,846)**	**(576,355)**	**(576,355)**	**390,739**	**933,281**	**1,002,209**	**1,076,217**
Creditors transferred to Debt Relief - Non-Current portion		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Surplus(shortfall) - Including Non-Current Creditors Trf to Debt Relief Benefits		**(117,606)**	**(344,372)**	**13,576**	**(465,846)**	**(576,355)**	**(576,355)**	**390,739**	**933,281**	**1,002,209**	**1,076,217**

References

1. Must reconcile with Budgeted Cash Flows

2. For example: VAT, taxation

3. Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)

4. For example: sinking fund requirements for borrowing

5. Council approval required for each reserve created and basis of cash backing of reserves - Total Reserves to be backed by cash/investments excl Valuation reserve

Other working capital requirements										
Debtors	765,918	815,847	625,346	794,235	750,627	750,627	1,072,657	2,288,853	2,367,718	2,457,929
Creditors due	1,093,332	1,293,730	642,151	1,286,802	1,286,802	1,286,802	629,153	1,191,824	1,191,824	1,191,824
Total	(327,414)	(477,883)	(16,805)	(492,567)	(536,175)	(536,175)	443,504	1,097,029	1,175,894	1,266,105
Debtors collection assumptions										
Balance outstanding - debtors	2,024,466	1,969,742	2,282,600	2,202,170	2,052,370	2,052,370	2,464,674	2,550,599	2,638,840	2,739,380
Estimate of debtors collection rate	37.8%	41.4%	27.4%	36.1%	36.6%	36.6%	43.5%	89.7%	89.7%	89.7%
Long term investments committed										
-	–	–	–	–	–	–	–	–	–	–
Capital Replacement	–	–	–	–	–	–	–	–	–	–
Self-Insurance	–	–	–	–	–	–	–	–	–	–
Coid	–	–	–	–	–	–	–	–	–	–
	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments										
Housing Development Fund	–	–	–	–	–	–	–	–	–	–
Capital replacement	62,705	39,369	51,500	39,369	39,369	39,369	51,500	51,500	51,500	51,500
Self-insurance	15,445	13,684	12,151	13,684	13,684	13,684	12,151	12,151	12,151	12,151
Compensation for Occupational Injuries and Diseases										
Employee Benefit reserve										
Non-current Provisions reserve										
Valuation roll reserve										
Investment in associate account										
Capitalisation										
6	78,150	53,053	63,651	53,053	53,053	53,053	63,651	63,651	63,651	63,651

Note:

6. Above reserves do not include Revaluation reserve. Revaluation reserve not required to be cash backed

NC091 Sol Plaatje - Table A9 Asset Management

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
CAPITAL EXPENDITURE										
Total New Assets	1	**66,118**	**50,768**	**57,324**	**96,593**	**242,504**	**242,504**	**206,753**	**60,637**	**66,133**
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		32,255	22,708	15,982	–	–	–	21,000	16,000	16,633
Water Supply Infrastructure		–	1,076	–	68,534	208,292	208,292	138,908	–	–
Sanitation Infrastructure		8,734	12,397	4,676	3,500	10,000	10,000	17,500	10,000	10,000
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***40,989***	***36,181***	***20,659***	***72,034***	***218,292***	***218,292***	***177,408***	***26,000***	***26,633***
Community Facilities		2,295	–	–	1,500	–	–	2,500	4,792	–
Sport and Recreation Facilities		–	–	–	2,210	2,210	2,210	–	–	–
Community Assets		***2,295***	**–**	**–**	***3,710***	***2,210***	***2,210***	***2,500***	***4,792***	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		2,457	3,296	11,313	5,500	7,261	7,261	7,845	7,345	6,500
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		***2,457***	***3,296***	***11,313***	***5,500***	***7,261***	***7,261***	***7,845***	***7,345***	***6,500***
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		13,891	–	17,073	–	–	–	–	1,000	–
Intangible Assets		***13,891***	**–**	***17,073***	**–**	**–**	**–**	**–**	***1,000***	**–**
Computer Equipment		**3,857**	**2,943**	**1,059**	**6,849**	**4,500**	**4,500**	**7,800**	**4,500**	**4,500**
Furniture and Office Equipment		**184**	**984**	**339**	**500**	**500**	**500**	**1,000**	**2,000**	**2,000**
Machinery and Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**2,445**	**7,364**	**6,881**	**8,000**	**9,741**	**9,741**	**10,200**	**15,000**	**26,500**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	**35,213**	**43,168**	**93,809**	**436,671**	**338,072**	**338,072**	**397,672**	**606,500**	**520,995**
Roads Infrastructure		14,756	22,461	25,491	17,500	17,500	17,500	18,304	20,000	20,000
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		976	4,000	6,173	6,000	6,000	6,000	500	1,000	2,000
Water Supply Infrastructure		–	8,569	62,145	400,171	293,572	293,572	353,768	579,000	490,000
Sanitation Infrastructure		19,481	8,138	–	5,000	16,500	16,500	23,000	5,000	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***35,213***	***43,168***	***93,809***	***428,671***	***333,572***	***333,572***	***395,572***	***605,000***	***512,000***
Community Facilities		–	–	–	–	–	–	100	1,500	1,600
Sport and Recreation Facilities		–	–	–	8,000	4,500	4,500	2,000	–	7,395
Community Assets		**–**	**–**	**–**	***8,000***	***4,500***	***4,500***	***2,100***	***1,500***	***8,995***
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Machinery and Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-

Total Upgrading of Existing Assets	6	**25,750**	**32,080**	**25,304**	**80,465**	**40,942**	**40,942**	**117,007**	**37,289**	**32,000**
Roads Infrastructure		19,462	12,931	19,717	25,170	23,146	23,146	24,562	26,289	30,000
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		1,317	10,153	5,199	–	–	–	5,000	5,000	–
Water Supply Infrastructure		624	(0)	388	48,796	13,546	13,546	81,824	1,000	2,000
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***21,403***	***23,085***	***25,304***	***73,965***	***36,692***	***36,692***	***111,387***	***32,289***	***32,000***
Community Facilities		4,348	8,996	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		***4,348***	***8,996***	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**1,500**	**750**	**750**	**1,620**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	5,000	3,500	3,500	4,000	5,000	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	***5,000***	***3,500***	***3,500***	***4,000***	***5,000***	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Machinery and Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	**127,081**	**126,016**	**176,438**	**613,729**	**621,518**	**621,518**	**721,431**	**704,426**	**619,128**
Roads Infrastructure		34,218	35,392	45,208	42,670	40,646	40,646	42,866	46,289	50,000
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		34,548	36,862	27,354	6,000	6,000	6,000	26,500	22,000	18,633
Water Supply Infrastructure		624	9,645	62,534	517,500	515,410	515,410	574,500	580,000	492,000
Sanitation Infrastructure		28,214	20,535	4,676	8,500	26,500	26,500	40,500	15,000	10,000
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***97,604***	***102,434***	***139,772***	***574,670***	***588,556***	***588,556***	***684,366***	***663,289***	***570,633***
Community Facilities		6,643	8,996	–	1,500	–	–	2,600	6,292	1,600
Sport and Recreation Facilities		–	–	–	10,210	6,710	6,710	2,000	–	7,395
Community Assets		***6,643***	***8,996***	**–**	***11,710***	***6,710***	***6,710***	***4,600***	***6,292***	***8,995***
Heritage Assets		**–**	**–**	**–**	**1,500**	**750**	**750**	**1,620**	**–**	**–**
Revenue Generating		2,457	3,296	11,313	5,500	7,261	7,261	7,845	7,345	6,500
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		***2,457***	***3,296***	***11,313***	***5,500***	***7,261***	***7,261***	***7,845***	***7,345***	***6,500***
Operational Buildings		–	–	–	5,000	3,500	3,500	4,000	5,000	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	***5,000***	***3,500***	***3,500***	***4,000***	***5,000***	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		13,891	–	17,073	–	–	–	–	1,000	–
Intangible Assets		***13,891***	**–**	***17,073***	**–**	**–**	**–**	**–**	***1,000***	**–**
Computer Equipment		**3,857**	**2,943**	**1,059**	**6,849**	**4,500**	**4,500**	**7,800**	**4,500**	**4,500**
Furniture and Office Equipment		**184**	**984**	**339**	**500**	**500**	**500**	**1,000**	**2,000**	**2,000**
Machinery and Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**2,445**	**7,364**	**6,881**	**8,000**	**9,741**	**9,741**	**10,200**	**15,000**	**26,500**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		**127,081**	**126,016**	**176,438**	**613,729**	**621,518**	**621,518**	**721,431**	**704,426**	**619,128**

ASSET REGISTER SUMMARY - PPE (WDV)	5	2,245,857	2,265,500	2,360,035	2,724,009	2,731,797	2,731,797	2,831,599	2,719,437	2,534,046
Roads Infrastructure		519,954	354,611	385,394	309,672	307,649	307,649	286,442	270,876	254,647
Storm water Infrastructure		52,844	211,374	206,636	206,074	206,074	206,074	198,686	193,095	187,224
Electrical Infrastructure		309,366	337,712	357,888	334,712	334,712	334,712	370,888	356,893	343,508
Water Supply Infrastructure		278,114	280,179	335,896	787,679	785,589	785,589	896,396	892,401	794,384
Sanitation Infrastructure		460,353	456,096	448,483	464,596	482,596	482,596	481,483	455,983	450,983
Solid Waste Infrastructure		21,175	19,181	18,739	3,281	3,281	3,281	2,389	(14,381)	(32,073)
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***1,641,806***	***1,659,154***	***1,753,036***	***2,106,015***	***2,119,901***	***2,119,901***	***2,236,284***	***2,154,866***	***1,998,673***
Community Assets		222,417	221,129	208,460	226,338	219,838	219,838	199,810	190,369	175,333
Heritage Assets		**12,071**	**12,071**	**12,071**	**13,571**	**12,821**	**12,821**	**13,691**	**12,071**	**12,071**
Investment properties		**209,106**	**212,356**	**201,266**	**221,645**	**223,406**	**223,406**	**208,661**	**208,845**	**206,668**
Other Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
Intangible Assets		21,238	17,714	46,592	13,214	13,214	13,214	38,642	32,629	26,315
Computer Equipment		**7,395**	**7,397**	**5,435**	**11,546**	**9,197**	**9,197**	**8,885**	**2,420**	**(903)**
Furniture and Office Equipment		**3,021**	**3,099**	**1,777**	**1,599**	**1,599**	**1,599**	**777**	**(333)**	**(2,548)**
Machinery and Equipment		**4,541**	**3,967**	**3,102**	**2,467**	**2,467**	**2,467**	**(148)**	**(1,731)**	**(3,392)**
Transport Assets		**28,452**	**32,716**	**32,637**	**31,716**	**33,457**	**33,457**	**29,337**	**24,642**	**26,172**
Land		**95,810**	**95,898**	**95,658**	**95,898**	**95,898**	**95,898**	**95,658**	**95,658**	**95,658**
Zoo's, Marine and Non-biological Animals										
Living Resources										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	**2,245,857**	**2,265,500**	**2,360,035**	**2,724,009**	**2,731,797**	**2,731,797**	**2,831,599**	**2,719,437**	**2,534,046**
EXPENDITURE OTHER ITEMS		**343,490**	**384,400**	**408,366**	**451,818**	**471,055**	**471,055**	**457,050**	**483,289**	**510,926**
Depreciation	7	70,060	71,830	76,441	89,700	89,700	89,700	90,200	95,157	100,093
Repairs and Maintenance by Asset Class	3	**273,430**	**312,569**	**331,925**	**362,118**	**381,355**	**381,355**	**366,850**	**388,133**	**410,832**
Roads Infrastructure		46,030	55,439	71,854	72,566	76,846	76,846	74,566	78,681	83,397
Storm water Infrastructure		1,963	5,457	7,340	3,250	3,250	3,250	3,200	3,376	3,579
Electrical Infrastructure		60,972	63,100	65,143	89,291	91,061	91,061	89,489	94,986	100,418
Water Supply Infrastructure		60,085	70,657	60,170	60,347	61,307	61,307	60,459	64,087	67,932
Sanitation Infrastructure		30,149	41,842	45,814	47,577	57,457	57,457	48,833	51,279	54,102
Solid Waste Infrastructure		19,204	19,737	17,321	24,212	24,212	24,212	23,345	24,705	26,166
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***218,404***	***256,231***	***267,642***	***297,242***	***314,132***	***314,132***	***299,891***	***317,114***	***335,594***
Community Facilities		3,206	505	4,153	3,115	4,015	4,015	2,840	3,274	3,457
Sport and Recreation Facilities		470	446	1,053	580	1,440	1,440	650	686	726
Community Assets		***3,675***	***951***	***5,206***	***3,695***	***5,455***	***5,455***	***3,490***	***3,960***	***4,183***
Heritage Assets		–	–	–	–	–	–	–	–	–
Revenue Generating		7,195	8,614	9,491	10,711	10,711	10,711	11,014	11,583	12,172
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		***7,195***	***8,614***	***9,491***	***10,711***	***10,711***	***10,711***	***11,014***	***11,583***	***12,172***
Operational Buildings		13,131	13,115	15,379	15,861	17,161	17,161	12,447	13,139	13,825
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***13,131***	***13,115***	***15,379***	***15,861***	***17,161***	***17,161***	***12,447***	***13,139***	***13,825***
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		**1,139**	**963**	**778**	**1,520**	**1,959**	**1,959**	**1,326**	**1,399**	**1,472**
Machinery and Equipment		**26,087**	**27,357**	**28,485**	**27,696**	**26,735**	**26,735**	**28,125**	**29,802**	**31,855**
Transport Assets		**3,798**	**5,338**	**4,943**	**5,392**	**5,201**	**5,201**	**10,557**	**11,136**	**11,732**
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		**343,490**	**384,400**	**408,366**	**451,818**	**471,055**	**471,055**	**457,050**	**483,289**	**510,926**
Renewal and upgrading of Existing Assets as % of total capex		*48.0%*	*59.7%*	*67.5%*	*84.3%*	*61.0%*	*61.0%*	*71.3%*	*91.4%*	*89.3%*
Renewal and upgrading of Existing Assets as % of deprecn		*87.0%*	*104.8%*	*155.8%*	*576.5%*	*422.5%*	*422.5%*	*570.6%*	*676.6%*	*552.5%*
R&M as a % of PPE & Investment Property		*12.4%*	*14.0%*	*14.4%*	*13.4%*	*14.1%*	*14.1%*	*13.2%*	*14.5%*	*16.5%*
Renewal and upgrading and R&M as a % of PPE and Investment Property		*15.1%*	*17.3%*	*19.6%*	*32.6%*	*28.1%*	*28.1%*	*31.7%*	*38.6%*	*38.6%*

References

1. Detail of new assets provided in Table SA34a
2. Detail of renewal of existing assets provided in Table SA34b
3. Detail of Repairs and Maintenance by Asset Class provided in Table SA34c
4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure
5. Must reconcile to 'Budgeted Financial Position' (written down value)
6. Detail of upgrading of existing assets provided in Table SA34e
7. Detail of depreciation provided in Table SA34d

NC091 Sol Plaatje - Table A10 Basic service delivery measurement

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Household service targets	1									
Water:										
Piped water inside dwelling		45,497	45,497	45,497	45,497	45,497	45,497	45,497	45,497	45,497
Piped water inside yard (but not in dwelling)		16,686	16,686	16,686	16,686	16,686	16,686	16,686	16,686	16,686
Using public tap (at least min.service level)	2	–	–	–	–	–	–	–	–	–
Other water supply (at least min.service level)	4	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		62,183	62,183	62,183	62,183	62,183	62,183	62,183	62,183	62,183
Using public tap (< min.service level)	3	4,455	4,455	4,455	4,455	4,455	4,455	4,455	4,455	4,455
Other water supply (< min.service level)	4	–	–	–	–	–	–	–	–	–
No water supply		1,677	1,677	1,677	1,677	1,677	1,677	1,677	1,677	1,677
Below Minimum Service Level sub-total		6,132	6,132	6,132	6,132	6,132	6,132	6,132	6,132	6,132
Total number of households	5	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		59,366	59,366	59,366	59,366	59,366	59,366	59,366	59,366	59,366
Flush toilet (with septic tank)		–	–	–	–	–	–	–	–	–
Chemical toilet		407	407	407	407	407	407	407	407	407
Pit toilet (ventilated)		2,530	2,530	2,530	2,530	2,530	2,530	2,530	2,530	2,530
Other toilet provisions (> min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		62,303	62,303	62,303	62,303	62,303	62,303	62,303	62,303	62,303
Bucket toilet		3,292	3,292	3,292	3,292	3,292	3,292	3,292	3,292	3,292
Other toilet provisions (< min.service level)		678	678	678	678	678	678	678	678	678
No toilet provisions		2,042	2,042	2,042	2,042	2,042	2,042	2,042	2,042	2,042
Below Minimum Service Level sub-total		6,012	6,012	6,012	6,012	6,012	6,012	6,012	6,012	6,012
Total number of households	5	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**
Energy:										
Electricity (at least min.service level)		9,795	8,511	6,448	5,771	5,771	5,771	5,606	5,606	5,606
Electricity - prepaid (min.service level)		52,830	54,114	56,177	56,854	56,854	56,854	57,017	57,017	57,017
Minimum Service Level and Above sub-total		62,625	62,625	62,625	62,625	62,625	62,625	62,623	62,623	62,623
Electricity (< min.service level)		4,335	4,335	4,335	4,335	4,335	4,335	4,335	4,335	4,335
Electricity - prepaid (< min. service level)		–	–	–	–	–	–	–	–	–
Other energy sources		1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354
Below Minimum Service Level sub-total		5,689	5,689	5,689	5,689	5,689	5,689	5,689	5,689	5,689
Total number of households	5	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,312**	**68,312**	**68,312**
Refuse:										
Removed at least once a week		56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740
Minimum Service Level and Above sub-total		56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740
Removed less frequently than once a week		757	757	757	757	757	757	757	757	757
Using communal refuse dump		2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545
Using own refuse dump		3,697	3,697	3,697	3,697	3,697	3,697	3,697	3,697	3,697
Other rubbish disposal		259	259	259	259	259	259	259	259	259
No rubbish disposal		4,316	4,316	4,316	4,316	4,316	4,316	4,316	4,316	4,316
Below Minimum Service Level sub-total		11,574	11,574	11,574	11,574	11,574	11,574	11,574	11,574	11,574
Total number of households	5	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		12,264	12,033	11,633	11,800	11,800	11,800	11,800	11,800	11,800
Sanitation (free minimum level service)		12,264	12,033	11,633	11,800	11,800	11,800	11,800	11,800	11,800
Electricity/other energy (50kwh per household per month)		12,264	12,033	11,633	11,800	11,800	11,800	11,800	11,800	11,800
Refuse (removed at least once a week)		12,264	12,033	11,633	11,800	11,800	11,800	11,800	11,800	11,800
Informal Settlements		0	0	–	0	0	0	0	0	–
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres per **indigent** household per month)		4,246	4,392	4,933	10,000	10,000	10,000	8,000	8,440	8,904
Sanitation (free sanitation service to **indigent households**)		19,439	21,232	22,422	24,400	24,400	24,400	25,500	27,030	28,517
Electricity/other energy (50kwh per **indigent** household per month)		7,110	6,569	9,967	12,000	12,000	12,000	13,000	14,300	15,730
Refuse (removed once a week **for indigent households**)		13,331	14,442	15,212	16,000	16,000	16,000	17,000	17,850	18,832
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		15,009	7,016	–	9,600	9,600	9,600	10,340	11,117	–
Total cost of FBS provided	8	**59,136**	**53,652**	**52,535**	**72,000**	**72,000**	**72,000**	**73,840**	**78,737**	**71,983**
Highest level of free service provided per household										
Property rates (R value threshold)		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Water (kilolitres per household per month)		6	6	6	6	6	6	6	6	6
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)		181	189	198	213	213	213	222	235	248
Electricity (kwh per household per month)		50	50	50	50	50	50	50	50	50
Refuse (average litres per week)		21	21	21	21	21	21	21	21	21
Revenue cost of subsidised services provided (R'000)	9									
Property rates **(tariff adjustment)** (**impermissable values per section 17 of MPRA**)		–	–	–	–	–	–	–	–	–
Property rates exemptions, reductions and rebates **and impermissable values in excess of section 17 of MPRA)**		31,974	33,542	32,022	37,240	37,240	37,240	36,400	38,402	40,322
Water **(in excess of 6 kilolitres per indigent household per month)**		15,277	18,484	15,462	21,500	21,500	21,500	20,000	21,100	22,261
Sanitation **(in excess of free sanitation service to indigent households)**		2,886	2,955	2,920	3,400	3,400	3,400	3,500	3,710	3,914
Electricity/other energy **(in excess of 50 kwh per indigent household per month)**		36,368	31,244	33,958	41,000	41,000	41,000	41,000	45,100	49,610
Refuse **(in excess of one removal a week for indigent households)**		3,951	3,442	4,236	4,400	4,400	4,400	4,800	5,040	5,317
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of subsidised services provided		**90,455**	**89,667**	**88,597**	**107,540**	**107,540**	**107,540**	**105,700**	**113,352**	**121,424**

References

1. Include services provided by another entity; e.g. Eskom

2. Stand distance <= 200m from dwelling

3. Stand distance > 200m from dwelling

4. Borehole, spring, rain-water tank etc.

5. Must agree to total number of households in municipal area (informal settlements receiving services must be included)

6. Include value of subsidy provided by municipality above provincial subsidy level

7. Show number of households receiving at least these levels of services completely free (informal settlements must be included)

8. Must reflect the cost to the municipality of providing the Free Basic Service

9. Reflect the cost of free or subsidised services in excess to the National policy that are not funded from the Free Basic Services component of the Equitable Share

NC091 Sol Plaatje - Supporting Table SA1 Supportinging detail to 'Budgeted Financial Performance'

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
REVENUE ITEMS:											
Non-exchange revenue by source											
Exchange Revenue	6										
Total Property Rates		631,872	644,533	688,464	724,560	724,560	724,560	517,228	754,320	804,652	850,179
Less Revenue Foregone ***(exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)***		31,974	33,542	32,022	37,240	37,240	37,240	5,519	36,400	38,402	40,322
Net Property Rates		**599,898**	**610,991**	**656,442**	**687,320**	**687,320**	**687,320**	**511,710**	**717,920**	**766,250**	**809,856**
Exchange revenue service charges											
Service charges - Electricity	6										
Total Service charges - Electricity		770,419	792,788	930,017	1,152,199	1,152,199	1,152,199	675,451	1,272,923	1,388,574	1,514,690
Less Revenue Foregone ***(in excess of 50 kwh per indigent household per month)***		36,368	31,244	33,958	41,000	41,000	41,000	9,784	41,000	45,100	49,610
Less Cost of Free Basis Services (50 kwh per indigent household per month)		7,110	6,569	9,967	12,000	12,000	12,000	8,129	13,000	14,300	15,730
Net Service charges - Electricity		**726,941**	**754,974**	**886,092**	**1,099,199**	**1,099,199**	**1,099,199**	**657,538**	**1,218,923**	**1,329,174**	**1,449,350**
Service charges - Water	6										
Total Service charges - Water		**291,483**	**294,475**	**296,489**	**375,185**	**375,185**	**375,185**	**238,065**	**390,722**	**411,361**	**433,243**
Less Revenue Foregone ***(in excess of 6 kilolitres per indigent household per month)***		**15,277**	**18,484**	**15,462**	**21,500**	**21,500**	**21,500**	**5,509**	20,000	21,100	22,261
Less Cost of Free Basis Services (6 kilolitres per indigent household per month)		4,246	4,392	4,933	10,000	10,000	10,000	2,249	8,000	8,440	8,904
Net Service charges - Water		**271,961**	**271,599**	**276,094**	**343,685**	**343,685**	**343,685**	**230,307**	**362,722**	**381,821**	**402,078**
Service charges - Waste Water Management											
Total Service charges - Waste Water Management		**104,260**	**113,391**	**119,136**	**123,690**	**123,690**	**123,690**	**86,312**	**130,874**	**137,341**	**144,479**
Less Revenue Foregone ***(in excess of free sanitation service to indigent households)***		**2,886**	**2,955**	**2,920**	**3,400**	**3,400**	**3,400**		**3,500**	**3,710**	**3,914**
Less Cost of Free Basis Services (free sanitation service to indigent households)		19,439	21,232	22,422	24,400	24,400	24,400	10,743	25,500	27,030	28,517
Net Service charges - Waste Water Management		**81,934**	**89,203**	**93,794**	**95,890**	**95,890**	**95,890**	**75,569**	**101,874**	**106,601**	**112,048**
Service charges - Waste Management	6										
Total refuse removal revenue		76,377	84,775	94,562	92,671	92,671	92,671	64,569	95,393	99,210	104,436
Total landfill revenue											
Less Revenue Foregone ***(in excess of one removal a week to indigent households)***		3,951	3,442	4,236	4,400	4,400	4,400	835	4,800	5,040	5,317
Less Cost of Free Basis Services (removed once a week to indigent households)		13,331	14,442	15,212	16,000	16,000	16,000	6,988	17,000	17,850	18,832
Net Service charges - Waste Management		**59,094**	**66,890**	**75,114**	**72,271**	**72,271**	**72,271**	**56,746**	**73,593**	**76,320**	**80,287**
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	426,137	440,528	465,390	518,291	514,853	514,853	311,653	547,355	579,204	609,713
Pension and UIF Contributions		75,822	80,020	84,283	98,168	98,168	98,168	56,480	101,012	106,464	112,179
Medical Aid Contributions		49,531	51,158	54,691	63,810	63,810	63,810	42,085	69,930	73,718	77,661
Overtime		52,688	69,383	90,602	53,982	54,982	54,982	43,869	58,301	61,453	64,874
Performance Bonus		28,946	30,249	30,591	38,317	38,317	38,317	25,875	39,432	41,563	43,794
Motor Vehicle Allowance		43,919	43,623	44,832	53,156	53,337	53,337	28,665	52,475	55,292	58,174
Cellphone Allowance		1,559	1,587	1,732	1,749	1,829	1,829	1,148	1,938	2,043	2,151
Housing Allowances		2,662	2,766	2,879	2,896	2,896	2,896	3,243	3,176	3,349	3,525
Other benefits and allowances		19,998	20,261	38,029	26,598	30,580	30,580	21,476	32,935	34,663	36,571
Payments in lieu of leave		10,507	14,403	7,128	20,000	20,000	20,000	4,228	25,000	26,375	27,694
Long service awards		24,485	27,934	30,972	29,996	29,996	29,996	20,636	31,876	33,590	35,402
Post-retirement benefit obligations	4	36,522	39,393	43,162	43,900	43,900	43,900	5,342	49,900	52,645	55,277
Entertainment											
Scarcity											
Acting and post related allowance											
In kind benefits											
sub-total	5	**772,777**	**821,306**	**894,291**	**950,863**	**952,667**	**952,667**	**564,699**	**1,013,332**	**1,070,358**	**1,127,015**
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	**772,777**	**821,306**	**894,291**	**950,863**	**952,667**	**952,667**	**564,699**	**1,013,332**	**1,070,358**	**1,127,015**

Depreciation and amortisation											
Depreciation of Property, Plant & Equipment		66,287	68,208	69,179	85,200	85,200	85,200	42,600	84,500	89,143	93,779
Lease amortisation		3,773	3,622	5,149	4,500	4,500	4,500	2,250	5,700	6,014	6,314
Capital asset impairment		–	–	2,112	–	–	–	–	–	–	–
Total Depreciation and amortisation	1	**70,060**	**71,830**	**76,441**	**89,700**	**89,700**	**89,700**	**44,850**	**90,200**	**95,157**	**100,093**
Bulk purchases - electricity											
Electricity bulk purchases		639,689	672,362	787,457	897,300	910,118	910,118	601,935	990,000	1,089,000	1,197,900
Total bulk purchases	1	**639,689**	**672,362**	**787,457**	**897,300**	**910,118**	**910,118**	**601,935**	**990,000**	**1,089,000**	**1,197,900**
Transfers and grants											
Cash transfers and grants		2,546	2,599	2,526	3,660	3,660	3,660	1,892	3,550	3,858	3,967
Non-cash transfers and grants		–	–	–	–	–	–	–	–	–	–
Total transfers and grants	1	**2,546**	**2,599**	**2,526**	**3,660**	**3,660**	**3,660**	**1,892**	**3,550**	**3,858**	**3,967**
Contracted Services											
Outsourced Services		6,891	11,217	25,313	8,326	26,246	26,246	17,061	9,981	10,643	15,186
Consultants and Professional Services		4,184	5,116	5,472	8,565	16,730	16,730	8,757	9,255	9,762	10,248
Contractors		27,088	11,953	14,305	23,840	23,540	23,540	11,424	23,725	25,098	26,537
Total contracted services		**38,163**	**28,285**	**45,090**	**40,731**	**66,516**	**66,516**	**37,242**	**42,961**	**45,503**	**51,971**
Operational Costs											
Collection costs		–	–	(23)	–	–	–	0	2,400	2,532	2,659
Contributions to 'other' provisions		–	–	–	–	–	–	–	–	–	–
Audit fees		5,689	6,641	8,072	7,800	7,800	7,800	7,665	9,000	9,495	9,970
Other Operational Costs		104,614	124,450	134,314	143,749	164,711	164,711	114,865	164,566	169,464	180,489
Total Operational Costs	1	**110,302**	**131,090**	**142,363**	**151,549**	**172,511**	**172,511**	**122,530**	**175,966**	**181,491**	**193,117**

Repairs and Maintenance by Expenditure Item	8										
Employee related costs		130,190	146,483	170,576	170,075	170,275	170,275	107,852	174,443	184,280	195,004
Inventory Consumed (Project Maintenance)		137,459	154,393	156,327	181,636	200,722	200,722	115,584	182,032	192,827	204,118
Contracted Services		75	6,391	(929)	3,795	3,495	3,495	42	3,180	3,431	3,685
Operational Costs		5,705	5,302	5,952	6,613	6,863	6,863	2,295	7,195	7,596	8,025
Total Repairs and Maintenance Expenditure	9	273,430	312,569	331,925	362,118	381,355	381,355	225,772	366,850	388,133	410,832

Inventory Consumed										
Inventory Consumed - Water	41,302	43,857	43,903	65,000	47,362	47,362	54,115	73,000	75,000	78,000
Inventory Consumed - Other	60,019	83,224	78,311	254,605	271,475	271,475	46,235	249,777	258,672	272,611
Total Inventory Consumed & Other Material	**101,321**	**127,081**	**122,214**	**319,605**	**318,837**	**318,837**	**100,350**	**322,777**	**333,672**	**350,611**

check	–	–	–	–	–	–		–	–	–

References

1. Must reconcile with 'Budgeted Financial Performance (Revenue and Expenditure)

2. Must reconcile to supporting documentation on staff salaries

4. Expenditure to meet any 'unfunded obligations'

5 This sub-total must agree with the total on SA22, but excluding councillor and board member items

6. Include a note for each revenue item that is affected by 'revenue foregone'

8. Repairs and Maintenance is not a GRAP item. However to facilitate transparency, municipalities must provide a breakdown of the amounts included in the relevant GRAP items that will be spent on Repairs and Maintenance.

9. Must reconcile with Repairs and Maintenance by Asset Class (Total Repairs and Maintenance) on Table SA34c.

NC091 Sol Plaatje - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Ref	Vote 01 - Executive & Council	Vote 02 - Municipal And General	Vote 03 - Municipal Manager	Vote 04 - Corporate Services	Vote 05 - Community Services	Vote 06 - Financial Services	Vote 07 - Strategy Econ Development And Planning	Vote 08 - Infrastructure And Services	Vote 09 -	Vote 10 -	Vote 11 -	Vote 12 -	Vote 13 -	Vote 14 -	Vote 15 - Other	Total
R thousand	1																
Revenue																	
Exchange Revenue																	
Service charges - Electricity									1,218,923								1,218,923
Service charges - Water									362,722								362,722
Service charges - Waste Water Management						–			101,874								101,874
Service charges - Waste Management						73,593											73,593
Sale of Goods and Rendering of Services			–		1,710	7,630	–	9,303	1								18,644
Agency services																	–
Interest			–														–
Interest earned from Receivables			6,000			16,000			120,100								142,100
Interest earned from Current and Non Current Assets			18,000														18,000
Dividends			–														–
Rent on Land																	–
Rental from Fixed Assets						40	–	200	29,500								29,740
Licence and permits						1,000											1,000
Special rating levies																	–
Operational Revenue			800			280	902	500	901								3,383
Non-Exchange Revenue																	
Property rates							717,920										717,920
Surcharges and Taxes																	–
Fines, penalties and forfeits						13,243	21,500	–									34,743
Licences or permits						8,200	–										8,200
Transfer and subsidies - Operational			244,164	2,305	4,400	25,800	1,800	–	45,000								323,469
Interest			114,000			800	–		2,220								117,020
Fuel Levy																	–
Operational Revenue						2,000			56,250								58,250
Gains on disposal of Assets			–	–		–	–	–	–								–
Other Gains			–														–
Discontinued Operations																	–
Total Revenue (excluding capital transfers and contributio		**–**	**382,964**	**2,305**	**6,110**	**148,586**	**742,122**	**10,003**	**1,937,491**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**3,229,581**
Expenditure																	
Employee related costs		19,465	87,900	25,202	73,366	295,086	147,501	60,227	304,585								1,013,332
Remuneration of councillors		37,083															37,083
Bulk purchases - electricity									990,000								990,000
Inventory consumed			198,277						124,500								322,777
Debt impairment			236,149			22,000	–	–	179,000								437,149
Depreciation and amortisation			56,300	–		900	–	–	33,000								90,200
Interest			166						15,714								15,880
Contracted services		60	9,940	3,900	–	475	1,310	251	27,025								42,961
Transfers and subsidies		–	3,400			150			–								3,550
Irrecoverable debts written off			–			–	–		–								–
Operational costs		4,472	53,730	1,355	4,463	11,248	22,365	1,649	76,684								175,966
Losses on disposal of Assets			–	–		–	–	–	–								–
Other Losses			–						69,000								69,000
Total Expenditure		**61,081**	**645,862**	**30,457**	**77,829**	**329,859**	**171,176**	**62,127**	**1,819,508**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**3,197,899**
Surplus/(Deficit)		**(61,081)**	**(262,898)**	**(28,152)**	**(71,719)**	**(181,273)**	**570,945**	**(52,124)**	**117,982**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**31,682**
Transfers and subsidies - capital (monetary allocations)			684,166	–				–	–								684,166
Transfers and subsidies - capital (in-kind)			–														–
Surplus/(Deficit) after capital transfers & contributions		**(61,081)**	**421,268**	**(28,152)**	**(71,719)**	**(181,273)**	**570,945**	**(52,124)**	**117,982**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**715,848**

References

1. Departmental columns to be based on municipal organisation structure

NC091 Sol Plaatje - Supporting Table SA3 Supportingng detail to 'Budgeted Financial Position'

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
ASSETS											
Trade and other receivables from exchange transactions											
Electricity		326,298	336,991	365,225	372,066	312,266	312,266	374,979	398,258	419,288	444,343
Water		681,393	829,848	844,161	974,022	944,022	944,022	996,816	1,060,185	1,123,749	1,190,697
Waste		162,232	200,539	236,197	242,776	242,776	242,776	271,761	277,507	283,890	290,855
Waste Water		209,485	257,881	302,573	314,927	314,927	314,927	351,144	368,433	385,849	404,371
Other trade receivables from exchange transactions		778,466	921,205	1,020,583	954,217	924,217	924,217	1,166,987	1,086,338	994,237	901,947
Gross: Trade and other receivables from exchange transactions		**2,157,875**	**2,546,464**	**2,768,738**	**2,858,007**	**2,738,207**	**2,738,207**	**3,161,686**	**3,190,721**	**3,207,013**	**3,231,313**
Less: Impairment for debt		**(985,260)**	**(1,453,456)**	**(1,346,213)**	**(1,583,682)**	**(1,583,682)**	**(1,583,682)**	**(1,672,720)**	**(1,672,720)**	**(1,672,720)**	**(1,672,720)**
Impairment for Electricity		-	-	-	-	-	-	-	-	-	-
Impairment for Water		-	-	-	-	-	-	-	-	-	-
Impairment for Waste		-	-	-	-	-	-	-	-	-	-
Impairment for Waste Water		-	-	-	-	-	-	-	-	-	-
Impairment for other trade receivables from exchange transactions		(985,260)	(1,453,456)	(1,346,213)	(1,583,682)	(1,583,682)	(1,583,682)	(1,672,720)	(1,672,720)	(1,672,720)	(1,672,720)
Total net Trade and other receivables from Exchange Transactions		**1,172,616**	**1,093,008**	**1,422,525**	**1,274,325**	**1,154,525**	**1,154,525**	**1,488,966**	**1,518,001**	**1,534,292**	**1,558,593**
Receivables from non-exchange transactions											
Property rates		817,908	834,769	816,592	886,809	856,809	856,809	926,283	1,018,970	1,118,083	1,222,945
Less: Impairment of Property rates											
Net Property rates		**817,908**	**834,769**	**816,592**	**886,809**	**856,809**	**856,809**	**926,283**	**1,018,970**	**1,118,083**	**1,222,945**
Other receivables from non-exchange transactions		46,902	63,145	62,455	62,216	62,216	62,216	68,398	32,606	5,437	(23,186)
Impairment for other receivables from non-exchange transactions		(14,960)	(21,181)	(18,972)	(21,181)	(21,181)	(21,181)	(18,972)	(18,972)	(18,972)	(18,972)
Net other receivables from non-exchange transactions		**33,942**	**41,965**	**43,483**	**41,035**	**41,035**	**41,035**	**49,426**	**13,628**	**(13,535)**	**(42,157)**
Total net Receivables from non-exchange transactions		**851,850**	**876,734**	**860,075**	**927,844**	**897,844**	**897,844**	**975,708**	**1,032,598**	**1,104,548**	**1,180,788**
Inventory											
Water											
Opening Balance		2,083	2,248	2,794	3,008	3,008	3,008	3,008	3,008	3,008	3,008
System Input Volume		**116,943**	**122,351**	**129,499**	**130,000**	**139,300**	**139,300**	**106,913**	**142,000**	**147,795**	**154,799**
Water Treatment Works					-	-	-	-	-	-	-
Bulk Purchases		116,943	122,351	129,499	130,000	139,300	139,300	106,913	142,000	147,795	154,799
Natural Sources					-	-	-	-	-	-	-
Authorised Consumption	6	**(41,302)**	**(43,857)**	**(43,903)**	**(65,000)**	**(47,362)**	**(47,362)**	**(54,115)**	**(73,000)**	**(75,000)**	**(78,000)**
Billed Authorised Consumption		**(41,302)**	**(43,857)**	**(43,903)**	**(65,000)**	**(47,362)**	**(47,362)**	**(54,115)**	**(73,000)**	**(75,000)**	**(78,000)**
Billed Metered Consumption		**(33,696)**	**(39,780)**	**(39,681)**	**(63,000)**	**(45,362)**	**(45,362)**	**(52,688)**	**(71,000)**	**(73,000)**	**(76,000)**
Free Basic Water		(4,731)	(4,392)	(4,933)	(10,000)	(10,000)	(10,000)	(2,710)	(8,000)	(8,440)	(8,904)
Subsidised Water		(2,013)	-	-	-	-	-	-	-	-	-
Revenue Water		(26,952)	(35,388)	(34,748)	(53,000)	(35,362)	(35,362)	(49,978)	(63,000)	(64,560)	(67,096)
Billed Unmetered Consumption		**(7,606)**	**(4,077)**	**(4,222)**	**(2,000)**	**(2,000)**	**(2,000)**	**(1,427)**	**(2,000)**	**(2,000)**	**(2,000)**
Free Basic Water		(7,606)	(4,077)	(4,222)	(2,000)	(2,000)	(2,000)	(1,427)	(2,000)	(2,000)	(2,000)
Subsidised Water					-	-	-	-	-	-	-
Revenue Water					-	-	-	-	-	-	-
UnBilled Authorised Consumption		-	-	-	-	-	-	-	-	-	-
Unbilled Metered Consumption					-	-	-	-	-	-	-
Unbilled Unmetered Consumption					-	-	-	-	-	-	-
Water Losses		**(75,476)**	**(77,948)**	**(85,381)**	**(65,000)**	**(91,938)**	**(91,938)**	**(59,461)**	**(69,000)**	**(72,795)**	**(76,799)**
Apparent losses		**-**	**(24,221)**	**(35,815)**	**(20,000)**	**(20,000)**	**(20,000)**	**(17,414)**	**(22,000)**	**(23,210)**	**(24,487)**
Unauthorised Consumption					-	-	-	-	-	-	-
Customer Meter Inaccuracies			(24,221)	(35,815)	(20,000)	(20,000)	(20,000)	(17,414)	(22,000)	(23,210)	(24,487)
Real losses		**(75,476)**	**(53,727)**	**(49,566)**	**(45,000)**	**(71,938)**	**(71,938)**	**(42,047)**	**(47,000)**	**(49,585)**	**(52,312)**
Leakage on Transmission and Distribution Mains		(16,028)	(15,986)	(5,074)	(10,000)	(16,735)	(16,735)	(8,016)	(10,000)	(10,550)	(11,130)
Leakage and Overflows at Storage Tanks/Reservoirs		(11,365)	(10,940)	(6,291)	(10,000)	(16,735)	(16,735)	(8,016)	(10,000)	(10,550)	(11,130)
Leakage on Service Connections up to the point of Customer Meter		(16,028)	(12,106)	(12,832)	(10,000)	(16,735)	(16,735)	(8,016)	(11,000)	(11,605)	(12,243)
Data Transfer and Management Errors					-	-	-	-	-	-	-
Unavoidable Annual Real Losses		(32,056)	(14,796)	(25,369)	(15,000)	(21,735)	(21,735)	(17,998)	(16,000)	(16,880)	(17,809)
Non-revenue Water		**(75,476)**	**(77,948)**	**(85,381)**	**(65,000)**	**(91,938)**	**(91,938)**	**(59,461)**	**(69,000)**	**(72,795)**	**(76,799)**
Correction of Prior period errors					-	-	-	-	-	-	-
Closing Balance Water		**2,248**	**2,794**	**3,008**	**3,008**	**3,008**	**3,008**	**(3,655)**	**3,008**	**3,008**	**3,008**
Agricultural											
Opening Balance											
Acquisitions											
Issues	7										
Adjustments	8										
Write-offs	9										
Correction of Prior period errors											
Closing balance - Agricultural		-	-	-	-	-	-	-	-	-	-
Consumables											
Standard Rated											
Opening Balance		**1,235**	**2,132**	**1,815**	**2,183**	**2,183**	**2,183**	**2,183**	**2,183**	**2,183**	**2,183**
Acquisitions		5,969	4,869	5,473	29,427	29,686	29,686	4,510	28,528	30,092	31,731
Issues	7	(5,928)	(4,752)	(5,585)	(29,427)	(29,686)	(29,686)	(4,163)	(28,528)	(30,092)	(31,731)
Adjustments	8	866	(423)	499	-	-	-	(42)	-	-	-
Write-offs	9	(10)	(10)	(18)	-	-	-	(15)	-	-	-
Correction of Prior period errors					-	-	-	-	-	-	-
Closing balance - Consumables Standard Rated		**2,132**	**1,815**	**2,183**	**2,183**	**2,183**	**2,183**	**2,473**	**2,183**	**2,183**	**2,183**
Zero Rated											
Opening Balance		**480**	**801**	**661**	**723**	**723**	**723**	**723**	**723**	**723**	**723**
Acquisitions		15,250	20,502	21,324	21,146	20,581	20,581	11,754	21,759	22,976	24,286
Issues	7	(14,876)	(20,513)	(21,210)	(21,146)	(20,581)	(20,581)	(11,457)	(21,759)	(22,976)	(24,286)
Adjustments	8		(2)		-	-	-	-	-	-	-
Write-offs	9	(52)	(125)	(53)	-	-	-	(133)	-	-	-
Correction of Prior period errors											
Closing balance - Consumables Zero Rated		**801**	**661**	**723**	**723**	**723**	**723**	**886**	**723**	**723**	**723**
Finished Goods											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Acquisitions					-	-	-	-	-	-	-
Issues	7				-	-	-	-	-	-	-
Adjustments	8				-	-	-	-	-	-	-
Write-offs	9				-	-	-	-	-	-	-
Correction of Prior period errors					-	-	-	-	-	-	-
Closing balance - Finished Goods		-	-	-	-	-	-	-	-	-	-
Materials and Supplies											
Opening Balance		**28,865**	**39,050**	**47,202**	**53,900**	**53,900**	**53,900**	**53,900**	**53,900**	**53,900**	**53,900**
Acquisitions		49,409	66,227	58,257	204,033	221,209	221,209	36,575	199,490	205,604	216,594
Issues	7	(39,214)	(57,958)	(51,516)	(204,033)	(221,209)	(221,209)	(30,614)	(199,490)	(205,604)	(216,594)
Adjustments	8	58	40	59	-	-	-	42	-	-	-
Write-offs	9	(67)	(158)	(102)	-	-	-	-	-	-	-
Correction of Prior period errors					-	-	-	-	-	-	-
Closing balance - Materials and Supplies		**39,050**	**47,202**	**53,900**	**53,900**	**53,900**	**53,900**	**59,902**	**53,900**	**53,900**	**53,900**
Work-in-progress											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Materials					-	-	-	-	-	-	-
Transfers					-	-	-	-	-	-	-
Closing balance - Work-in-progress		-	-	-	-	-	-	-	-	-	-
Housing Stock											
Opening Balance		**6,660**	**5,223**	**30,223**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**
Acquisitions					-	-	-	-	-	-	-
Transfers		(1,437)	25,000	21,977	-	-	-	-	-	-	-
Sales				(0)	-	-	-	-	-	-	-
Correction of Prior period errors											
Closing Balance - Housing Stock		**5,223**	**30,223**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**	**52,199**
Land											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Acquisitions					-	-	-	-	-	-	-
Sales					-	-	-	-	-	-	-
Adjustments					-	-	-	-	-	-	-
Correction of Prior period errors					-	-	-	-	-	-	-
Transfers					-	-	-	-	-	-	-
Closing Balance - Land		-	-	-	-	-	-	-	-	-	-
Closing Balance - Inventory & Consumables		**49,454**	**82,894**	**112,813**	**112,013**	**112,013**	**112,813**	**111,885**	**112,813**	**112,813**	**112,813**
Property, plant and equipment (PPE)											
PPE at cost/valuation (excl. finance leases)		2,885,587	2,980,824	3,091,960	3,668,166	3,674,943	3,674,943	3,380,056	4,082,670	4,788,216	5,409,189
Leases recognised as PPE	3										
Less: Accumulated depreciation		882,145	957,464	991,855	1,042,364	1,042,364	1,042,364	1,034,305	1,118,925	1,287,331	1,300,778
Total Property, plant and equipment (PPE)	2	**2,003,442**	**2,023,360**	**2,100,106**	**2,625,801**	**2,632,579**	**2,632,579**	**2,345,752**	**2,964,165**	**3,500,885**	**4,108,411**
LIABILITIES											
Current liabilities - Borrowing											
Short term loans (other than bank overdraft)											
Current portion of long-term liabilities		-	-	-	(14,788)	(14,788)	(14,788)	-	(16,688)	(35,520)	(55,526)
Total Current liabilities - Borrowing		**-**	**-**	**-**	**(14,788)**	**(14,788)**	**(14,788)**	**-**	**(16,688)**	**(35,520)**	**(55,526)**
Trade and other payables											
Trade and other payables from exchange transactions	5	1,093,332	1,293,730	642,151	1,286,802	1,286,802	1,286,802	629,153	1,191,824	1,191,824	1,191,824
Other trade payables from exchange transactions		-	-	-	-	-	-	-	-	-	-
Trade payables from Non-exchange transactions: Unspent conditional Grants		1,726	7,233	4,057	-	-	-	111,041	106,409	106,409	106,409
Trade payables from Non-exchange transactions: Other		-	-	-	-	-	-	-	-	-	-
VAT		111,037	111,227	234,236	201,179	201,179	201,179	311,824	308,930	308,930	308,930
Total Trade and other payables	2	**1,206,094**	**1,412,190**	**880,445**	**1,487,981**	**1,487,981**	**1,487,981**	**1,052,017**	**1,607,163**	**1,607,163**	**1,607,163**
Non current liabilities - Financial liabilities											
Borrowing	4	171,517	159,430	808,076	152,895	201,315	201,315	800,974	139,019	139,019	139,019
Other financial liabilities											
Total Non current liabilities - Financial liabilities		**171,517**	**159,430**	**808,076**	**152,895**	**201,315**	**201,315**	**800,974**	**139,019**	**139,019**	**139,019**
Non current liabilities - Long Term portion of trade payables											
Electricity Bulk Purchases											
Payables and Accruals - General											
Water Bulk Purchases											
Municipal Debt Relief											
Total Non current liabilities - Long Term portion of trade payables		-	-	-	-	-	-	-	-	-	-
Provisions - non-current											
Retirement benefits		262,853	256,606	302,980	256,606	256,606	256,606	302,980	302,980	302,980	302,980
Refuse landfill site rehabilitation		1,928	707	1,046	707	707	707	1,046	1,046	1,046	1,046
Other		-	-	(118)	-	-	-	(118)	(118)	(118)	(118)
Total Provisions non-current		**264,781**	**257,313**	**303,908**	**257,313**	**257,313**	**257,313**	**303,908**	**303,908**	**303,908**	**303,908**
CHANGES IN NET ASSETS											
Accumulated surplus/(deficit)											
Accumulated surplus/(deficit) - opening balance		2,824,731	2,865,773	2,630,346	2,766,091	2,766,091	2,766,091	2,908,029	3,266,662	3,982,509	4,688,916
GRAP adjustments		-	-	-	-	-	-	-	-	-	-
Restated balance		2,824,731	2,865,773	2,630,346	2,766,091	2,766,091	2,766,091	2,908,029	3,266,662	3,982,509	4,688,916
Surplus/(Deficit)		196,110	76,072	434,375	602,003	344,669	344,669	475,477	715,846	706,406	623,372
Transfers to/from Reserves		(32,922)	26,061	(10,738)	-	-	-	-	-	-	-
Depreciation offsets		-	-	-	-	-	-	-	-	-	-
Other adjustments		9,808	(189,943)	1,716	-	-	-	(2,470)	(1,812)	(1,812)	(1,812)
Accumulated Surplus/(Deficit)	1	**2,997,726**	**2,767,963**	**3,055,698**	**3,368,093**	**3,110,760**	**3,110,760**	**3,381,035**	**3,980,697**	**4,687,103**	**5,310,475**
Reserves											
Housing Development Fund											
Capital replacement		62,705	39,369	51,500	39,369	39,369	39,369	51,500	51,500	51,500	51,500
Self-insurance		15,445	13,684	12,151	13,684	13,684	13,684	12,151	12,151	12,151	12,151
Other reserves		11,977	11,013	11,153	11,013	11,013	11,013	11,153	11,153	11,153	11,153
Revaluation											
Total Reserves	2	**90,127**	**64,066**	**74,804**	**64,066**	**64,066**	**64,066**	**74,804**	**74,804**	**74,804**	**74,804**
TOTAL COMMUNITY WEALTH/EQUITY	2	**3,087,853**	**2,832,029**	**3,130,502**	**3,432,159**	**3,174,826**	**3,174,826**	**3,455,839**	**4,055,501**	**4,761,908**	**5,385,279**

NC091 Sol Plaatje - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION				294,113	391,975	409,171	400,172	405,672	405,672	382,964	402,638	422,175
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT				610,429	670,519	701,887	710,111	710,111	710,111	742,122	791,884	836,771
IMPROVED INSTITUTIONAL MANAGEMENT				6,869	5,432	5,391	6,161	8,921	8,921	8,415	8,728	11,447
IMPROVED SERVICE DELIVERY				1,263,660	1,348,107	1,801,388	1,833,466	1,837,466	1,837,466	2,086,077	2,244,599	2,416,809
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB	Marketing the municipality as premier destination for tourism and investment	A		3,226	6,867	7,248	8,368	8,868	8,868	10,003	10,553	11,081
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	**2,178,297**	**2,422,901**	**2,925,084**	**2,958,278**	**2,971,037**	**2,971,037**	**3,229,581**	**3,458,401**	**3,698,283**

References

1. Total revenue must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

2. Balance of allocations not directly linked to an IDP strategic objective

NC091 Sol Plaatje - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION				363,220	492,990	460,025	464,459	568,759	568,759	534,102	561,197	588,696
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT				126,129	131,248	134,722	166,217	174,232	174,232	173,366	183,002	192,153
IMPROVED INSTITUTIONAL MANAGEMENT				84,892	90,538	95,458	109,994	108,445	108,445	110,747	116,426	124,845
IMPROVED SERVICE DELIVERY				1,685,820	1,823,634	2,046,542	2,120,022	2,273,327	2,273,327	2,310,263	2,480,749	2,664,484
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB	Marketing the municipality as premier destination for tourism and investment	A		54,596	57,573	60,672	67,813	71,703	71,703	69,420	73,201	76,862
Allocations to other priorities												
Total Expenditure			1	**2,314,658**	**2,595,982**	**2,797,419**	**2,928,505**	**3,196,465**	**3,196,465**	**3,197,899**	**3,414,576**	**3,647,039**

References

1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

2. Balance of allocations not directly linked to an IDP strategic objective

NC091 Sol Plaatje - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION				11,238	14,586	12,646	24,500	22,741	22,741	21,000	21,500	40,395
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT				–	–	–	–	–	–	–	–	–
IMPROVED INSTITUTIONAL MANAGEMENT				–	–	–	2,349	–	–	–	–	–
IMPROVED SERVICE DELIVERY				97,604	102,434	139,772	581,880	594,266	594,266	688,366	673,081	570,633
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB	Marketing the municipality as premier destination for tourism and investment	A		18,239	8,996	24,020	5,000	4,511	4,511	12,065	9,845	8,100
Allocations to other priorities			3									
Total Capital Expenditure			1	**127,081**	**126,016**	**176,438**	**613,729**	**621,518**	**621,518**	**721,431**	**704,426**	**619,128**

References

1. Total capital expenditure must reconcile to Budgeted Capital Expenditure

2. Goal code must be used on Table SA36

3. Balance of allocations not directly linked to an IDP strategic objective

NC091 Sol Plaatje - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
05 - Community Services										
Public Safety										
Licensing And Control Of Animals										
Electricity (Kwh Per Household Per Month)	Kwh Per Household Per	50	50	50	50	50	50	50	50	50
Property Rates (R000 Value Threshold)	Rand Value Threshold	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000
Property Rates (Tariff	Rand Value									
Refuse (Average Litres Per Week)	Average Litres Per Week	21	21	21	21	21	21	21	21	21
Sanitation (Rand Per Household Per Month)	Rand Per Household Per	181	189	198	213	213	213	222	235	248
Water (Kilolitres Per Household Per Month)	Kilolitres Per Household Per	6	6	6	6	6	6	6	6	6
Waste Management										
Solid Waste Disposal (Landfill Sites)										
Formal Settlement Households - Refuse	Households	12 264	12 033	11 633	11 800	11 800	11 800	11 800	11 800	11 800
Informal Settlement Households - Refuse	Households									
Informal Settlements (R000)	Rand Value									
No Rubbish Disposal	Households	4 316	4 316	4 316	4 316	4 316	4 316	4 316	4 316	4 316
Other (R000)	Rand Value									
Other Rubbish Disposal	Households	259	259	259	259	259	259	259	259	259
Removed At Least Once A Week	Households	56 740	56 740	56 740	56 740	56 740	56 740	56 740	56 740	56 740
Removed Less Frequently Than Once A	Households	757	757	757	757	757	757	757	757	757
Using Communal Refuse Dump	Households	2 545	2 545	2 545	2 545	2 545	2 545	2 545	2 545	2 545
Using Own Refuse Dump	Households	3 697	3 697	3 697	3 697	3 697	3 697	3 697	3 697	3 697
08 - Infrastructure And Services										
Energy Sources										
Electricity										
Electricity - Prepaid (Min.Service Level)	Households	52 830	54 114	56 177	56 854	56 854	56 854	57 017	57 017	57 017
Electricity (< Min.Service Level)	Households	4 335	4 335	4 335	4 335	4 335	4 335	4 335	4 335	4 335
Electricity (At Least Min.Service Level)	Households	9 795	8 511	6 448	5 771	5 771	5 771	5 606	5 606	5 606
Formal Settlement Households Receiving	Households	12 264	12 033	11 633	11 800	11 800	11 800	11 800	11 800	11 800
Informal Settlement Households Receiving	Households									
Informal Settlements (R000)	Rand Value									
Other (R000)	Rand Value									
Other Energy Sources	Households	1 354	1 354	1 354	1 354	1 354	1 354	1 354	1 354	1 354
Other Households Receiving Electricity	Households									
Waste Water Management										
Sewerage										
Bucket Toilet	Households	3 292	3 292	3 292	3 292	3 292	3 292	3 292	3 292	3 292
Chemical Toilet	Households	407	407	407	407	407	407	407	407	407
Flush Toilet (Connected To Sewerage)	Households	59 366	59 366	59 366	59 366	59 366	59 366	59 366	59 366	59 366
Flush Toilet (With Septic Tank)	Households									
Formal Settlement Households Receiving	Households	12 264	12 033	11 633	11 800	11 800	11 800	11 800	11 800	11 800
Informal Settlement Households Receiving	Households	407	407		407	407	407	407	407	
Informal Settlements (R000)	Rand Value	10572 000	7016 000		9600 000	9600 000	9600 000	10340 000	11117 000	
No Toilet Provisions	Households	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042
Other Toilet Provisions (< Min.Service	Households	678	678	678	678	678	678	678	678	678
Other Toilet Provisions (> Min.Service	Households									
Pit Toilet (Ventilated)	Households	2 530	2 530	2 530	2 530	2 530	2 530	2 530	2 530	2 530
Water Management										
Water Distribution										
Formal Settlement Households Receiving	Households	12 264	12 033	11 633	11 800	11 800	11 800	11 800	11 800	11 800
Informal Settlement Households Receiving	Households									
Informal Settlements (R000)	Rand Value	4437 234								
No Water Supply	Households	1 677	1 677	1 677	1 677	1 677	1 677	1 677	1 677	1 677
Other Water Supply (< Min.Service Level)	Households									
Other Water Supply (At Least Min.Service	Households									
Piped Water Inside Dwelling	Households	45 497	45 497	45 497	45 497	45 497	45 497	45 497	45 497	45 497
Piped Water Inside Yard (But Not In	Households	16 686	16 686	16 686	16 686	16 686	16 686	16 686	16 686	16 686
Using Public Tap (< Min.Service Level)	Households	4 455	4 455	4 455	4 455	4 455	4 455	4 455	4 455	4 455
Using Public Tap (At Least Min.Service	Households									

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))

2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities

3. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

NC091 Sol Plaatje - Entities measureable performance objectives

Description	Unit of measurement	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Entity 1 - (name of entity)										
Insert measure/s description										
Entity 2 - (name of entity)										
#REF!										
Entity 3 - (name of entity)										
#REF!										
And so on for the rest of the Entities										

1. Include a measurable performance objective as agreed with the parent municipality (MFMA s87(5)(d))

2. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

NC091 Sol Plaatje - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Borrowing Management											
Credit Rating					Baa1.za	1.6	1.6	1.6			
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	3.3%	4.6%	4.6%	1.1%	2.9%	2.9%	1.2%	1.0%	1.0%	0.9%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	3.3%	4.7%	4.2%	1.1%	3.1%	3.1%	1.1%	1.0%	0.9%	0.8%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	2276.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity											
Current Ratio	Current assets/current liabilities	1.9	1.6	2.9	1.7	1.5	1.5	1.8	1.8	1.8	1.9
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1.9	1.6	2.9	1.7	1.5	1.5	1.8	1.8	1.8	1.9
Liquidity Ratio	Monetary Assets/Current Liabilities	1.1	0.8	1.7	0.9	0.8	0.8	1.0	1.0	1.0	1.0
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	0.0%	137.8%	123.5%	125.8%	134.6%	136.4%	136.4%	112.0%	126.8%	126.6%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		137.8%	123.5%	125.8%	134.6%	136.4%	136.4%	112.0%	126.8%	126.6%	126.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual	56.7%	54.2%	45.4%	47.9%	46.7%	46.7%	71.2%	47.8%	46.7%	45.7%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within`MFMA' s 65(e))	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Creditors to Cash and Investments		-163.4%	-148.9%	724.6%	1759.2%	-3203.0%	-3203.0%	2232.6%	1894.9%	2250.4%	3242.5%
Other Indicators											
	Total Volume Losses (kW) technical	0	0	0	0	0	0	0	0	0	0
	Total Volume Losses (kW) non technical	143330222	136602169	0	69736030	69736030	69736030	0	70433391	71137725	0
Electricity Distribution Losses (2)	Total Cost of Losses (Rand '000)	189,936	197,510	–	134,850	134,850	134,850	–	148,335	163,169	–
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	2938.0%	0.0%	1500.0%	1500.0%	1500.0%	0.0%	1500.0%	1500.0%	0.0%
Water Volumes :System input	Bulk Purchase Water treatment works Natural sources	116,943	##########	0.0%	##########	##########	##########	0.0%	##########	##########	0.0%
	Total Volume Losses (kℓ)	22,764	22,819	–	17,604	17,604	17,604	–	17,479	17,504	–
Water Distribution Losses (2)	Total Cost of Losses (Rand '000)	75476261	77947877	0	65000000	65000000	65000000	0	68575000	72346625	0
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	6399.0%	0.0%	5000.0%	5000.0%	5000.0%	0.0%	5000.0%	5000.0%	0.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	35.5%	33.9%	30.6%	32.1%	32.1%	32.1%	26.9%	31.4%	30.9%	30.5%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	36.9%	35.2%	31.7%	33.4%	33.3%	33.3%	50.1%	32.5%	32.1%	31.6%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	12.6%	12.9%	11.3%	12.2%	12.8%	12.8%	17.5%	11.4%	11.2%	11.1%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	6.6%	7.7%	6.8%	3.6%	5.7%	5.7%	3.2%	3.3%	3.1%	3.0%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	3,840.5	615.4	122.2	124.4	124.9	149.2	33.2	45.4	44.9	48.0
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	89.2%	92.1%	83.8%	73.5%	71.6%	71.6%	125.0%	75.1%	73.5%	71.8%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	(3.5)	(4.2)	0.4	0.3	(0.3)	(0.2)	0.1	0.2	–	–

References

1. Consumer debtors > 12 months old are excluded from current assets

2. Only include if services provided by the municipality

NC091 Sol Plaatje - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2021/22	2022/23	2023/24	Current Year 2024/25	2025/26 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
Demographics												
Population			201	243	248	270	270	–	270	270	270	–
Females aged 5 - 14			5	5	5	6	5	–	5	5	5	–
Males aged 5 - 14			6	6	6	6	6	–	6	6	6	–
Females aged 15 - 34			11	11	11	13	11	–	11	11	11	–
Males aged 15 - 34			11	11	11	12	11	–	11	11	11	–
Unemployment			30	30	30	30	30	–	30	30	30	–
Monthly household income (no. of households)	1, 12											
No income		R0	7,054	7,054	7,054	7,992	7,992	–	7,992	7,992	7,992	–
R1 - R1 600		R1 - R4,800	1,990	1,990	1,990	2,254	2,254	–	2,254	2,254	2,254	–
R1 601 - R3 200		R4,801 - R9,600	3,196	3,196	3,196	3,620	3,620	–	3,620	3,620	3,620	–
R3 201 - R6 400		R9,601 - R19,600	9,708	9,708	9,708	10,998	10,998	–	10,998	10,998	10,998	–
R6 401 - R12 800		R19,601 - R38,200	11,276	11,276	11,276	12,774	12,774	–	12,774	12,774	12,774	–
R12 801 - R25 600		R38,201 - R76,4000	8,984	8,984	8,984	10,178	10,178	–	10,178	10,178	10,178	–
R25 601 - R51 200		R76,401 - R153,800	7,236	7,236	7,236	8,197	8,197	–	8,197	8,197	8,197	–
R52 201 - R102 400		R153,801 - R307,600	5,789	5,789	5,789	6,558	6,558	–	6,558	6,558	6,558	–
R102 401 - R204 800		R307,601 - R614,400	3,497	3,497	3,497	3,962	3,962	–	3,962	3,962	3,962	–
R204 801 - R409 600		R614,001 - R1,228,800	1,085	1,085	1,085	1,229	1,229	–	1,229	1,229	1,229	–
R409 601 - R819 200		R1,228,801 - R2,457,600	241	241	241	273	273	–	273	273	273	–
> R819 200		R2,457,601+	241	241	241	273	273	–	273	273	273	–
Poverty profiles (no. of households)												
< R2 060 per household per month	13											
Insert description	2											
Household/demographics (000)												
Number of people in municipal area			201,465	243,018	248,041	270	270	–	270	270	270	–
Number of poor people in municipal area			81	74	33	0	–	–	40	0	–	–
Number of households in municipal area			50,529	51,210	60,296	68	68	–	68	68	68	–
Number of poor households in municipal area			-	-	9	0	–	–	9	0	–	–
Definition of poor household (R per month)												
Housing statistics	3											
Formal			49,212	49,212	49,212	58,832	58,832	-	58,832	58,832	58,832	-
Informal			9,247	5,733	10,378	8,998	8,998	-	8,998	8,998	8,998	-
Total number of households			58,459	54,945	59,590	67,830	67,830	-	67,830	67,830	67,830	-
Dwellings provided by municipality	4		-	-	-	-	-	-	-	-	-	-
Dwellings provided by province/s			-	-	-	-	-	-	-	-	-	-
Dwellings provided by private sector	5		-	-	-	-	-	-	-	-	-	-
Total new housing dwellings			-	-	-	-	-	-	-	-	-	-
Economic	6											
Inflation/inflation outlook (CPIX)						4.9%	6.9%	0.0%	4.9%	4.6%	4.6%	0.0%
Interest rate - borrowing						12.5%	12.5%	0.0%	12.5%	12.5%	12.5%	0.0%
Interest rate - investment						6.0%	6.0%	0.0%	6.0%	6.0%	6.0%	0.0%
Remuneration increases						3.5%	4.9%	0.0%	4.9%	5.5%	5.5%	0.0%
Consumption growth (electricity)						1.0%	1.0%	0.0%	1.0%	1.0%	1.0%	0.0%
Consumption growth (water)						1.0%	1.0%	0.0%	1.0%	1.0%	1.0%	0.0%
Collection rates	7											
Property tax/service charges						68.0%	70.0%	0.0%	85.0%	85.0%	85.0%	0.0%
Rental of facilities & equipment						10.0%	15.0%	0.0%	15.0%	20.0%	25.0%	0.0%
Interest - external investments						35.0%	6.0%	0.0%	6.0%	6.0%	6.0%	0.0%
Interest - debtors						25.0%	25.0%	0.0%	25.0%	25.0%	25.0%	0.0%
Revenue from agency services						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Detail on the provision of municipal services for A10

Total municipal services	Ref.		2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
		Household service targets (000)									
		Water:									
		Piped water inside dwelling	45,497	45,497	45,497	45,497	45,497	45,497	45,497	45,497	45,497
		Piped water inside yard (but not in dwelling)	16,686	16,686	16,686	16,686	16,686	16,686	16,686	16,686	16,686
	8	Using public tap (at least min.service level)	–	–	–	–	–	–	–	–	–
	10	Other water supply (at least min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	62,183	62,183	62,183	62,183	62,183	62,183	62,183	62,183	62,183
	9	Using public tap (< min.service level)	4,455	4,455	4,455	4,455	4,455	4,455	4,455	4,455	4,455
	10	Other water supply (< min.service level)	–	–	–	–	–	–	–	–	–
		No water supply	1,677	1,677	1,677	1,677	1,677	1,677	1,677	1,677	1,677
		Below Minimum Service Level sub-total	6,132	6,132	6,132	6,132	6,132	6,132	6,132	6,132	6,132
		Total number of households	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**
		Sanitation/sewerage:									
		Flush toilet (connected to sewerage)	59,366	59,366	59,366	59,366	59,366	59,366	59,366	59,366	59,366
		Flush toilet (with septic tank)	–	–	–	–	–	–	–	–	–
		Chemical toilet	407	407	407	407	407	407	407	407	407
		Pit toilet (ventilated)	2,530	2,530	2,530	2,530	2,530	2,530	2,530	2,530	2,530
		Other toilet provisions (> min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	62,303	62,303	62,303	62,303	62,303	62,303	62,303	62,303	62,303
		Bucket toilet	3,292	3,292	3,292	3,292	3,292	3,292	3,292	3,292	3,292
		Other toilet provisions (< min.service level)	678	678	678	678	678	678	678	678	678
		No toilet provisions	2,042	2,042	2,042	2,042	2,042	2,042	2,042	2,042	2,042
		Below Minimum Service Level sub-total	6,012	6,012	6,012	6,012	6,012	6,012	6,012	6,012	6,012
		Total number of households	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**
		Energy:									
		Electricity (at least min.service level)	9,795	8,511	6,448	5,771	5,771	5,771	5,606	5,606	5,606
		Electricity - prepaid (min.service level)	52,830	54,114	56,177	56,854	56,854	56,854	57,017	57,017	57,017
		Minimum Service Level and Above sub-total	62,625	62,625	62,625	62,625	62,625	62,625	62,623	62,623	62,623
		Electricity (< min.service level)	4,335	4,335	4,335	4,335	4,335	4,335	4,335	4,335	4,335
		Electricity - prepaid (< min. service level)	–	–	–	–	–	–	–	–	–
		Other energy sources	1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354
		Below Minimum Service Level sub-total	5,689	5,689	5,689	5,689	5,689	5,689	5,689	5,689	5,689
		Total number of households	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,312**	**68,312**	**68,312**
		Refuse:									
		Removed at least once a week	56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740
		Minimum Service Level and Above sub-total	56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740
		Removed less frequently than once a week	757	757	757	757	757	757	757	757	757
		Using communal refuse dump	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545
		Using own refuse dump	3,697	3,697	3,697	3,697	3,697	3,697	3,697	3,697	3,697
		Other rubbish disposal	259	259	259	259	259	259	259	259	259
		No rubbish disposal	4,316	4,316	4,316	4,316	4,316	4,316	4,316	4,316	4,316
		Below Minimum Service Level sub-total	11,574	11,574	11,574	11,574	11,574	11,574	11,574	11,574	11,574
		Total number of households	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**

Municipal in-house services	Ref.		2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
		Household service targets (000)									
		Water:									
		Piped water inside dwelling	45,497	45,497	45,497	45,497	45,497	45,497	45,497	45,497	45,497
		Piped water inside yard (but not in dwelling)	16,686	16,686	16,686	16,686	16,686	16,686	16,686	16,686	16,686
	8	Using public tap (at least min.service level)	–	–	–	–	–	–	–	–	–
	10	Other water supply (at least min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	62,183	62,183	62,183	62,183	62,183	62,183	62,183	62,183	62,183
	9	Using public tap (< min.service level)	4,455	4,455	4,455	4,455	4,455	4,455	4,455	4,455	4,455
	10	Other water supply (< min.service level)	–	–	–	–	–	–	–	–	–
		No water supply	1,677	1,677	1,677	1,677	1,677	1,677	1,677	1,677	1,677
		Below Minimum Service Level sub-total	6,132	6,132	6,132	6,132	6,132	6,132	6,132	6,132	6,132
		Total number of households	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**
		Sanitation/sewerage:									
		Flush toilet (connected to sewerage)	59,366	59,366	59,366	59,366	59,366	59,366	59,366	59,366	59,366
		Flush toilet (with septic tank)	–	–	–	–	–	–	–	–	–
		Chemical toilet	407	407	407	407	407	407	407	407	407
		Pit toilet (ventilated)	2,530	2,530	2,530	2,530	2,530	2,530	2,530	2,530	2,530
		Other toilet provisions (> min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	62,303	62,303	62,303	62,303	62,303	62,303	62,303	62,303	62,303
		Bucket toilet	3,292	3,292	3,292	3,292	3,292	3,292	3,292	3,292	3,292
		Other toilet provisions (< min.service level)	678	678	678	678	678	678	678	678	678
		No toilet provisions	2,042	2,042	2,042	2,042	2,042	2,042	2,042	2,042	2,042
		Below Minimum Service Level sub-total	6,012	6,012	6,012	6,012	6,012	6,012	6,012	6,012	6,012
		Total number of households	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**	**68,315**
		Energy:									
		Electricity (at least min.service level)	9,795	8,511	6,448	5,771	5,771	5,771	5,606	5,606	5,606
		Electricity - prepaid (min.service level)	52,830	54,114	56,177	56,854	56,854	56,854	57,017	57,017	57,017
		Minimum Service Level and Above sub-total	62,625	62,625	62,625	62,625	62,625	62,625	62,623	62,623	62,623
		Electricity (< min.service level)	4,335	4,335	4,335	4,335	4,335	4,335	4,335	4,335	4,335
		Electricity - prepaid (< min. service level)									
		Other energy sources	1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354
		Below Minimum Service Level sub-total	5,689	5,689	5,689	5,689	5,689	5,689	5,689	5,689	5,689
		Total number of households	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,312**	**68,312**	**68,312**
		Refuse:									
		Removed at least once a week	56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740
		Minimum Service Level and Above sub-total	56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740	56,740
		Removed less frequently than once a week	757	757	757	757	757	757	757	757	757
		Using communal refuse dump	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545
		Using own refuse dump	3,697	3,697	3,697	3,697	3,697	3,697	3,697	3,697	3,697
		Other rubbish disposal	259	259	259	259	259	259	259	259	259
		No rubbish disposal	4,316	4,316	4,316	4,316	4,316	4,316	4,316	4,316	4,316
		Below Minimum Service Level sub-total	11,574	11,574	11,574	11,574	11,574	11,574	11,574	11,574	11,574
		Total number of households	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**	**68,314**

Municipal entity services	Ref.		2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Name of municipal entity		**Household service targets (000)**									
		Water:									
		Piped water inside dwelling									
		Piped water inside yard (but not in dwelling)									
	8	Using public tap (at least min.service level)									
	10	Other water supply (at least min.service level)									
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
	9	Using public tap (< min.service level)									
	10	Other water supply (< min.service level)									
		No water supply									
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Name of municipal entity		***Sanitation/sewerage:***									
		Flush toilet (connected to sewerage)									
		Flush toilet (with septic tank)									
		Chemical toilet									
		Pit toilet (ventilated)									
		Other toilet provisions (> min.service level)									
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Bucket toilet									
		Other toilet provisions (< min.service level)									
		No toilet provisions									
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Name of municipal entity		***Energy:***									
		Electricity (at least min.service level)									
		Electricity - prepaid (min.service level)									
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Electricity (< min.service level)									
		Electricity - prepaid (< min. service level)									
		Other energy sources									
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Name of municipal entity		***Refuse:***									
		Removed at least once a week									
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Removed less frequently than once a week									
		Using communal refuse dump									
		Using own refuse dump									
		Other rubbish disposal									
		No rubbish disposal									
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–

Services provided by 'external mechanisms'	Ref.		2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Names of service providers		**Household service targets (000)**									
		Water:									
		Piped water inside dwelling									
		Piped water inside yard (but not in dwelling)									
	8	Using public tap (at least min.service level)									
	10	Other water supply (at least min.service level)									
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
	9	Using public tap (< min.service level)									
	10	Other water supply (< min.service level)									
		No water supply									
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Names of service providers		***Sanitation/sewerage:***									
		Flush toilet (connected to sewerage)									
		Flush toilet (with septic tank)									
		Chemical toilet									
		Pit toilet (ventilated)									
		Other toilet provisions (> min.service level)									
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Bucket toilet									
		Other toilet provisions (< min.service level)									
		No toilet provisions									
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Names of service providers		***Energy:***									
		Electricity (at least min.service level)									
		Electricity - prepaid (min.service level)									
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Electricity (< min.service level)									
		Electricity - prepaid (< min. service level)									
		Other energy sources									
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Names of service providers		***Refuse:***									
		Removed at least once a week									
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Removed less frequently than once a week									
		Using communal refuse dump									
		Using own refuse dump									
		Other rubbish disposal									
		No rubbish disposal									
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–

Detail of Free Basic Services (FBS) provided	Ref.		2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Electricity		***Location of households for each type of FBS***									
		Formal settlements - (50 kwh per indigent household per month Rands)	7,110,331	6,569,232	9,967,435	12,000,000	12,000,000	12,000,000	13,000,000	14,300,000	15,730,000
-		*Number of HH receiving this type of FBS*	12,264	12,033	11,633	11,800	11,800	11,800	11,800	11,800	11,800
		Informal settlements (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									

		Number of HH receiving this type of FBS									
		Other (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Total cost of FBS - Electricity for informal settlements	–	–	–	–	–	–	–	–	–
Water	Ref.	***Location of households for each type of FBS***									
-		**Formal settlements - (6 kilolitre per indigent household per month Rands)**	4,245,870	4,392,359	4,932,658	10,000,000	10,000,000	10,000,000	8,000,000	8,440,000	8,904,200
		Number of HH receiving this type of FBS	12,264	12,033	11,633	11,800	11,800	11,800	11,800	11,800	11,800
		Informal settlements (Rands)	4,437,234	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)									
		Number of HH receiving this type of FBS									
		Total cost of FBS - Water for informal settlements	4,437,234	–	–	–	–	–	–	–	–
Sanitation	Ref.	***Location of households for each type of FBS***									
-		**Formal settlements - (free sanitation service to indigent households)**	19,439,334	21,232,226	22,422,431	24,400,000	24,400,000	24,400,000	25,500,000	27,030,000	28,516,650
		Number of HH receiving this type of FBS	12,264	12,033	11,633	11,800	11,800	11,800	11,800	11,800	11,800
		Informal settlements (Rands)	10,572,000	7,016,000	–	9,600,000	9,600,000	9,600,000	10,340,000	11,117,000	–
		Number of HH receiving this type of FBS	407	407	–	407	407	407	407	407	–
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)									
		Number of HH receiving this type of FBS									
		Total cost of FBS - Sanitation for informal settlements	10,572,000	7,016,000	–	9,600,000	9,600,000	9,600,000	10,340,000	11,117,000	–
Refuse Removal	Ref.	***Location of households for each type of FBS***									
-		**Formal settlements - (removed once a week to indigent households)**	13,331,455	14,442,364	15,212,435	16,000,000	16,000,000	16,000,000	17,000,000	17,850,000	18,831,750
		Number of HH receiving this type of FBS	12,264	12,033	11,633	11,800	11,800	11,800	11,800	11,800	11,800
		Informal settlements (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Informal settlements targeted for upgrading (Rands)									
		Number of HH receiving this type of FBS									
		Living in informal backyard rental agreement (Rands)									
		Number of HH receiving this type of FBS									
		Other (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS									
		Total cost of FBS - Refuse Removal for informal settlements	–	–	–	–	–	–	–	–	–

References

1. Monthly household income threshold. Should include all sources of income.

2. Show the poverty analysis the municipality uses to determine its indigents policy and the provision of services

3. Include total of all housing units within the municipality

4. Number of subsidised dwellings to be constructed by the municipality under agency agreement with province

5. Provide estimate based on building approval information. Include any non-subsidised dwellings constructed by the municipality

6. Insert actual or estimated % increases assumed as a basis for budget calculations

7. Insert actual or estimated % collection rate assumed as a basis for budget calculations for each revenue group

8. Stand distance <= 200m from dwelling

9. Stand distance > 200m from dwelling

10. Borehole, spring, rain-water tank etc.

11. Must agree to total number of households in municipal area

12. Household income categories assume an average 4 person household. Stats SA - Census 2011 Questionnaire

13. Based on National poverty line of R515 per capita per month (2008 prices), assuming an average household size of 4 persons

NC091 Sol Plaatje Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	(669,197)	(869,139)	88,618	73,147	(40,175)	(40,175)	28,180	62,896	52,960	36,757
Cash + investments at the yr end less applications - R'000	18(1)b	2	(117,606)	(344,372)	13,576	(465,846)	(576,355)	(576,355)	390,739	933,281	1,002,209	1,076,217
Cash year end/monthly employee/supplier payments	18(1)b	3	(3.5)	(4.2)	0.4	0.3	(0.3)	(0.2)	0.1	0.2	–	–
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	196,110	76,072	434,375	602,003	344,669	344,669	475,477	715,848	706,406	623,372
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(2.9%)	4.8%	9.6%	(6.0%)	(6.0%)	(39.3%)	1.7%	1.5%	1.3%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	37.8%	41.4%	27.4%	36.1%	36.6%	36.6%	43.5%	89.7%	89.7%	89.7%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0.0%	21.1%	16.8%	15.5%	20.7%	20.7%	23.3%	17.7%	17.7%	17.3%
Capital payments % of capital expenditure	18(1)c;19	8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	96.8%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	2276.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								103.2%	219.7%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	(2.7%)	15.9%	(3.5%)	(6.8%)	0.0%	20.1%	3.5%	3.5%	3.8%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	12.4%	14.0%	14.4%	13.4%	14.1%	14.1%	13.2%	14.5%	16.5%	0.0%
Asset renewal % of capital budget	20(1)(vi)	14	27.7%	34.3%	53.2%	71.2%	54.4%	54.4%	0.0%	55.1%	86.1%	84.1%

References

1. Positive cash balances indicative of minimum compliance - subject to 2
2. Deduct cash and investment applications (defined) from cash balances
3. Indicative of sufficient liquidity to meet average monthly operating payments
4. Indicative of funded operational requirements
5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
6. Realistic average cash collection forecasts as % of annual billed revenue
7. Realistic average increase in debt impairment (doubtful debt) provision
8. Indicative of planned capital expenditure level & cash payment timing
9. Indicative of compliance with borrowing 'only' for the capital budget - should not exceed 100% unless refinancing
10. Substantiation of National/Province allocations included in budget
11. Indicative of realistic current arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
12. Indicative of realistic long term arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
13. Indicative of a credible allowance for repairs & maintenance of assets - functioning assets revenue protection
14. Indicative of a credible allowance for asset renewal (requires analysis of asset renewal projects as % of total capital projects - detailed capital plan) - functioning assets revenue protection

Supporting indicators												
% incr *total service charges (incl prop rates)*	18(1)a		0.0%	3.1%	10.8%	15.6%	0.0%	0.0%	(33.3%)	7.7%	7.5%	7.3%
% incr Property Tax	18(1)a		0.0%	1.8%	7.4%	4.7%	0.0%	0.0%	(25.5%)	4.5%	6.7%	5.7%
% incr Service charges - Electricity	18(1)a		0.0%	3.9%	17.4%	24.1%	0.0%	0.0%	(40.2%)	10.9%	9.0%	9.0%
% incr Service charges - Water	18(1)a		0.0%	(0.1%)	1.7%	24.5%	0.0%	0.0%	(33.0%)	5.5%	5.3%	5.3%
% incr Service charges - Waste Water Management	18(1)a		0.0%	8.9%	5.1%	2.2%	0.0%	0.0%	(21.2%)	6.2%	4.6%	5.1%
% incr Service charges - Waste Management	18(1)a		0.0%	13.2%	12.3%	(3.8%)	0.0%	0.0%	(21.5%)	1.8%	3.7%	5.2%
% incr in Sale of Goods and Rendering of Services	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total billable revenue	18(1)a		1,739,828	1,793,658	1,987,536	2,298,365	2,298,365	2,298,365	1,531,870	2,475,031	2,660,165	2,853,620
Service charges			1,739,828	1,793,658	1,987,536	2,298,365	2,298,365	2,298,365	1,531,870	2,475,031	2,660,165	2,853,620
Property rates			599,898	610,991	656,442	687,320	687,320	687,320	511,710	717,920	766,250	809,856
Service charges - electricity revenue			726,941	754,974	886,092	1,099,199	1,099,199	1,099,199	657,538	1,218,923	1,329,174	1,449,350
Service charges - water revenue			271,961	271,599	276,094	343,685	343,685	343,685	230,307	362,722	381,821	402,078
Service charges - sanitation revenue			81,934	89,203	93,794	95,890	95,890	95,890	75,569	101,874	106,601	112,048
Service charges - refuse removal			59,094	66,890	75,114	72,271	72,271	72,271	56,746	73,593	76,320	80,287
Agency services			–	–	–	–	–	–	–	–	–	–
Capital expenditure excluding capital grant funding			14,263	29,624	29,082	41,500	51,421	51,421	8,365	37,265	41,845	47,000
Cash receipts from ratepayers	18(1)a		1,873,641	2,202,086	1,639,245	2,281,905	2,314,205	2,314,205	1,925,451	2,332,513	2,506,332	2,688,474
Ratepayer & Other revenue	18(1)a		4,952,388	5,316,611	5,983,468	6,327,017	6,327,517	6,327,517	4,424,162	2,599,252	2,793,327	2,996,326
Change in consumer debtors (current and non-current)			N/A	(54,724)	312,857	(80,430)	(149,800)	–	412,305	85,925	88,241	100,540
Operating and Capital Grant Revenue	18(1)a		359,653	372,806	660,747	871,500	881,627	881,627	600,043	1,007,635	999,981	927,197
Capital expenditure - total	20(1)(vi)		127,081	126,016	176,438	613,729	621,518	621,518	289,563	721,431	704,426	619,128
Capital expenditure - renewal	20(1)(vi)		35,213	43,168	93,809	436,671	338,072	338,072		397,672	606,500	520,995
Supporting benchmarks												
Growth guideline maximum			6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
CPI guideline			4.3%	3.9%	4.6%	5.0%	5.0%	5.0%	5.0%	5.4%	5.6%	5.4%
DoRA operating grants total MFY										309,169	330,931	–
DoRA capital grants total MFY										657,904	114,513	–
Provincial operating grants										9,116	9,663	–
Provincial capital grants												
District Municipality grants										–	–	–
Total gazetted/advised national, provincial and district grants										976,189	455,107	–
Average annual collection rate (arrears inclusive)												
DoRA operating												
Fmg										1,800	2,000	–
Isdg										4,800	4,500	–
Equitable Share										302,569	324,431	–
Epwp												–
										309,169	**330,931**	**–**
DoRA capital												
Ndpg										2,000	30,000	–
Inep										16,500	14,000	–
Wsig										–	–	–
Eedsm										5,000	5,000	–
Iudg										60,404	65,513	–
Rbig										574,000	–	–
										657,904	**114,513**	**–**
Trend												
Change in consumer debtors (current and non-current)			N/A	(54,724)	312,857	(80,430)	(149,800)	–	412,305	85,925	88,241	100,540
Total Operating Revenue			2,178,297	2,422,901	2,925,084	2,958,278	2,971,037	2,971,037	2,097,354	3,229,581	3,458,401	3,698,283
Total Operating Expenditure			2,182,704	2,458,365	2,649,750	2,928,505	3,196,465	3,196,465	1,936,072	3,197,899	3,414,576	3,647,039
Operating Performance Surplus/(Deficit)			(4,407)	(35,464)	275,334	29,774	(225,428)	(225,428)	161,282	31,682	43,825	51,244
Cash and Cash Equivalents (30 June 2012)										62,896		
Revenue												
% Increase in Total Operating Revenue				11.2%	20.7%	1.1%	0.4%	0.0%	(29.4%)	8.7%	7.1%	6.9%
% Increase in Property Rates Revenue				1.8%	7.4%	4.7%	0.0%	0.0%	(25.5%)	40.3%	6.7%	5.7%
% Increase in Electricity Revenue				3.9%	17.4%	24.1%	0.0%	0.0%	(40.2%)	10.9%	9.0%	9.0%
% Increase in Property Rates & Services Charges				3.1%	10.8%	15.6%	0.0%	0.0%	(33.3%)	7.7%	7.5%	7.3%
Expenditure												
% Increase in Total Operating Expenditure			0.0%	12.6%	7.8%	10.5%	9.2%	0.0%	(39.4%)	0.0%	6.8%	6.8%
% Increase in Employee Costs			0.0%	6.3%	8.9%	6.3%	0.2%	0.0%	(40.7%)	6.4%	5.6%	5.3%
% Increase in Electricity Bulk Purchases			0.0%	5.1%	17.1%	13.9%	1.4%	0.0%	(33.9%)	8.8%	10.0%	10.0%
Average Cost Per Budgeted Employee Position (Remuneration)			0	184937.0834	466505.3987	352040.9415	485559.2385	3841400.105	209070.422	375169.1536	545544.5005	4544413.883
Average Cost Per Councillor (Remuneration)			0	0	521060.6429	570408.7692	570408.7692	0	361394.0195	570511.4769	599037.0308	0
R&M % of PPE			12.4%	14.0%	14.4%	13.4%	14.1%	14.1%	13.2%	13.2%	14.5%	16.5%
Asset Renewal and R&M as a % of PPE			15.1%	17.3%	19.6%	32.6%	28.1%	28.1%	31.7%	31.7%	38.6%	38.6%
Debt Impairment % of Total Billable Revenue			0.0%	21.1%	16.8%	15.5%	20.7%	20.7%	23.3%	17.7%	17.7%	17.3%
Capital Revenue												
Internally Funded & Other (R'000)			14,263	29,624	29,082	41,500	51,421	51,421	8,365	37,265	41,845	47,000
Borrowing (R'000)			–	–	–	–	–	–	–	–	–	–
Grant Funding and Other (R'000)			112,818	96,392	147,356	572,229	570,097	570,097	281,198	684,166	662,581	572,128
Internally Generated funds % of Non Grant Funding			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing % of Non Grant Funding			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grant Funding % of Total Funding			88.8%	76.5%	83.5%	93.2%	91.7%	91.7%	97.1%	94.8%	94.1%	92.4%
Capital Expenditure												
Total Capital Programme (R'000)			127,081	126,016	176,438	613,729	621,518	621,518	289,563	721,431	704,426	619,128
Asset Renewal			60,963	75,248	119,113	517,136	379,014	379,014	–	514,678	643,789	552,995
Asset Renewal % of Total Capital Expenditure			48.0%	59.7%	67.5%	84.3%	61.0%	61.0%	0.0%	71.3%	91.4%	89.3%
Cash												
Cash Receipts % of Rate Payer & Other			37.8%	41.4%	27.4%	36.1%	36.6%	36.6%	43.5%	89.7%	89.7%	89.7%
Cash Coverage Ratio			(0)	(0)	0	0	(0)	(0)	0	0	–	–
Borrowing												
Most recent Credit Rating										Baa1.za		
Capital Charges to Operating			3.3%	4.6%	4.6%	1.1%	2.9%	2.9%	1.2%	1.0%	1.0%	0.9%
Borrowing Receipts % of Capital Expenditure			0.0%	0.0%	2276.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reserves												
Uncommitted reserves after application of cash and investments			(117,606)	(344,372)	13,576	(465,846)	(576,355)	(576,355)	390,739	933,281	1,002,209	1,076,217
Free Services												
Free Basic Services as a % of Equitable Share			27.9%	22.4%	20.0%	25.5%	25.5%	25.5%	24.5%	24.5%	24.7%	21.6%
Free Services as a % of Operating Revenue (excl operational transfers)			4.7%	4.2%	3.7%	4.0%	4.0%	4.0%	5.8%	3.6%	3.6%	3.6%
High Level Outcome of Funding Compliance												
Total Operating Revenue			2,178,297	2,422,901	2,925,084	2,958,278	2,971,037	2,971,037	2,097,354	3,229,581	3,458,401	3,698,283
Total Operating Expenditure			2,182,704	2,458,365	2,649,750	2,928,505	3,196,465	3,196,465	1,936,072	3,197,899	3,414,576	3,647,039
Surplus/(Deficit) Budgeted Operating Statement			(4,407)	(35,464)	275,334	29,774	(225,428)	(225,428)	161,282	31,682	43,825	51,244
Surplus/(Deficit) Considering Reserves and Cash Backing			(117,606)	(344,372)	13,576	(465,846)	(576,355)	(576,355)	390,739	933,281	1,002,209	1,076,217
MTREF Funded (1) / Unfunded (0)		15	0	0	1	0	0	0	1	1	1	1
MTREF Funded ✓ / Unfunded ✗		15	✗	✗	✓	✗	✗	✗	✓	✓	✓	✓

References

15. Subject to figures provided in Schedule.

NC091 Sol Plaatje - Supporting Table SA11 Property rates summary

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Valuation:	1									
Date of valuation:		2019/01/01	2000/01/01	2023/01/01	2023/01/01					
Financial year valuation used		**2019**	**0**	**2023**	**0**			**0**		
Municipal by-laws s6 in place? (Y/N)	2		No		No					
Municipal/assistant valuer appointed? (Y/N)										
Municipal partnership s38 used? (Y/N)										
No. of assistant valuers (FTE)	3	**1**	**1**	**–**	1	**1**	**1**	1	**1**	**1**
No. of data collectors (FTE)	3	6	–	–	6	6	6	6	6	6
No. of internal valuers (FTE)	3	2	–	–	2	2	2	2	2	2
No. of external valuers (FTE)	3	1	1	–	1	1	1	1	1	1
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)		No	No		No					
Implementation time of new valuation roll (mths)		–	–	36	24			12		
No. of properties	5	57,855	59,220	–	61,357	64,323	64,323	65,609	66,922	–
No. of sectional title values	5	1,180	1,241	–	1,296	1,274	1,274	1,299	1,325	–
No. of unreasonably difficult properties s7(2)		–	–	–	–	–	–	–	–	–
No. of supplementary valuations		539	2,558	–	3,501	3,501	3,501	3,571	3,642	3,715
No. of valuation roll amendments		539	2,558	–	3,501	3,501	3,501	3,571	3,642	3,715
No. of objections by rate payers		3	–	–	1	266	266	2	2	250
No. of appeals by rate payers		1	–	–	–	34	34	–	–	20
No. of successful objections	8	–	–	–	1	95	95	1	1	90
No. of successful objections > 10%	8	8	–	–	1	55	55	1	1	50
Supplementary valuation		1	1	–	1	1	1	1	1	1
Public service infrastructure value (Rm)	5	129	129	–	157	157	157	157	157	161
Municipality owned property value (Rm)		1,230	1,273	–	1,555	1,578	1,578	1,609	1,641	1,674
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)		721	723	–	753	751	751	766	782	797
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
Total valuation reductions:		**721**	**723**	**–**	**753**	**751**	**751**	**766**	**782**	**797**
Total value used for rating (Rm)	5	35,252	35,385	–	40,388	39,683	39,683	40,476	41,286	45,414
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5	35,973	36,107	–	41,148	40,434	40,434	41,243	42,067	46,274
Rating:										
Residential rate used to determine rate for other categories? (Y/N)		No	Yes	Yes	Yes			No		
Differential rates used? (Y/N)	5	No	Yes	Yes	Yes			No		
Limit on annual rate increase (s20)? (Y/N)		No	No		No	No	No	No	No	
Special rating area used? (Y/N)			No		No					
Phasing-in properties s21 (number)		0	0	0	0	0	0	0	0	0
Rates policy accompanying budget? (Y/N)		No	Yes	Yes	Yes			No		
Fixed amount minimum value (R'000)		–	–	–	–			–		
Non-residential prescribed ratio s19? (%)		0.0%	0.0%	0.0%	0.0%			0.0%		
Rate revenue:										
Rate revenue budget (R '000)	6	623,318	636,799	–	695,535	713,692	713,692	745,808	779,370	818,338
Rate revenue expected to collect (R'000)	6	560,986	573,119	–	625,982	606,638	606,638	633,937	662,464	695,587
Expected cash collection rate (%)		90.0%	90.0%	0.0%	90.0%	85.0%	85.0%	85.0%	85.0%	85.0%
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)		3,033	2,594	–	2,051	2,261	2,261	2,306	2,352	2,399
Rebates, exemptions - bona fide farm. (R'000)		3,045	3,177	–	3,727	3,811	3,811	3,887	3,965	4,044
Rebates, exemptions - other (R'000)		17,161	17,859	–	17,226	18,000	18,000	18,360	18,727	19,102
Phase-in reductions/discounts (R'000)		–	–	–	–	–	–	–	–	–
Total rebates,exemptns,reductns,discs (R'000)		**23,239**	**23,630**	**–**	**23,005**	**24,072**	**24,072**	**24,553**	**25,044**	**25,545**

References

1. All numbers to be expressed as whole numbers except FTEs and Rates in the Rand

2. To give effect to rates policy

3. Full Time Equivalent (FTE) should be expressed to one decimal place and takes into account full time and part time staff

4. Required to implement new system (FTE)

5. Provide relevant information for historical comparisons. Must reconcile to the total of Table SA12

6. Current and budget year must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

7. Included in rate revenue budget

8. In favour of the rate-payer

NC091 Sol Plaatje - Supporting Table SA12a Property rates by category (current year)

Description	Ref	Business and commercial properties	Industrial properties	Mining properties	Residential properties	Agricultural properties	Public benefit organisations	Public service purpose properties	Public service infrastructure properties	Vacant land	Sport Clubs and Fields (Bitou only)	Sectional Title Garages (Drakenstein only)
Current Year 2024/25												
Valuation:												
No. of properties		2,228	177	21	48,573	422	10,618	133	465	1,686	–	–
No. of sectional title property values		82	2	–	1,188	–	2	–	–	–	–	–
No. of unreasonably difficult properties s7(2)												
No. of supplementary valuations		26	5	–	110	3	3,248	5	14	90	–	–
Supplementary valuation (Rm)		82,997,000	27,100,000	–	216,201,000	47,900,000	292,605,000	4,670,000	732,000	76,975,000	–	–
No. of valuation roll amendments		26	5	–	110	3	3,248	5	14	90	–	–
No. of objections by rate-payers		82	5	11	113	–	6	32	2	15	–	–
No. of appeals by rate-payers		22	1	5	5	–	–	–	–	1	–	–
No. of appeals by rate-payers finalised		22	1	5	5	–	–	–	–	1	–	–
No. of successful objections	5	56	2	6	18	12	–	–	–	1	–	–
No. of successful objections > 10%	5	34	2	2	10	6	–	–	–	1	–	–
Estimated no. of properties not valued												
Years since last valuation **(select)**		2	2	2	2		2		2			
Frequency of valuation **(select)**		4	4	4	4		4		4			
Method of valuation used **(select)**		Market	Market	Market	Market		Market		Market			
Base of valuation **(select)**		Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.		Land & Impr.		Land & Impr.			
Phasing-in properties s21 (number)												
Combination of rating types used? (Y/N)		No	No	No	No		No		No			
Flat rate used? (Y/N)		No	No	No	No		No		No			
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform		Uniform		Uniform			
Valuation reductions:												
Valuation reductions-public infrastructure (Rm)												
Valuation reductions-nature reserves/park (Rm)												
Valuation reductions-mineral rights (Rm)												
Valuation reductions-R15,000 threshold (Rm)		–	–	–	728	–	–	–	–	23	–	–
Valuation reductions-public worship (Rm)												
Valuation reductions-other (Rm)	2											
Total valuation reductions:												
Total value used for rating (Rm)	6	7,453	784	103	22,860	2,613	2,733	2,499	157	480	–	–
Total land value (Rm)	6											
Total value of improvements (Rm)	6											
Total market value (Rm)	6	**7,630**	**799**	**105**	**23,970**	**2,681**	**2,762**	**2,549**	**161**	**491**	**–**	**–**
Rating:												
Average rate	3	–	–	–	–	–	–	–	–	–	–	–
Rate revenue budget (R '000)		263,356	28,498	7,156	274,483	4,069	–	124,266	–	11,863	–	–
Rate revenue expected to collect (R'000)		223,853	24,223	6,083	233,311	3,459	–	105,626	–	10,084	–	–
Expected cash collection rate (%)	4	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	0.0%	0.0%
Special rating areas (R'000)												
Rebates, exemptions - indigent (R'000)												
Rebates, exemptions - pensioners (R'000)		–	–	–	2,261	–	–	–	–	–	–	–
Rebates, exemptions - bona fide farm. (R'000)		–	–	–	–	3,811	–	–	–	–	–	–
Rebates, exemptions - other (R'000)		4,772	31	314	12,421	42	–	–	–	419	–	–
Phase-in reductions/discounts (R'000)												
Total rebates,exemptns,reductns,discs (R'000)												

References

1. Land & Assistance Act, Restitution of Land Rights, Communual Property Associations

2. Include value of additional reductions is 'free' value greater than MPRA minimum.

3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum

4. Include arrears collections

5. In favour of the rate-payer

6. Provide relevant information for historical comparisons.

NC091 Sol Plaatje - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	Business and commercial properties	Industrial properties	Mining properties	Residential properties	Agricultural properties	Public benefit organisations	Public service purpose properties	Public service infrastructure properties	Vacant land	Sport Clubs and Fields (Bitou only)	Sectional Title Garages (Drakenstein only)
Budget Year 2025/26												
Valuation:												
No. of properties		2,273	181	21	49,544	430	10,830	136	474	1,720	–	–
No. of sectional title property values		82	2	–	1,212	–	2	–	–	–	–	–
No. of unreasonably difficult properties s7(2)												
No. of supplementary valuations		26	5	–	110	3	3,248	5	14	90	–	–
Supplementary valuation (Rm)		83,826,970	27,371,000	23,664,000	218,363,010	48,379,000	295,531,050	4,716,700	739,320	77,744,750	–	–
No. of valuation roll amendments		26	5	–	110	3	3,248	5	14	90	–	–
No. of objections by rate-payers		1	–	–	1	–	–	–	–	–	–	–
No. of appeals by rate-payers		–	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers finalised		–	–	–	–	–	–	–	–	–	–	–
No. of successful objections	5	1	–	–	–	–	–	–	–	–	–	–
No. of successful objections > 10%	5	1	–	–	–	–	–	–	–	–	–	–
Estimated no. of properties not valued												
Years since last valuation **(select)**		3	3	3	3		3		3			
Frequency of valuation **(select)**		4	4	4	4		4		4			
Method of valuation used **(select)**		Market	Market	Market	Market		Market		Market			
Base of valuation **(select)**		Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.		Land & Impr.		Land & Impr.			
Phasing-in properties s21 (number)												
Combination of rating types used? (Y/N)		No	No	No	No		No		No			
Flat rate used? (Y/N)		No	No	No	No		No		No			
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform		Uniform		Uniform			
Valuation reductions:												
Valuation reductions-public infrastructure (Rm)												
Valuation reductions-nature reserves/park (Rm)												
Valuation reductions-mineral rights (Rm)												
Valuation reductions-R15,000 threshold (Rm)		–	–	–	743	–	–	–	–	24	–	–
Valuation reductions-public worship (Rm)												
Valuation reductions-other (Rm)	2											
Total valuation reductions:												
Total value used for rating (Rm)	6	7,602	800	105	23,318	2,665	2,788	2,549	161	490	–	–
Total land value (Rm)	6											
Total value of improvements (Rm)	6											
Total market value (Rm)	**6**	**7,630**	**799**	**105**	**23,970**	**–**	**2,762**	**–**	**161**	**–**	**–**	**–**
Rating:												
Average rate	3	–	–	–	–	–	–	–	–	–	–	–
Rate revenue budget (R '000)		275,207	29,780	7,478	286,835	4,252	–	129,858	–	12,397	–	–
Rate revenue expected to collect (R'000)		233,926	25,313	6,356	243,810	3,614	–	110,380	–	10,537	–	–
Expected cash collection rate (%)	4	85.0%	85.0%	85.0%	85.0%	85.0%	0.0%	85.0%	0.0%	85.0%	0.0%	0.0%
Special rating areas (R'000)												
Rebates, exemptions - indigent (R'000)												
Rebates, exemptions - pensioners (R'000)		–	–	–	2,306	–	–	–	–	–	–	–
Rebates, exemptions - bona fide farm. (R'000)		–	–	–	–	3,887	–	–	–	–	–	–
Rebates, exemptions - other (R'000)		4,868	32	320	12,670	43	–	–	–	428	–	–
Phase-in reductions/discounts (R'000)												
Total rebates,exemptns,reductns,discs (R'000)												

References

1. Land & Assistance Act, Restitution of Land Rights, Communal Property Associations

2. Include value of additional reductions is 'free' value greater than MPRA minimum.

3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum

4. Include arrears collections

5. In favour of the rate-payer

6. Provide relevant information for historical comparisons.

NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2021/22	2022/23	2023/24	Current Year 2024/25	2025/26 Medium Term Revenue & Expenditure Framework		
							Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Property rates *(rate in the Rand)*	1								
Residential properties		Residential	0.0112	0.0116	0.0116	0.0121	0.0127	0.0137	0.0146
Residential properties - vacant land		Vacant Residential Property	0.0168	0.0174	0.0174	0.1819	0.0190	0.0204	0.0218
Formal/informal settlements									
Small holdings									
Farm properties - used		Agricultural farms	0.0028	0.0029	0.0029	0.0030	0.0032	0.0034	0.0037
Farm properties - not used		Agricultural business	0.0028	-	0.0029	0.0030	0.0032	0.0034	0.0037
Industrial properties		Industrial	0.0358	0.0372	0.0348	0.0364	0.0379	0.0409	0.0436
Business and commercial properties		Business/Residential	0.0335	0.0349	0.0348	0.0364	0.0379	0.0409	0.0436
Communal land - residential									
Communal land - small holdings									
Communal land - farm property									
Communal land - business and commercial									
Communal land - other									
State-owned properties		State/Public schools	0.0056	-	-	-	-	-	-
Municipal properties									
Public service infrastructure									
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
Property rates by usage									
		Business and Commercial Property	0	0	0	0	0	0	0
Business and commercial properties									
Industrial properties		Industrial Property	0	0	0	0	0	0	0
Mining properties		Mining Property	0	0	0	0	0	0	0
Residential properties		Residential Property	0	0	0	0	0	0	0
Agricultural properties		Agricultural Property	0	0	0	0	0	0	0
Public benefit organisations									
Public service purpose properties		Public Service Property	0	0	0	0	0	0	0
Public service infrastructure properties									
Vacant land									
Sport Clubs and Fields (Bitou only)									
Sectional Title Garages (Drakenstein only)									
Exemptions, reductions and rebates *(Rands)*									
Residential properties									
R15 000 threshhold rebate			15,000	15,000	15,000	15,000	15,000	15,000	15,000
General residential rebate			15,000	15,000	15,000	15,000	15,000	15,000	15,000
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
Other rebates or exemptions	2								
Water tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*									
Service point - vacant land *(Rands/month)*									
Water usage - flat rate tariff *(c/kl)*									
Water usage - life line tariff		Residential (0-6kl)	7	7	8	8	8	9	9
Water usage - Block 1 (c/kl)		Residential (7 - 20 Kl)	29	31	32	34	36	38	40
Water usage - Block 2 (c/kl)		Residential (21 - 40 Kl)	33	34	36	39	40	43	45
Water usage - Block 3 (c/kl)		Residential (41 - 60 Kl)	35	36	38	41	43	45	48
Water usage - Block 4 (c/kl)			-	-	-	-	-	-	-
Water usage - Block 5 (c/kl)		Residential (more than 60 Kl)	37	39	41	44	45	48	51
Water usage - Block 6 (c/kl)		(fill in thresholds)							

Other	2								
Waste water tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*		Basic charge	181	189	198	213	222	235	248
Service point - vacant land *(Rands/month)*									
Waste water - flat rate tariff *(c/kl)*									
Volumetric charge - Block 1 (c/kl)		(fill in structure)							
Volumetric charge - Block 2 (c/kl)		(fill in structure)							
Volumetric charge - Block 3 (c/kl)		(fill in structure)							

Volumetric charge - Block 4 (c/kl)		(fill in structure)							
Other	2								
Electricity tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*		-	-	-	77	95	104	114	124
Service point - vacant land *(Rands/month)*									
FBE		Indigents tariff - Block 1 (0-	2	2	2	3	3	3	4
Life-line tariff - meter		(describe structure)							
Life-line tariff - prepaid		(describe structure)							
Flat rate tariff - meter *(c/kwh)*			-	-	-	-	-	-	-
Flat rate tariff - prepaid*(c/kwh)*			-	-	-	-	-	-	-
Meter - IBT Block 1 (c/kwh)		Block 1 (0-350Kwh)	2	2	2	3	3	3	4
Meter - IBT Block 2 (c/kwh)		Block 2 (>350Kwh)	3	3	3	3	3	4	4
Meter - IBT Block 3 (c/kwh)			-	-	-	-	-	-	-
Meter - IBT Block 4 (c/kwh)			-	-	-	-	-	-	-
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 1 (c/kwh)		Block 1 (0-350Kwh)	2	2	2	3	3	3	4
Prepaid - IBT Block 2 (c/kwh)		Block 2 (>350Kwh)	3	3	3	3	3	4	4
Prepaid - IBT Block 3 (c/kwh)			-	-	-	-	-	-	-
Prepaid - IBT Block 4 (c/kwh)			-	-	-	-	-	-	-
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)							
Other	2								
Waste management tariffs									
Domestic									
Street cleaning charge		One regular removal of refuse	129	135	142	149	155	164	174
Basic charge/fixed fee									
80l bin - once a week									
250l bin - once a week									

References

1. If properties are not rated or zero rated this must be indicated as such

2.Please provide detailed descriptions on Sheet SA13b

NC091 Sol Plaatje - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Ref	Provide description of tariff structure where appropriate	2021/22	2022/23	2023/24	Current Year 2024/25	2025/26 Medium Term Revenue & Expenditure Framework		
							Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Exemptions, reductions and rebates *(Rands)*									
Residential Properties		standard rebate	-	-	-	15,000	-	-	-
Water tariffs									
Water Usage - Life Line Tariff		Residential (0-6kl)	-	-	-	7	-	-	-
Residential (0 - 6 Kl)		Residential (7-20kl)	-	-	-	29	-	-	-
Residential (7 - 20 Kl)		Residential (21-40kl)	-	-	-	33	-	-	-
Residential (21 - 40 Kl)		Residential (41-60kl)	-	-	-	35	-	-	-
Residential (41 - 60 Kl)		Residential (more than 60kl)	-	-	-	37	-	-	-
Waste water tariffs									
Basic Charge		Basic charge	-	-	-	181	-	-	-
Electricity tariffs									
Domestic Basic Charge		Capacity charge	-	-	4	4	5	5	6
Meter - Ibt Block 1 (C/Kwh)		Block 1 (0-350 Kwh)	-	-	-	2	-	-	-
Meter - Ibt Block 2 (C/Kwh)		Block 2 (>350Kwh)	-	-	-	3	-	-	-
Meter - Ibt Block 3 (C/Kwh)			-	-	-	-	-	-	-
Meter - Ibt Block 4 (C/Kwh)			-	-	-	-	-	-	-

NC091 Sol Plaatje - Supporting Table SA14 Household bills

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework			
Rand/cent		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26 % incr.	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		574.32	597.29	595.48	623.13	623.13	623.13	4.3%	649.70	700.11	747.23
Electricity: Basic levy		–	–	66.57	82.68	82.68	82.68	9.6%	90.62	98.95	108.06
Electricity: Consumption		2,217.27	2,317.04	2,480.02	2,536.28	2,536.28	2,536.28	9.6%	2,779.76	3,035.50	3,314.77
Water: Basic levy											
Water: Consumption		612.99	637.51	671.30	714.94	714.94	714.94	4.4%	746.39	790.43	840.23
Sanitation		141.89	147.56	154.79	166.40	166.40	166.40	4.4%	173.73	184.13	194.15
Refuse removal		101.29	105.34	110.92	116.47	116.47	116.47	4.4%	121.60	128.65	136.19
Other		–	–	184.20	228.60	228.60	228.60	9.6%	250.55	273.60	298.77
sub-total		**3,647.76**	**3,804.74**	**4,263.28**	**4,468.50**	**4,468.50**	**4,468.50**	**7.7%**	**4,812.35**	**5,211.37**	**5,639.40**
VAT on Services		461.02	481.12	550.17	576.81	576.81	576.81	8.3%	624.40	676.69	733.82
Total large household bill:		**4,108.78**	**4,285.86**	**4,813.45**	**5,045.31**	**5,045.31**	**5,045.31**	**7.8%**	**5,436.75**	**5,888.06**	**6,373.22**
% increase/-decrease		**–**	**4.3%**	**12.3%**	**4.8%**	**–**	**–**	**61.1%**	**7.8%**	**8.3%**	**8.2%**
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		406.64	422.90	421.62	441.19	441.19	441.19	4.3%	460.00	495.70	529.06
Electricity: Basic levy		–	–	66.57	82.68	82.68	82.68	9.6%	90.62	98.95	108.06
Electricity: Consumption		986.60	1,031.00	1,142.17	1,214.03	1,214.03	1,214.03	9.6%	1,330.58	1,452.99	1,586.67
Water: Basic levy											
Water: Consumption		483.63	502.98	529.64	564.06	564.06	564.06	4.4%	588.88	623.63	662.91
Sanitation		141.89	147.56	154.79	166.40	166.40	166.40	4.4%	173.73	184.13	194.15
Refuse removal		101.29	105.34	110.92	116.47	116.47	116.47	4.4%	121.60	128.65	136.19
Other		–	–	92.10	114.30	114.30	114.30	9.6%	125.27	136.80	149.38
sub-total		**2,120.05**	**2,209.78**	**2,517.81**	**2,699.13**	**2,699.13**	**2,699.13**	**7.1%**	**2,890.68**	**3,120.85**	**3,366.42**
VAT on Services		257.01	268.03	314.43	338.69	338.69	338.69	7.7%	364.60	393.77	425.60
Total small household bill:		**2,377.06**	**2,477.81**	**2,832.24**	**3,037.82**	**3,037.82**	**3,037.82**	**7.2%**	**3,255.28**	**3,514.62**	**3,792.02**
% increase/-decrease			**4.2%**	**14.3%**	**7.3%**	**–**	**–**	**(1.4%)**	**7.2%**	**8.0%**	**7.9%**
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		238.95	248.51	247.76	259.26	259.26	259.26	4.3%	270.31	291.29	310.89
Electricity: Basic levy											
Electricity: Consumption		441.00	460.85	530.43	586.65	586.65	586.65	9.6%	642.97	702.12	766.72
Water: Basic levy											
Water: Consumption		321.82	334.69	352.43	375.33	375.33	375.33	4.4%	391.85	414.97	441.11
Sanitation											
Refuse removal											
Other		–	–	–	–	–	–	–	–	–	–
sub-total		**1,001.77**	**1,044.05**	**1,130.62**	**1,221.24**	**1,221.24**	**1,221.24**	**6.9%**	**1,305.13**	**1,408.38**	**1,518.72**
VAT on Services		114.42	119.33	132.43	144.30	144.30	144.30	7.6%	155.22	167.56	181.17
Total small household bill:		**1,116.19**	**1,163.38**	**1,263.05**	**1,365.54**	**1,365.54**	**1,365.54**	**6.9%**	**1,460.35**	**1,575.94**	**1,699.89**
% increase/-decrease			**4.2%**	**8.6%**	**8.1%**	**–**	**–**	**(14.4%)**	**6.9%**	**7.9%**	**7.9%**

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)

NC091 Sol Plaatje - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Parent municipality										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits		–	–	–	–	–	–	–	–	–
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Municipal Bonds										
Municipality sub-total	1	–	–	–	–	–	–	–	–	–
Entities										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Entities sub-total		–	–	–	–	–	–	–	–	–
Consolidated total:		–	–	–	–	–	–	–	–	–

NC091 Sol Plaatje - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity Name of institution & investment ID	Ref 1	Period of Investment Yrs/Months	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate [3]	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Parent municipality														
First National Bank 62776321293		6 months	Call a/c	No	Variable	5.2	0			–	–	–	–	–
Absa Bank 9286041059		6 months	Call a/c	No	Variable	0	0			–	–	–	–	–
Investec 1400093272500		6 months	Call a/c	No	Variable	5.35	0			–	–	–	–	–
Standard Bank 04846627-014		6 months	Call a/c	No	Variable	5.5	0			–	–	–	–	–
Absa Bank 92 7195 3033		6 months	Call a/c	No	Variable	4.3	0			–	–	–	–	–
Absa Bank - 9382218821		Monthly	Call a/c	No	Fixed	0.089	0	n/a		–	–	–	–	–
Standard Bank 048466271-073		6 months	Notice	Yes	Fixed	8.50%	0		07 May 2019	–	–	–	–	–
Nedbank 9002324052		6 months	Call a/c	Yes	Variable	525.00%	0		06 June 2019	–	–	–	–	–
Absa Bank 20-7291-5615		6 months	Notice	Yes	Fixed	8.02%	0		06 June 2019	–	–	–	–	–
Investec Bank Jb 9778751		6 months	Notice	Yes	Fixed	7.95%	0		06 June 2019	–	–	–	–	–
Absa Bank 20-78146864		5 months	Fixed	Yes	Fixed	7.54%	0		26 June 2019	–	–	–	–	–
First Rand,Nedbank,S'Dard,Investec		12 months	Call a/c	Yes	Variable	6.30%	0		30 June 2020	–	–	–	–	–
Standard Bank 048466271-085		12 months	Notice	No	Fixed	585.00%	0		10 November 2022	–	–	–	–	–
Standard Bank - 048466271-087		48 hours	Notice	No	Variable	8.80%	0		31 August 2023	–	–	–	–	–
Standard Bank 048466271-086		12 months	Notice	No	Fixed	9.03%	0		10 November 2023	–	–	–	–	–
Municipality sub-total										–		–	–	–
Entities														
N/A														–
														–
														–
														–
														–
														–
														–
Entities sub-total										–		–	–	–
TOTAL INVESTMENTS AND INTEREST	1									–		–	–	–

References

1. Total investments must reconcile to all items in Table SA15 for the Current Year (30 June)

2. List investments in expiry date order

3. If 'variable' is selected in column F, input interest rate range

4. Withdrawals to be entered as negative

NC091 Sol Plaatje - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Parent municipality										
Annuity and Bullet Loans		171,517	159,430	146,120	152,895	152,895	152,895	139,019	139,019	139,019
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities		–	–	661,955	–	48,420	48,420	–	–	–
Municipality sub-total	1	**171,517**	**159,430**	**808,076**	**152,895**	**201,315**	**201,315**	**139,019**	**139,019**	**139,019**
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	–	–	–	–	–	–	–	–	–
Total Borrowing	1	**171,517**	**159,430**	**808,076**	**152,895**	**201,315**	**201,315**	**139,019**	**139,019**	**139,019**

Unspent Borrowing - Categorised by type										
Parent municipality										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	–	–	–	–	–	–	–	–	–
Entities										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	–	–	–	–	–	–	–	–	–
Total Unspent Borrowing	1	–	–	–	–	–	–	–	–	–

References

1. Total borrowing must reconcile to Budgeted Financial Position (Borrowing - non-current)

NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		**223,255**	**248,673**	**271,713**	**290,671**	**293,430**	**293,430**	**314,669**	**328,160**	**345,321**
Local Government Equitable Share		212,328	239,158	263,135	282,104	282,104	282,104	301,722	319,228	333,668
Energy Efficiency and Demand Side Management G		–	–	–	–	–	–	–	–	–
Expanded Public Works Programme Integrated Gra		3,362	3,959	3,102	2,267	2,267	2,267	4,442	–	–
Infrastructure Skills Development Grant		4,901	3,856	3,776	4,500	4,500	4,500	4,400	4,500	7,000
Integrated Urban Development Grant		–	–	–	–	2,759	2,759	2,305	2,432	2,553
Local Government Financial Management Grant		1,650	1,700	1,700	1,800	1,800	1,800	1,800	2,000	2,100
Municipal Disaster Relief Grant		1,015	–	–	–	–	–	–	–	–
Municipal Infrastructure Grant		–	–	–	–	–	–	–	–	–
Municipal Systems Improvement Grant		–	–	–	–	–	–	–	–	–
Provincial Government:		**12,731**	**15,984**	**14,787**	**8,600**	**18,100**	**18,100**	**8,800**	**9,240**	**9,748**
Capacity Building and Other Grants		8,561	9,684	8,979	8,600	8,600	8,600	8,800	9,240	9,748
Infrastructure Grant		4,170	6,300	5,808	–	9,500	9,500	–	–	–
District Municipality:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Other grant providers:		**–**	**–**	**215,206**	**–**	**–**	**–**	**–**	**–**	**–**
ESKOM		–	–	210,375	–	–	–	–	–	–
European Union		–	–	–	–	–	–	–	–	–
Higher Education SA (HESA)		–	–	–	–	–	–	–	–	–
Unspecified		–	–	4,831	–	–	–	–	–	–
Total Operating Transfers and Grants	5	**235,986**	**264,657**	**501,707**	**299,271**	**311,530**	**311,530**	**323,469**	**337,400**	**355,070**
Capital Transfers and Grants										
National Government:		**105,767**	**108,149**	**133,753**	**572,229**	**570,097**	**570,097**	**684,166**	**662,581**	**572,128**
Energy Efficiency and Demand Side Management Grant		–	4,000	6,000	5,000	5,000	5,000	5,000	5,000	–
Integrated National Electrification Programme Grant		35,458	24,400	24,358	–	–	–	19,000	14,000	14,633
Integrated Urban Development Grant		54,266	70,390	63,395	75,229	73,097	73,097	76,066	63,081	65,895
Municipal Infrastructure Grant		–	–	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant		–	–	–	–	–	–	100	1,500	1,600
Regional Bulk Infrastructure Grant		–	–	40,000	492,000	492,000	492,000	574,000	579,000	490,000
Water Services Infrastructure Grant		16,043	9,359	–	–	–	–	10,000	–	–
Provincial Government:		**76,850**	**3,387**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Infrastructure Grant		76,850	3,387	–	–	–	–	–	–	–
District Municipality:		**3,500**	**–**	**6,437**	**–**	**–**	**–**	**–**	**–**	**–**
Specify (Add grant description)		3,500	–	6,437	–	–	–	–	–	–
Other grant providers:		**14,400**	**–**	**18,850**	**–**	**–**	**–**	**–**	**–**	**–**
European Union		14,400	–	18,850	–	–	–	–	–	–
Total Capital Transfers and Grants	5	**200,517**	**111,536**	**159,040**	**572,229**	**570,097**	**570,097**	**684,166**	**662,581**	**572,128**
TOTAL RECEIPTS OF TRANSFERS & GRANTS		**436,504**	**376,193**	**660,747**	**871,500**	**881,627**	**881,627**	**1,007,635**	**999,981**	**927,197**

References

1. Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation

2. Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)

3. Replacement of RSC levies

4. Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality

5. Total transfers and grants must reconcile to Budgeted Cash Flows

6. Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

NC091 Sol Plaatje - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		**109,818**	**123,170**	**237,196**	**229,671**	**274,430**	**274,430**	**252,673**	**262,134**	**275,021**
Local Government Equitable Share		99,625	112,671	228,294	221,104	263,104	263,104	239,722	253,198	263,363
Expanded Public Works Programme Integrated Grant		3,362	4,943	3,426	2,267	2,267	2,267	4,442	–	–
Infrastructure Skills Development Grant		4,920	3,856	3,776	4,500	4,500	4,500	4,400	4,500	7,000
Integrated Urban Development Grant		–	–	–	–	2,759	2,759	2,305	2,432	2,553
Local Government Financial Management Grant		1,650	1,700	1,700	1,800	1,800	1,800	1,804	2,004	2,104
Municipal Disaster Relief Grant		261	–	–	–	–	–	–	–	–
Provincial Government:		**8,275**	**11,438**	**9,852**	**8,600**	**18,087**	**18,087**	**8,765**	**9,145**	**9,648**
Capacity Building and Other Grants		6,795	8,500	7,625	8,600	8,587	8,587	8,765	9,145	9,648
Infrastructure Grant		1,480	2,938	2,227	–	9,500	9,500	–	–	–
District Municipality:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Other grant providers:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
European Union		–	–	–	–	–	–	–	–	–
Total operating expenditure of Transfers and Grants:		**118,093**	**134,609**	**247,048**	**238,271**	**292,517**	**292,517**	**261,438**	**271,279**	**284,668**
Capital expenditure of Transfers and Grants										
National Government:		**95,428**	**96,392**	**124,283**	**572,229**	**570,097**	**570,097**	**684,166**	**662,581**	**572,128**
Energy Efficiency and Demand Side Management Grant		–	4,000	5,999	5,000	5,000	5,000	5,000	5,000	–
Integrated National Electrification Programme Grant		30,833	22,829	21,181	–	–	–	19,000	14,000	14,633
Integrated Urban Development Grant		48,552	61,424	57,349	75,229	73,097	73,097	76,066	63,081	65,895
Municipal Infrastructure Grant		–	–	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant		–	–	–	–	–	–	100	1,500	1,600
Regional Bulk Infrastructure Grant		–	–	39,754	492,000	492,000	492,000	574,000	579,000	490,000
Water Services Infrastructure Grant		16,043	8,138	–	–	–	–	10,000	–	–
Provincial Government:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
District Municipality:		**3,500**	**–**	**6,000**	**–**	**–**	**–**	**–**	**–**	**–**
Specify (Add grant description)		3,500	–	6,000	–	–	–	–	–	–
Other grant providers:		**13,891**	**–**	**17,073**	**–**	**–**	**–**	**–**	**–**	**–**
European Union		13,891	–	17,073	–	–	–	–	–	–
Total capital expenditure of Transfers and Grants		**112,818**	**96,392**	**147,356**	**572,229**	**570,097**	**570,097**	**684,166**	**662,581**	**572,128**
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		**230,912**	**231,000**	**394,404**	**810,500**	**862,614**	**862,614**	**945,604**	**933,860**	**856,796**

References

1. Expenditure must be separately listed for each transfer or grant received or recognised

NC091 Sol Plaatje - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		(280)	(599)	(1,644)	–	–	–	(3,604)	(3,604)	(3,604)
Current year receipts		(10,512)	(11,159)	(9,802)	(8,567)	(8,567)	(8,567)	(10,642)	(6,500)	(9,100)
Repayment of grants		280	599	11,249	–	–	–	–	–	–
Conditions met - transferred to revenue		**(20,984)**	**(21,872)**	**(31,273)**	**(17,134)**	**(17,134)**	**(17,134)**	**(24,888)**	**(16,604)**	**(21,804)**
Conditions still to be met - transferred to liabilities		9,913	9,515	8,578	8,567	8,567	8,567	10,642	6,500	9,100
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		(962)	(84)	–	–	–	–	510	510	510
Current year receipts		(22,197)	(15,900)	(33,724)	(8,600)	(11,359)	(11,359)	(12,800)	(13,240)	(13,748)
Conditions met - transferred to revenue		**(45,489)**	**(31,968)**	**(67,362)**	**(17,200)**	**(22,718)**	**(22,718)**	**(21,090)**	**(21,970)**	**(22,987)**
Conditions still to be met - transferred to liabilities		22,331	15,984	33,637	8,600	11,359	11,359	8,800	9,240	9,748
Total operating transfers and grants revenue		**(66,473)**	**(53,840)**	**(98,634)**	**(34,334)**	**(39,852)**	**(39,852)**	**(45,979)**	**(38,575)**	**(44,791)**
Total operating transfers and grants - CTBM	2	**32,243**	**25,499**	**42,215**	**17,167**	**19,926**	**19,926**	**19,442**	**15,740**	**18,848**
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		(5,032)	(1,042)	(5,589)	–	–	–	(91,862)	(91,862)	(91,862)
Current year receipts		(106,809)	(113,738)	(73,104)	(497,000)	(497,000)	(497,000)	(608,100)	(599,500)	(506,233)
Conditions met - transferred to revenue		**(217,608)**	**(222,929)**	**(149,051)**	**(994,000)**	**(994,000)**	**(994,000)**	**(1,308,062)**	**(1,290,862)**	**(1,104,328)**
Conditions still to be met - transferred to liabilities		105,767	108,149	70,358	497,000	497,000	497,000	608,100	599,500	506,233
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		–	–	–	–	–	–	–	–	–
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
Total capital transfers and grants revenue		**(217,608)**	**(222,929)**	**(149,051)**	**(994,000)**	**(994,000)**	**(994,000)**	**(1,308,062)**	**(1,290,862)**	**(1,104,328)**
Total capital transfers and grants - CTBM	2	**105,767**	**108,149**	**70,358**	**497,000**	**497,000**	**497,000**	**608,100**	**599,500**	**506,233**
TOTAL TRANSFERS AND GRANTS REVENUE		**(284,082)**	**(276,769)**	**(247,686)**	**(1,028,334)**	**(1,033,852)**	**(1,033,852)**	**(1,354,041)**	**(1,329,437)**	**(1,149,119)**
TOTAL TRANSFERS AND GRANTS - CTBM		**138,011**	**133,648**	**112,573**	**514,167**	**516,926**	**516,926**	**627,542**	**615,240**	**525,081**

References

1. Total capital transfers and grants revenue must reconcile to Budgeted Financial Performance and Financial Position; total recurrent grants revenue must reconcile to Budgeted Financial Performance

2. CTBM = conditions to be met

3. National Treasury database will require this reconciliation for each transfer/grant

NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Cash Transfers to other municipalities											
Insert description	1										
Total Cash Transfers To Municipalities:		–	–	–	–	–	–	–	–	–	–
Cash Transfers to Entities/Other External Mechanisms											
	2										
Total Cash Transfers To Entities/Ems'		–	–	–	–	–	–	–	–	–	–
Cash Transfers to other Organs of State											
	3										
Total Cash Transfers To Other Organs Of State:		–	–	–	–	–	–	–	–	–	–
Cash Transfers to Organisations											
Non-Prof:Oth Inst/Grants&Don Diam & Dor		–	–	–	–	–	–	–	–	–	–
Non-Prof:Oth Inst/Grants&Don Oth Pub Gra		200	169	–	1,000	1,000	1,000	–	800	1,000	1,000
Non-Prof:Oth Institut/Gariep		–	–	–	–	–	–	–	–	–	–
Non-Prof:Oth Institut/Sport Council		–	–	–	–	–	–	–	–	–	–
Non-Prof:Other Institutions/Spca		2,200	2,300	2,400	2,500	2,500	2,500	1,875	2,600	2,700	2,800
Total Cash Transfers To Organisations		**2,400**	**2,469**	**2,400**	**3,500**	**3,500**	**3,500**	**1,875**	**3,400**	**3,700**	**3,800**
Cash Transfers to Groups of Individuals											
Hh Oth Trans: Housing - Individual Supp		–	–	–	–	–	–	–	–	–	–
Hh Ssp Soc Ass: Grant In Aid		146	130	126	160	160	160	17	150	158	167
Total Cash Transfers To Groups Of Individuals:		**146**	**130**	**126**	**160**	**160**	**160**	**17**	**150**	**158**	**167**
TOTAL CASH TRANSFERS AND GRANTS	6	**2,546**	**2,599**	**2,526**	**3,660**	**3,660**	**3,660**	**1,892**	**3,550**	**3,858**	**3,967**
Non-Cash Transfers to other municipalities											
	1										
Total Non-Cash Transfers To Municipalities:		–	–	–	–	–	–	–	–	–	–
Non-Cash Transfers to Entities/Other External Mechanisms											
	2										
Total Non-Cash Transfers To Entities/Ems'		–	–	–	–	–	–	–	–	–	–
Non-Cash Transfers to other Organs of State											
	3										
Total Non-Cash Transfers To Other Organs Of State:		–	–	–	–	–	–	–	–	–	–
Non-Cash Grants to Organisations											
	4										
Total Non-Cash Grants To Organisations		–	–	–	–	–	–	–	–	–	–
Groups of Individuals											
Ts_O_Ik_Hh_Esb_Injury On Duty	5	–	–	–	–	–	–	–	–	–	–
Ts_O_Ik_Hh_Esb_Leave Gratuity		–	–	–	–	–	–	–	–	–	–
Total Non-Cash Grants To Groups Of Individuals:		–	–	–	–	–	–	–	–	–	–
TOTAL NON-CASH TRANSFERS AND GRANTS		–	–	–	–	–	–	–	–	–	–
TOTAL TRANSFERS AND GRANTS	6	**2,546**	**2,599**	**2,526**	**3,660**	**3,660**	**3,660**	**1,892**	**3,550**	**3,858**	**3,967**

References

1. Insert description listed by municipal name and demarcation code of recipient

2. Insert description of each entity or external mechanism (an external mechanism may be provided with resources to ensure a minimum level of service)

3. Insert description of each Organ of State (e.g. transfer to electricity provider to compensate for FBS provided)

4. Insert description of each other organisation (e.g. charity)

5 Insert description of each other organisation (e.g. the aged, child-headed households)

6. All descriptions should separate transfers for 'capital purposes' and 'operating purposes'

NC091 Sol Plaatje - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		–	–	–	–	–	–	30,893	32,602	34,576
Pension and UIF Contributions		496	882	1,065	–	1,055	1,055	1,540	1,540	1,540
Medical Aid Contributions		267	425	536	–	623	623	710	710	710
Motor Vehicle Allowance		–	–	–	–	–	–	950	950	950
Cellphone Allowance		2,845	3,040	2,997	3,055	3,055	3,055	2,910	3,055	3,223
Housing Allowances		–	–	–	–	–	–	–	–	–
Other benefits and allowances		27,129	27,876	29,271	34,021	32,343	32,343	80	80	80
Sub Total - Councillors		**30,737**	**32,224**	**33,869**	**37,077**	**37,077**	**37,077**	**37,083**	**38,937**	**41,079**
% increase	4		**4.8%**	**5.1%**	**9.5%**	**–**	**–**	**0.0%**	**5.0%**	**5.5%**
Senior Managers of the Municipality	2									
Basic Salaries and Wages		8,265	6,702	4,942	8,791	8,791	8,791	8,743	9,216	9,684
Pension and UIF Contributions		1,086	969	433	1,316	1,316	1,316	1,351	1,425	1,497
Medical Aid Contributions		222	233	192	117	117	117	140	147	154
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3	1,849	1,534	1,065	2,005	2,005	2,005	2,113	2,227	2,341
Cellphone Allowance	3	157	132	101	198	198	198	198	209	219
Housing Allowances	3	26	28	22	9	9	9	24	26	27
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards		67	44	14	15	15	15	31	33	35
Post-retirement benefit obligations	6									
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Senior Managers of Municipality		**11,671**	**9,643**	**6,769**	**12,452**	**12,452**	**12,452**	**12,601**	**13,283**	**13,957**
% increase	4		**(17.4%)**	**(29.8%)**	**84.0%**	**–**	**–**	**1.2%**	**5.4%**	**5.1%**
Other Municipal Staff										
Basic Salaries and Wages		417,872	433,826	460,448	509,499	506,061	506,061	538,612	569,988	600,029
Pension and UIF Contributions		74,736	79,050	83,850	96,851	96,851	96,851	99,661	105,039	110,681
Medical Aid Contributions		49,309	50,925	54,500	63,693	63,693	63,693	69,790	73,571	77,507
Overtime		52,688	69,383	90,602	53,982	54,982	54,982	58,301	61,453	64,874
Performance Bonus		28,946	30,249	30,591	38,317	38,317	38,317	39,432	41,563	43,794
Motor Vehicle Allowance	3	42,071	42,089	43,767	51,151	51,332	51,332	50,362	53,064	55,833
Cellphone Allowance	3	1,401	1,456	1,631	1,551	1,631	1,631	1,740	1,835	1,932
Housing Allowances	3	2,636	2,737	2,856	2,887	2,887	2,887	3,152	3,323	3,498
Other benefits and allowances	3	19,998	20,261	38,029	26,598	30,580	30,580	32,935	34,663	36,571
Payments in lieu of leave		10,507	14,403	7,128	20,000	20,000	20,000	25,000	26,375	27,694
Long service awards		24,418	27,890	30,958	29,981	29,981	29,981	31,845	33,557	35,368
Post-retirement benefit obligations	6	36,522	39,393	43,162	43,900	43,900	43,900	49,900	52,645	55,277
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Other Municipal Staff		**761,106**	**811,663**	**887,522**	**938,410**	**940,215**	**940,215**	**1,000,731**	**1,057,076**	**1,113,058**
% increase	4		**6.6%**	**9.3%**	**5.7%**	**0.2%**	**–**	**6.4%**	**5.6%**	**5.3%**
Total Parent Municipality		**803,514**	**853,530**	**928,160**	**987,939**	**989,744**	**989,744**	**1,050,415**	**1,109,296**	**1,168,094**
			6.2%	**8.7%**	**6.4%**	**0.2%**	**–**	**6.1%**	**5.6%**	**5.3%**
Board Members of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Board Fees										
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Board Members of Entities		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
% increase	4		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Senior Managers of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Senior Managers of Entities		–	–	–	–	–	–	–	–	–
% increase	4		–	–	–	–	–	–	–	–
Other Staff of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Other Staff of Entities		–	–	–	–	–	–	–	–	–
% increase	4		–	–	–	–	–	–	–	–
Total Municipal Entities		–	–	–	–	–	–	–	–	–
TOTAL SALARY, ALLOWANCES & BENEFITS		**803,514**	**853,530**	**928,160**	**987,939**	**989,744**	**989,744**	**1,050,415**	**1,109,296**	**1,168,094**
% increase	4		**6.2%**	**8.7%**	**6.4%**	**0.2%**	**–**	**6.1%**	**5.6%**	**5.3%**
TOTAL MANAGERS AND STAFF	5,7	**772,777**	**821,306**	**894,291**	**950,863**	**952,667**	**952,667**	**1,013,332**	**1,070,358**	**1,127,015**

References

1. Include 'Loans and advances' where applicable if any reportable amounts until phased compliance with s164 of MFMA achieved
2. s57 of the Systems Act
3. In kind benefits (e.g. provision of living quarters) must be shown as the cost (full market value) to the municipality, as part of the relevant allowance
4. B/A, C/B, D/C, E/C, F/C, G/D, H/D, I/D
5. Must agree to the sub-total appearing on Table A1 (Employee costs)
6. Includes pension payments and employer contributions to medical aid
7. Correct as at 30 June

Column Definitions:

A, B and C. Audited actual as per the audited financial statements. If audited amounts are unavailable, unaudited amounts must be provided with a note stating these are unaudited
D. The original budget approved by council for the budget year.
E. The budget for the budget year as adjusted by council resolution in terms of section 28 of the MFMA.
F. An estimate of final actual amounts (pre audit) for the current year at the point in time of preparing the budget for the budget year. This may differ from E.
G. The amount to be appropriated for the budget year.
H and I. The indicative projection

NC091 Sol Plaatje - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1. Rand per annum	Ref	No.	Salary	Contributions 1.	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Councillors	3							
Speaker	4		922,156		129,824			1,051,980
Chief Whip								–
Executive Mayor			1,222,700	30,000	49,824			1,302,524
Deputy Executive Mayor								–
Executive Committee			7,945,236	1,150,000	798,242			9,893,478
Total for all other councillors			20,803,391	1,070,000	2,961,873			24,835,264
Total Councillors	8	–	**30,893,483**	**2,250,000**	**3,939,763**			**37,083,246**
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1,735,972	276,702	362,104			2,374,778
Chief Finance Officer			1,227,638	206,102	401,353			1,835,093
SM D01			1,281,316	215,021	373,753			1,870,090
SM D02			1,562,172	271,049	470,853			2,304,074
SM D03			1,621,591	301,602	364,386			2,287,579
SM D04			1,314,616	220,553	394,332			1,929,501
								–
List of each offical with packages >= senior manager								
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
Total Senior Managers of the Municipality	8,10	–	**8,743,305**	**1,491,029**	**2,366,781**	**–**		**12,601,115**
A Heading for Each Entity	6,7							
List each member of board by designation								
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
Total for municipal entities	8,10	–	**–**	**–**	**–**	**–**		**–**
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	–	**39,636,788**	**3,741,029**	**6,306,544**	**–**		**49,684,361**

References

1. Pension and medical aid
2. Total package must equal the total cost to the municipality
3. List each political office bearer by designation. Provide a total for all other councillors
4. Political office bearer is defined in MFMA s 1: speaker, executive mayor, deputy executive mayor, member of executive committee, mayor, deputy mayor, member of mayoral committee, the councillor designated to exercise powers and duties of mayor (MSA s 57)
5. Also list each senior manager reporting to MM by designation and each official with package >= senior manager by designation
6. List each entity where municipality has an interest and state percentage ownership and control
7. List each senior manager reporting to the CEO of an Entity by designation
8. Must reconcile to relevant section of Table SA24
9. Must reconcile to totals shown for the budget year of Table SA22
10. Correct as at 30 June

NC091 Sol Plaatje - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2023/24			Current Year 2024/25			Budget Year 2025/26		
Number	1,2	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)		65	65	–	65	65	–	65	65	–
Board Members of municipal entities	4									
Municipal employees	5									
Municipal Manager and Senior Managers	3	6	6	–	6	6	–	6	6	–
Other Managers	7	3	3	–	162	162	–	162	162	–
Professionals		*198*	*96*	*31*	*198*	*165*	*31*	*198*	*165*	*31*
Finance		13	10	3	13	10	3	13	10	3
Spatial/town planning		19	11	4	19	11	4	19	11	4
Information Technology		4	4	–	4	4	–	4	4	–
Roads		2	2	–	2	2	–	2	2	–
Electricity		13	5	3	13	5	3	13	5	3
Water		2	2	–	2	2	–	2	2	–
Sanitation		3	2	1	3	2	1	3	2	1
Refuse		–	–	–	–	–	–	–	–	–
Other		142	60	20	142	129	20	142	129	20
Technicians		*275*	*211*	*28*	*275*	*212*	*34*	*275*	*212*	*34*
Finance		10	6	4	10	6	4	10	6	4
Spatial/town planning		29	13	7	29	14	7	29	14	7
Information Technology		8	5	1	8	5	2	8	5	2
Roads		6	5	1	6	5	1	6	5	1
Electricity		150	120	5	150	120	5	150	120	5
Water		10	9	1	10	9	1	10	9	1
Sanitation		25	19	6	25	19	6	25	19	6
Refuse		1	1	–	1	1	–	1	1	–
Other		36	33	3	36	33	8	36	33	8
Clerks (Clerical and administrative)		429	337	42	429	337	42	429	337	42
Service and sales workers		348	233	–	254	233	–	254	233	–
Skilled agricultural and fishery workers		145	73	–	145	73	–	145	73	–
Craft and related trades										
Plant and Machine Operators		215	135	42	215	135	42	215	135	42
Elementary Occupations		1,017	581	99	1,017	639	99	1,017	639	99
TOTAL PERSONNEL NUMBERS	9	**2,701**	**1,740**	**242**	**2,766**	**2,027**	**248**	**2,766**	**2,027**	**248**
% increase					2.4%	16.5%	2.5%	–	–	–
Total municipal employees headcount	6, 10	**3,021**	**1,975**	**273**	**3,086**	**2,262**	**279**	**3,086**	**2,262**	**279**
Finance personnel headcount	8, 10	**306**	**221**	**31**	**306**	**221**	**31**	**306**	**221**	**31**
Human Resources personnel headcount	8, 10	**14**	**14**	**–**	**14**	**14**	**–**	**14**	**14**	**–**

References

1. Positions must be funded and aligned to the municipality's current organisational structure

2. Full Time Equivalent (FTE). E.g. One full time person = 1FTE. A person working half time (say 4 hours out of 8) = 0.5FTE.

3. s57 of the Systems Act

4. Include only in Consolidated Statements

5. Include municipal entity employees in Consolidated Statements

6. Include headcount (number fo persons, Not FTE) of managers and staff only (exclude councillors)

7. Managers who provide the direction of a critical technical function

8. Total number of employees working on these functions

NC091 Sol Plaatje - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue																
Exchange Revenue																
Service charges - Electricity		101,577	101,577	101,577	101,577	101,577	101,577	101,577	101,577	101,577	101,577	101,577	101,577	1,218,923	1,329,174	1,449,350
Service charges - Water		30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	362,722	381,821	402,078
Service charges - Waste Water Management		8,489	8,489	8,489	8,489	8,489	8,489	8,489	8,489	8,489	8,489	8,489	8,489	101,874	106,601	112,048
Service charges - Waste Management		6,133	6,133	6,133	6,133	6,133	6,133	6,133	6,133	6,133	6,133	6,133	6,133	73,593	76,320	80,287
Sale of Goods and Rendering of Services		1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	18,644	19,647	20,663
Agency services													–	–	–	–
Interest		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned from Receivables		11,842	11,842	11,842	11,842	11,842	11,842	11,842	11,842	11,842	11,842	11,842	11,842	142,100	150,980	159,252
Interest earned from Current and Non Current Assets		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	22,000	25,000
Dividends		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rent on Land													–	–	–	–
Rental from Fixed Assets		2,478	2,478	2,478	2,478	2,478	2,478	2,478	2,478	2,478	2,478	2,478	2,478	29,740	31,228	32,944
Licence and permits		83	83	83	83	83	83	83	83	83	83	83	83	1,000	1,050	1,103
Special rating levies																
Operational Revenue		282	282	282	282	282	282	282	282	282	282	282	282	3,383	3,563	3,750
Non-Exchange Revenue																
Property rates		59,827	59,827	59,827	59,827	59,827	59,827	59,827	59,827	59,827	59,827	59,827	59,827	717,920	766,250	809,856
Surcharges and Taxes													–	–	–	–
Fines, penalties and forfeits		2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	34,743	36,588	38,418
Licences or permits		683	683	683	683	683	683	683	683	683	683	683	683	8,200	8,610	9,041
Transfer and subsidies - Operational		26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	323,469	337,400	355,070
Interest		9,752	9,752	9,752	9,752	9,752	9,752	9,752	9,752	9,752	9,752	9,752	9,752	117,020	123,467	129,691
Fuel Levy													–	–	–	–
Operational Revenue		4,854	4,854	4,854	4,854	4,854	4,854	4,854	4,854	4,854	4,854	4,854	4,854	58,250	63,704	69,732
Gains on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Gains		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Discontinued Operations													–	–	–	–
Total Revenue (excluding capital transfers and contrib		**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**269,132**	**3,229,581**	**3,458,401**	**3,698,283**
Expenditure																
Employee related costs		84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	1,013,332	1,070,358	1,127,015
Remuneration of councillors		3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	37,083	38,937	41,079
Bulk purchases - electricity		82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	990,000	1,089,000	1,197,900
Inventory consumed		26,898	26,898	26,898	26,898	26,898	26,898	26,898	26,898	26,898	26,898	26,898	26,898	322,777	333,672	350,611
Debt impairment		36,429	36,429	36,429	36,429	36,429	36,429	36,429	36,429	36,429	36,429	36,429	36,429	437,149	470,069	493,169
Depreciation and amortisation		7,517	7,517	7,517	7,517	7,517	7,517	7,517	7,517	7,517	7,517	7,517	7,517	90,200	95,157	100,093
Interest		1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	15,880	13,737	11,318
Contracted services		3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	3,580	42,961	45,503	51,971
Transfers and subsidies		296	296	296	296	296	296	296	296	296	296	296	296	3,550	3,858	3,967
Irrecoverable debts written off		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational costs		14,664	14,664	14,664	14,664	14,664	14,664	14,664	14,664	14,664	14,664	14,664	14,664	175,966	181,491	193,117
Losses on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Losses		5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	5,750	69,000	72,795	76,799
Total Expenditure		**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,491**	**3,197,899**	**3,414,576**	**3,647,039**
Surplus/(Deficit)		**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**2,640**	**31,682**	**43,825**	**51,244**
Transfers and subsidies - capital (monetary allocations)		57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	684,166	662,581	572,128
Transfers and subsidies - capital (in-kind)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		59,654	59,654	59,654	59,654	59,654	59,654	59,654	59,654	59,654	59,654	59,654	59,654	715,848	706,406	623,372
Income Tax													–	–	–	–
Surplus/(Deficit) after income tax		**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**
Share of Surplus/Deficit attributable to Joint Venture													–	–	–	–
Share of Surplus/Deficit attributable to Minorities													–	–	–	–
Surplus/(Deficit) attributable to municipality		**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**
Share of Surplus/Deficit attributable to Associate													–	–	–	–
Intercompany/Parent subsidiary transactions													–	–	–	–
Surplus/(Deficit) for the year	1	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

NC091 Sol Plaatje - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue by Vote																
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	1,067,130	1,065,219	994,303
Vote 03 - Municipal Manager		192	192	192	192	192	192	192	192	192	192	192	192	2,305	2,432	2,553
Vote 04 - Corporate Services		509	509	509	509	509	509	509	509	509	509	509	509	6,110	6,296	8,894
Vote 05 - Community Services		12,382	12,382	12,382	12,382	12,382	12,382	12,382	12,382	12,382	12,382	12,382	12,382	148,586	156,221	164,450
Vote 06 - Financial Services		61,843	61,843	61,843	61,843	61,843	61,843	61,843	61,843	61,843	61,843	61,843	61,843	742,122	791,884	836,771
Vote 07 - Strategy Econ Development And Planning		834	834	834	834	834	834	834	834	834	834	834	834	10,003	10,553	11,081
Vote 08 - Infrastructure And Services		161,458	161,458	161,458	161,458	161,458	161,458	161,458	161,458	161,458	161,458	161,458	161,458	1,937,491	2,088,378	2,252,359
Vote 09 -													–	–	–	–
Vote 10 -													–	–	–	–
Vote 11 -													–	–	–	–
Vote 12 -													–	–	–	–
Vote 13 -													–	–	–	–
Vote 14 -													–	–	–	–
Vote 15 - Other													–	–	–	–
Total Revenue by Vote		**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**3,913,747**	**4,120,983**	**4,270,411**
Expenditure by Vote to be appropriated																
Vote 01 - Executive & Council		5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	61,221	64,402	67,817
Vote 02 - Municipal And General		39,407	39,407	39,407	39,407	39,407	39,407	39,407	39,407	39,407	39,407	39,407	39,407	472,882	496,795	520,879
Vote 03 - Municipal Manager		2,551	2,551	2,551	2,551	2,551	2,551	2,551	2,551	2,551	2,551	2,551	2,551	30,614	32,298	33,913
Vote 04 - Corporate Services		6,678	6,678	6,678	6,678	6,678	6,678	6,678	6,678	6,678	6,678	6,678	6,678	80,133	84,128	90,932
Vote 05 - Community Services		30,321	30,321	30,321	30,321	30,321	30,321	30,321	30,321	30,321	30,321	30,321	30,321	363,848	384,963	405,114
Vote 06 - Financial Services		14,447	14,447	14,447	14,447	14,447	14,447	14,447	14,447	14,447	14,447	14,447	14,447	173,366	183,002	192,153
Vote 07 - Strategy Econ Development And Planning		5,785	5,785	5,785	5,785	5,785	5,785	5,785	5,785	5,785	5,785	5,785	5,785	69,420	73,201	76,862
Vote 08 - Infrastructure And Services		162,201	162,201	162,201	162,201	162,201	162,201	162,201	162,201	162,201	162,201	162,201	162,201	1,946,415	2,095,787	2,259,370
Vote 09 -													–	–	–	–
Vote 10 -													–	–	–	–
Vote 11 -													–	–	–	–
Vote 12 -													–	–	–	–
Vote 13 -													–	–	–	–
Vote 14 -													–	–	–	–
Vote 15 - Other													–	–	–	–
Total Expenditure by Vote		**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,491**	**3,197,899**	**3,414,576**	**3,647,039**
Surplus/(Deficit) before assoc.		**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**
Income Tax													–	–	–	–
Share of Surplus/Deficit attributable to Minorities		(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	(5,750)	63,250	–	–	–
Intercompany/Parent subsidiary transactions													–	–	–	–
Surplus/(Deficit)	1	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**53,904**	**122,904**	**715,848**	**706,406**	**623,372**

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

NC091 Sol Plaatje - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue - Functional																
Governance and administration		**151,322**	**151,322**	**151,322**	**151,322**	**151,322**	**151,322**	**151,322**	**151,322**	**151,322**	**151,322**	**151,322**	**151,322**	**1,815,862**	**1,863,927**	**1,840,521**
Executive and council		88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	88,928	1,067,130	1,065,219	994,303
Finance and administration		62,394	62,394	62,394	62,394	62,394	62,394	62,394	62,394	62,394	62,394	62,394	62,394	748,732	798,707	846,219
Internal audit													–	–	–	–
Community and public safety		**3,829**	**3,829**	**3,829**	**3,829**	**3,829**	**3,829**	**3,829**	**3,829**	**3,829**	**3,829**	**3,829**	**3,829**	**45,944**	**48,265**	**50,906**
Community and social services		1,074	1,074	1,074	1,074	1,074	1,074	1,074	1,074	1,074	1,074	1,074	1,074	12,888	13,532	14,256
Sport and recreation		243	243	243	243	243	243	243	243	243	243	243	243	2,910	3,071	3,247
Public safety		48	48	48	48	48	48	48	48	48	48	48	48	570	601	634
Housing		2,458	2,458	2,458	2,458	2,458	2,458	2,458	2,458	2,458	2,458	2,458	2,458	29,501	30,976	32,680
Health		6	6	6	6	6	6	6	6	6	6	6	6	75	84	89
Economic and environmental services		**1,948**	**1,948**	**1,948**	**1,948**	**1,948**	**1,948**	**1,948**	**1,948**	**1,948**	**1,948**	**1,948**	**1,948**	**23,377**	**24,596**	**25,836**
Planning and development		767	767	767	767	767	767	767	767	767	767	767	767	9,207	9,713	10,199
Road transport		1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	14,170	14,883	15,637
Environmental protection													–	–	–	–
Trading services		**168,040**	**168,040**	**168,040**	**168,040**	**168,040**	**168,040**	**168,040**	**168,040**	**168,040**	**168,040**	**168,040**	**168,040**	**2,016,483**	**2,171,497**	**2,339,815**
Energy sources		108,802	108,802	108,802	108,802	108,802	108,802	108,802	108,802	108,802	108,802	108,802	108,802	1,305,623	1,423,554	1,552,123
Water management		37,341	37,341	37,341	37,341	37,341	37,341	37,341	37,341	37,341	37,341	37,341	37,341	448,093	471,708	496,909
Waste water management		12,781	12,781	12,781	12,781	12,781	12,781	12,781	12,781	12,781	12,781	12,781	12,781	153,374	161,191	169,641
Waste management		9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116	9,116	109,393	115,045	121,142
Other		**1,007**	**1,007**	**1,007**	**1,007**	**1,007**	**1,007**	**1,007**	**1,007**	**1,007**	**1,007**	**1,007**	**1,007**	**12,081**	**12,698**	**13,333**
Total Revenue - Functional		**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**326,146**	**3,913,747**	**4,120,983**	**4,270,411**
Expenditure - Functional																
Governance and administration		**63,350**	**63,350**	**63,350**	**63,350**	**63,350**	**63,350**	**63,350**	**63,350**	**63,350**	**63,350**	**63,350**	**63,350**	**760,201**	**799,611**	**841,910**
Executive and council		45,084	45,084	45,084	45,084	45,084	45,084	45,084	45,084	45,084	45,084	45,084	45,084	541,013	568,488	596,351
Finance and administration		17,931	17,931	17,931	17,931	17,931	17,931	17,931	17,931	17,931	17,931	17,931	17,931	215,171	226,884	241,108
Internal audit		335	335	335	335	335	335	335	335	335	335	335	335	4,017	4,238	4,450
Community and public safety		**18,308**	**18,308**	**18,308**	**18,308**	**18,308**	**18,308**	**18,308**	**18,308**	**18,308**	**18,308**	**18,308**	**18,308**	**219,694**	**233,503**	**245,817**
Community and social services		4,393	4,393	4,393	4,393	4,393	4,393	4,393	4,393	4,393	4,393	4,393	4,393	52,711	57,438	59,978
Sport and recreation		5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	66,957	70,684	74,802
Public safety		3,952	3,952	3,952	3,952	3,952	3,952	3,952	3,952	3,952	3,952	3,952	3,952	47,422	50,117	52,873
Housing		2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	31,138	32,694	34,436
Health		1,789	1,789	1,789	1,789	1,789	1,789	1,789	1,789	1,789	1,789	1,789	1,789	21,467	22,569	23,728
Economic and environmental services		**15,519**	**15,519**	**15,519**	**15,519**	**15,519**	**15,519**	**15,519**	**15,519**	**15,519**	**15,519**	**15,519**	**15,519**	**186,232**	**196,229**	**206,921**
Planning and development		4,408	4,408	4,408	4,408	4,408	4,408	4,408	4,408	4,408	4,408	4,408	4,408	52,893	55,803	58,631
Road transport		11,030	11,030	11,030	11,030	11,030	11,030	11,030	11,030	11,030	11,030	11,030	11,030	132,364	139,398	147,205
Environmental protection		81	81	81	81	81	81	81	81	81	81	81	81	975	1,029	1,085
Trading services		**166,827**	**166,827**	**166,827**	**166,827**	**166,827**	**166,827**	**166,827**	**166,827**	**166,827**	**166,827**	**166,827**	**166,827**	**2,001,920**	**2,153,869**	**2,319,459**
Energy sources		107,829	107,829	107,829	107,829	107,829	107,829	107,829	107,829	107,829	107,829	107,829	107,829	1,293,951	1,410,381	1,537,259
Water management		37,087	37,087	37,087	37,087	37,087	37,087	37,087	37,087	37,087	37,087	37,087	37,087	445,043	467,266	491,525
Waste water management		12,870	12,870	12,870	12,870	12,870	12,870	12,870	12,870	12,870	12,870	12,870	12,869	154,434	162,178	170,534
Waste management		9,041	9,041	9,041	9,041	9,041	9,041	9,041	9,041	9,041	9,041	9,041	9,041	108,493	114,045	120,142
Other		**2,488**	**2,488**	**2,488**	**2,488**	**2,488**	**2,488**	**2,488**	**2,488**	**2,488**	**2,488**	**2,488**	**2,488**	**29,851**	**31,364**	**32,932**
Total Expenditure - Functional		**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,492**	**266,491**	**3,197,899**	**3,414,576**	**3,647,039**
Surplus/(Deficit) before assoc.		**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**
Intercompany/Parent subsidiary transactions													–	–	–	–
Surplus/(Deficit)	1	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**59,654**	**715,848**	**706,406**	**623,372**

References

1. Surplus (Deficit) must reconcile with Budeted Financial Performance

NC091 Sol Plaatje - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Multi-year expenditure *to be appropriated*	1															
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		–	–	–	–	–	–	–	–	–	–	–	2,000	2,000	–	7,395
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–	–	–	–	–	4,000	4,000	5,000	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		–	–	–	–	–	–	–	–	–	–	–	3,600	3,600	3,000	3,100
Vote 08 - Infrastructure And Services		–	–	–	–	–	–	–	–	–	–	–	649,680	649,680	637,289	542,000
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	2	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**659,280**	**659,280**	**645,289**	**552,495**
Single-year expenditure *to be appropriated*																
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	19,000	21,500	33,000
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 05 - Community Services		–	–	–	–	–	–	–	–	–	–	–	–	–	4,792	–
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		705	705	705	705	705	705	705	705	705	705	705	705	8,465	6,845	5,000
Vote 08 - Infrastructure And Services		2,890	2,890	2,890	2,890	2,890	2,890	2,890	2,890	2,890	2,890	2,890	2,890	34,686	26,000	28,633
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	2	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**62,151**	**59,137**	**66,633**
Total Capital Expenditure	2	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**5,179**	**664,460**	**721,431**	**704,426**	**619,128**

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates

2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

NC091 Sol Plaatje - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital Expenditure - Functional	1															
Governance and administration		**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**21,000**	**21,500**	**40,395**
Executive and council		1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	21,000	21,500	40,395
Finance and administration		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Internal audit													–	–	–	–
Community and public safety		**333**	**333**	**333**	**333**	**333**	**333**	**333**	**333**	**333**	**333**	**333**	**333**	**4,000**	**9,792**	**–**
Community and social services		333	333	333	333	333	333	333	333	333	333	333	333	4,000	9,792	–
Sport and recreation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety													–	–	–	–
Housing													–	–	–	–
Health													–	–	–	–
Economic and environmental services		**4,443**	**4,443**	**4,443**	**4,443**	**4,443**	**4,443**	**4,443**	**4,443**	**4,443**	**4,443**	**4,443**	**4,443**	**53,311**	**56,134**	**58,100**
Planning and development		870	870	870	870	870	870	870	870	870	870	870	870	10,445	9,845	8,100
Road transport		3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572	42,866	46,289	50,000
Environmental protection													–	–	–	–
Trading services		**53,458**	**53,458**	**53,458**	**53,458**	**53,458**	**53,458**	**53,458**	**53,458**	**53,458**	**53,458**	**53,458**	**53,458**	**641,500**	**617,000**	**520,633**
Energy sources		2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	26,500	22,000	18,633
Water management		47,875	47,875	47,875	47,875	47,875	47,875	47,875	47,875	47,875	47,875	47,875	47,875	574,500	580,000	492,000
Waste water management		3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	40,500	15,000	10,000
Waste management													–	–	–	–
Other													**1,620**	**1,620**	**–**	**–**
Total Capital Expenditure - Functional	2	**59,984**	**59,984**	**59,984**	**59,984**	**59,984**	**59,984**	**59,984**	**59,984**	**59,984**	**59,984**	**59,984**	**61,604**	**721,431**	**704,426**	**619,128**
Funded by:																
National Government		57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	**57,014**	**684,166**	**662,581**	**572,128**
Provincial Government													–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital		**57,014**	**57,014**	**57,014**	**57,014**	**57,014**	**57,014**	**57,014**	**57,014**	**57,014**	**57,014**	**57,014**	**57,014**	**684,166**	**662,581**	**572,128**
Borrowing													–	–	–	–
Internally generated funds		3,105	3,105	3,105	3,105	3,105	3,105	3,105	3,105	3,105	3,105	3,105	3,105	37,265	41,845	47,000
Total Capital Funding		**60,119**	**60,119**	**60,119**	**60,119**	**60,119**	**60,119**	**60,119**	**60,119**	**60,119**	**60,119**	60,119	60,119	721,431	704,426	619,128

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates

2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Cash Receipts By Source													1		
Property rates	50,853	50,853	50,853	50,853	50,853	50,853	50,853	50,853	50,853	50,853	50,853	50,853	610,232	651,313	688,378
Service charges - electricity revenue	98,035	98,035	98,035	98,035	98,035	98,035	98,035	98,035	98,035	98,035	98,035	98,035	1,176,423	1,282,424	1,397,925
Service charges - water revenue	25,833	25,833	25,833	25,833	25,833	25,833	25,833	25,833	25,833	25,833	25,833	25,833	310,001	326,275	343,589
Service charges - sanitation revenue	7,591	7,591	7,591	7,591	7,591	7,591	7,591	7,591	7,591	7,591	7,591	7,591	91,092	95,381	100,273
Service charges - refuse revenue	5,379	5,379	5,379	5,379	5,379	5,379	5,379	5,379	5,379	5,379	5,379	5,379	64,554	66,972	70,459
Rental of facilities and equipment	2,603	2,603	2,603	2,603	2,603	2,603	2,603	2,603	2,603	2,603	2,603	2,603	31,240	32,811	34,606
Interest earned - external investments	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	22,000	25,000
Interest earned - outstanding debtors	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	28,525	30,360	32,030
Dividends received												–			
Fines, penalties and forfeits	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	2,895	34,743	36,588	38,418
Licences and permits	767	767	767	767	767	767	767	767	767	767	767	767	9,200	9,660	10,143
Agency services												–			
Transfers and Subsidies - Operational	27,289	27,289	27,289	27,289	27,289	27,289	27,289	27,289	27,289	27,289	27,289	27,289	327,469	341,400	359,070
Other revenue	419	419	419	419	419	419	419	419	419	419	419	419	5,027	4,910	4,683
Cash Receipts by Source	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**225,542**	**2,706,507**	**2,900,092**	**3,104,574**
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	57,014	684,166	662,581	572,128
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)												–			
Proceeds on Disposal of Fixed and Intangible Assets	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Short term loans												–			
Borrowing long term/refinancing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
VAT Control (receipts)												–			
Decrease (increase) in non-current receivables	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments												–			
Total Cash Receipts by Source	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**282,556**	**3,390,673**	**3,562,673**	**3,676,701**
Cash Payments by Type															
Employee related costs	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	84,444	(84,444)	1,013,332	1,070,358	1,127,015
Remuneration of councillors	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	(3,090)	37,083	38,937	41,079
Interest	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	(1,323)	15,880	13,737	11,318
Bulk purchases - electricity	86,667	86,667	86,667	86,667	86,667	86,667	86,667	86,667	86,667	86,667	86,667	(86,667)	1,040,000	1,089,000	1,197,900
Acquisitions - water & other inventory	11,833	11,833	11,833	11,833	11,833	11,833	11,833	11,833	11,833	11,833	11,833	(11,833)	142,000	147,795	154,799
Contracted services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - other municipalities												–			
Transfers and subsidies - other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure	39,059	39,059	39,059	39,059	39,059	39,059	39,059	39,059	39,059	39,059	39,059	(39,059)	468,705	485,665	517,699
Cash Payments by Type	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**226,417**	**(226,416)**	**2,717,000**	**2,845,493**	**3,049,810**
Other Cash Flows/Payments by Type															
Capital assets	60,119	60,119	60,119	60,119	60,119	60,119	60,119	60,119	60,119	60,119	60,119	60,119	721,431	704,426	619,128
Repayment of borrowing	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	16,688	18,832	20,000
Other Cash Flows/Payments	296	296	296	296	296	296	296	296	296	296	296	296	3,550	3,858	3,967
Total Cash Payments by Type	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**288,222**	**(164,611)**	**3,458,669**	**3,572,609**	**3,692,904**
NET INCREASE/(DECREASE) IN CASH HELD	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**(5,666)**	**447,167**	**(67,996)**	**(9,937)**	**(16,203)**
Cash/cash equivalents at the month/year begin:	130,892	125,226	119,560	113,893	108,227	102,560	96,894	91,228	85,561	79,895	74,228	68,562	130,892	62,896	52,960
Cash/cash equivalents at the month/year end:	125,226	119,560	113,893	108,227	102,560	96,894	91,228	85,561	79,895	74,228	68,562	515,729	62,896	52,960	36,757

References

1. Note that this section of Table SA 30 is deliberately not linked to Table A4 because timing differences between the invoicing of clients and receiving the cash means that the cashflow will differ from budgeted revenue, and similarly for budgeted expenditure. However for the MTREF it is now directly linked to A7.

NC091 Sol Plaatje - NOT REQUIRED - municipality does not have entities

Description R million	Ref	2021/22 Audited Outcome	2022/23 Audited Outcome	2023/24 Audited Outcome	Current Year 2024/25 Original Budget	 Adjusted Budget	 Full Year Forecast	2025/26 Medium Term Revenue & Expenditure Framework Budget Year 2025/26	 Budget Year +1 2026/27	 Budget Year +2 2027/28
Financial Performance										
Property rates										
Service charges										
Investment revenue										
Transfer and subsidies - Operational										
Other own revenue										
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)										
Total Revenue (excluding capital transfers and contributions)		–	–	–	–	–	–	–	–	–
Employee costs										
Remuneration of Board Members										
Depreciation and amortisation										
Interest										
Inventory consumed and bulk purchases										
Transfers and subsidies										
Other expenditure										
Total Expenditure		–	–	–	–	–	–	–	–	–
Surplus/(Deficit)		–	–	–	–	–	–	–	–	–
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - capital										
Borrowing										
Internally generated funds										
Total sources		–	–	–	–	–	–	–	–	–
Financial position										
Total current assets										
Total non current assets										
Total current liabilities										
Total non current liabilities										
Community wealth/Equity										
Cash flows										
Net cash from (used) operating										
Net cash from (used) investing										
Net cash from (used) financing										
Cash/cash equivalents at the year end										

NC091 Sol Plaatje - Supporting Table SA32 List of external mechanisms

External mechanism Name of organisation	Yrs/ Mths	Period of agreement 1. Number	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2. R thousand
Dbsa Loan @ 12.445%	M	240	Piped Water Inside Dwelling	30 June 2031	31
Dbsa Loan @ 12.61%	M	240	Piped Water Inside Dwelling	31 December 2028	3

References

1. Total agreement period from commencement until end

2. Annual value

NC091 Sol Plaatje - Supporting Table SA33 Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2024/25	2025/26 Medium Term Revenue & Expenditure Framework			Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Forecast 2033/34	Forecast 2034/35	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Parent Municipality:														
Revenue Obligation By Contract	2													
No Future Contracts Greater Than 5m		–	–	–	–	–	–	–	–	–	–	–	–	–
														–
														–
Total Operating Revenue Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Expenditure Obligation By Contract	2													
No Future Contracts Greater Than 5m		–	–	–	–	–	–	–	–	–	–	–	–	–
Banking Services 5-Year Contract (Banking Fees)		–	3,800	3,975	4,158	4,441	–	–	–	–	–	–	–	16,373
														–
Total Operating Expenditure Implication		–	3,800	3,975	4,158	4,441	–	–	–	–	–	–	–	16,373
Capital Expenditure Obligation By Contract	2													
Upgrade Stormwater Galeshewe		–	–	–	–	–	–	–	–	–	–	–	–	–
Lerato Park Link Water And Sewer		–	–	–	–	–	–	–	–	–	–	–	–	–
Homevale Fire Station		–	–	–	–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Total Parent Expenditure Implication		**–**	**3,800**	**3,975**	**4,158**	**4,441**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	16,373
Entities:														
Revenue Obligation By Contract	2													
														–
														–
														–
Total Operating Revenue Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Expenditure Obligation By Contract	2													
														–
														–
														–
Total Operating Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Capital Expenditure Obligation By Contract	2													
														–
														–
														–
Total Capital Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Total Entity Expenditure Implication		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	–

References

1. Total implication for all preceding years to be summed and total stated in 'Preceding Years' column

2. List all contracts with future financial obligations beyond the three years covered by the MTREF (MFMA s33)

3. For municipalities with approved total revenue not exceeding R250 m - all contracts with an annual cost greater than R500 000. For municipalities with approved total revenue greater than R250 m - all contracts with an annual cost greater than R1million. For municipalities with approved total revenue greater than R500 m - all contracts with an annual cost greater than R5 million

NC091 Sol Plaatje - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		**40,989**	**36,181**	**20,659**	**72,034**	**218,292**	**218,292**	**177,408**	**26,000**	**26,633**
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		32,255	22,708	15,982	–	–	–	21,000	16,000	16,633
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks		32,255	22,708	15,982	–	–	–	21,000	16,000	16,633
Capital Spares		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	1,076	–	68,534	208,292	208,292	138,908	–	–
Dams and Weirs										
Boreholes										
Reservoirs		–	–	–	67,191	20,744	20,744	45,822	–	–
Pump Stations		–	–	–	–	–	–	–	–	–
Water Treatment Works										
Bulk Mains		–	–	–	1,342	187,548	187,548	93,086	–	–
Distribution		–	1,076	–	–	–	–	–	–	–
Distribution Points		–	–	–	–	–	–	–	–	–
PRV Stations										
Capital Spares										
Sanitation Infrastructure		8,734	12,397	4,676	3,500	10,000	10,000	17,500	10,000	10,000
Pump Station		–	–	–	–	–	–	–	–	–
Reticulation		8,734	12,397	4,676	3,500	10,000	10,000	17,500	10,000	10,000
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities		–	–	–	–	–	–	–	–	–
Capital Spares										
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										

Community Assets		**2,295**	**–**	**–**	**3,710**	**2,210**	**2,210**	**2,500**	**4,792**	**–**
Community Facilities		2,295	–	–	1,500	–	–	2,500	4,792	–
Halls										
Centres		–	–	–	–	–	–	2,500	–	–
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations		2,295	–	–	1,500	–	–	–	–	–
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria		–	–	–	–	–	–	–	4,792	–
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		–	–	–	2,210	2,210	2,210	–	–	–
Indoor Facilities										
Outdoor Facilities		–	–	–	2,210	2,210	2,210	–	–	–
Capital Spares										
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties		**2,457**	**3,296**	**11,313**	**5,500**	**7,261**	**7,261**	**7,845**	**7,345**	**6,500**
Revenue Generating		2,457	3,296	11,313	5,500	7,261	7,261	7,845	7,345	6,500
Improved Property		2,457	3,296	11,313	5,500	7,261	7,261	7,845	7,345	6,500
Unimproved Property										
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property										
Unimproved Property										
Other assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	–	–	–	–	–
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		–	–	–	–	–	–	–	–	–
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
Intangible Assets		13,891	–	17,073	–	–	–	–	1,000	–
Servitudes										
Licences and Rights		13,891	–	17,073	–	–	–	–	1,000	–
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		–	–	–	–	–	–	–	–	–
Load Settlement Software Applications										
Unspecified		13,891	–	17,073	–	–	–	–	1,000	–
Computer Equipment		3,857	2,943	1,059	6,849	4,500	4,500	7,800	4,500	4,500
Computer Equipment		3,857	2,943	1,059	6,849	4,500	4,500	7,800	4,500	4,500
Furniture and Office Equipment		184	984	339	500	500	500	1,000	2,000	2,000
Furniture and Office Equipment		184	984	339	500	500	500	1,000	2,000	2,000
Machinery and Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment										
Transport Assets		2,445	7,364	6,881	8,000	9,741	9,741	10,200	15,000	26,500
Transport Assets		2,445	7,364	6,881	8,000	9,741	9,741	10,200	15,000	26,500
Land		–	–	–	–	–	–	–	–	–
Land										
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals										
Living resources		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Total Capital Expenditure on new assets	1	**66,118**	**50,768**	**57,324**	**96,593**	**242,504**	**242,504**	**206,753**	**60,637**	**66,133**

References

1. Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on upgrading of existing assets (SA34e) must reconcile to total capital exp

NC091 Sol Plaatje - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		**35,213**	**43,168**	**93,809**	**428,671**	**333,572**	**333,572**	**395,572**	**605,000**	**512,000**
Roads Infrastructure		14,756	22,461	25,491	17,500	17,500	17,500	18,304	20,000	20,000
Roads		14,756	14,943	25,491	17,500	17,500	17,500	18,304	20,000	20,000
Road Structures		–	7,517	–	–	–	–	–	–	–
Road Furniture										
Capital Spares										
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Drainage Collection										
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		976	4,000	6,173	6,000	6,000	6,000	500	1,000	2,000
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks		–	4,000	–	5,000	5,000	5,000	–	–	–
Capital Spares		976	–	6,173	1,000	1,000	1,000	500	1,000	2,000
Water Supply Infrastructure		–	8,569	62,145	400,171	293,572	293,572	353,768	579,000	490,000
Dams and Weirs										
Boreholes										
Reservoirs		–	–	858	7,531	16,317	16,317	28,140	–	–
Pump Stations		–	–	5,689	37,378	34,678	34,678	8,035	–	–
Water Treatment Works		–	–	19,199	167,623	131,089	131,089	119,094	–	–
Bulk Mains		–	–	29,572	187,638	111,487	111,487	198,498	579,000	490,000
Distribution		–	8,569	6,828	–	–	–	–	–	–
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		19,481	8,138	–	5,000	16,500	16,500	23,000	5,000	–
Pump Station		16,043	8,138	–	–	7,500	7,500	18,000	–	–
Reticulation		–	–	–	–	4,000	4,000	–	–	–
Waste Water Treatment Works		–	–	–	–	–	–	–	–	–
Outfall Sewers										
Toilet Facilities		3,437	–	–	5,000	5,000	5,000	5,000	5,000	–
Capital Spares										
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets		**–**	**–**	**–**	**8,000**	**4,500**	**4,500**	**2,100**	**1,500**	**8,995**
Community Facilities		–	–	–	–	–	–	100	1,500	1,600
Halls		–	–	–	–	–	–	100	1,500	1,600
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										

Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		–	–	–	8,000	4,500	4,500	2,000	–	7,395
Indoor Facilities										
Outdoor Facilities		–	–	–	8,000	4,500	4,500	2,000	–	7,395
Capital Spares										
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties		–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property										
Unimproved Property										
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property										
Unimproved Property										
Other assets		–	–	–	–	–	–	–	–	–
Operational Buildings		–	–	–	–	–	–	–	–	–
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		–	–	–	–	–	–	–	–	–
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
Intangible Assets		–	–	–	–	–	–	–	–	–
Servitudes										
Licences and Rights		–	–	–	–	–	–	–	–	–
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
Computer Equipment		–	–	–	–	–	–	–	–	–
Computer Equipment										
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment										
Machinery and Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment										
Transport Assets		–	–	–	–	–	–	–	–	–
Transport Assets										
Land		–	–	–	–	–	–	–	–	–
Land										
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals										
Living resources		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Total Capital Expenditure on renewal of existing asset	1	**35,213**	**43,168**	**93,809**	**436,671**	**338,072**	**338,072**	**397,672**	**606,500**	**520,995**
Renewal of Existing Assets as % of total capex		*27.7%*	*34.3%*	*53.2%*	*71.2%*	*54.4%*	*54.4%*	*55.1%*	*86.1%*	*84.1%*
Renewal of Existing Assets as % of deprecn"		*50.3%*	*60.1%*	*122.7%*	*486.8%*	*376.9%*	*376.9%*	*440.9%*	*637.4%*	*520.5%*

References

1. Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on upgrading of existing assets (SA34e) must reconcile to total capital

NC091 Sol Plaatje - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		**218,404**	**256,231**	**267,642**	**297,242**	**314,132**	**314,132**	**299,891**	**317,114**	**335,594**
Roads Infrastructure		46,030	55,439	71,854	72,566	76,846	76,846	74,566	78,681	83,397
Roads		40,138	45,295	71,454	71,810	76,090	76,090	74,066	78,156	82,846
Road Structures										
Road Furniture		5,892	10,143	399	756	756	756	500	525	551
Capital Spares										
Storm water Infrastructure		1,963	5,457	7,340	3,250	3,250	3,250	3,200	3,376	3,579
Drainage Collection		1,963	5,457	7,340	3,250	3,250	3,250	3,200	3,376	3,579
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		60,972	63,100	65,143	89,291	91,061	91,061	89,489	94,986	100,418
Power Plants										
HV Substations		1,168	1,173	918	1,320	1,320	1,320	1,320	1,399	1,476
HV Switching Station		5,994	2,170	4,203	4,050	4,670	4,670	4,105	4,326	4,565
HV Transmission Conductors										
MV Substations		1,804	1,541	913	2,000	2,000	2,000	1,800	1,908	2,013
MV Switching Stations		5,041	7,311	4,662	5,800	5,800	5,800	5,950	6,307	6,654
MV Networks		2,027	2,159	1,833	2,800	2,800	2,800	2,800	2,968	3,131
LV Networks		16,993	16,258	18,212	34,300	35,300	35,300	34,300	36,451	38,605
Capital Spares		27,945	32,487	34,402	39,021	39,171	39,171	39,214	41,626	43,974
Water Supply Infrastructure		60,085	70,657	60,170	60,347	61,307	61,307	60,459	64,087	67,932
Dams and Weirs										
Boreholes										
Reservoirs		9,302	2,930	3,363	5,200	3,270	3,270	5,200	5,512	5,843
Pump Stations		2,546	189	53	1,000	500	500	1,000	1,060	1,124
Water Treatment Works		2,230	1,255	1,737	2,500	8,290	8,290	2,500	2,650	2,809
Bulk Mains		3,253	26	4,686	3,500	1,300	1,300	3,500	3,710	3,933
Distribution		39,693	64,443	47,372	42,742	44,052	44,052	41,854	44,365	47,027
Distribution Points										
PRV Stations										
Capital Spares		3,060	1,813	2,959	5,405	3,895	3,895	6,405	6,789	7,197
Sanitation Infrastructure		30,149	41,842	45,814	47,577	57,457	57,457	48,833	51,279	54,102
Pump Station		9,085	9,774	5,774	10,800	21,400	21,400	11,200	11,765	12,415
Reticulation		20,162	29,509	38,119	33,977	35,007	35,007	35,033	36,784	38,807
Waste Water Treatment Works		75	463	500	500	250	250	600	630	665
Outfall Sewers										
Toilet Facilities		828	2,096	1,422	2,300	800	800	2,000	2,100	2,216
Capital Spares										
Solid Waste Infrastructure		19,204	19,737	17,321	24,212	24,212	24,212	23,345	24,705	26,166
Landfill Sites		19,112	19,669	17,050	24,012	24,012	24,012	23,045	24,390	25,834
Waste Transfer Stations										
Waste Processing Facilities		91	68	271	200	200	200	300	315	332
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets		**3,675**	**951**	**5,206**	**3,695**	**5,455**	**5,455**	**3,490**	**3,960**	**4,183**
Community Facilities		3,206	505	4,153	3,115	4,015	4,015	2,840	3,274	3,457
Halls		104	(1,684)	1,554	125	1,825	1,825	120	126	132
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations		166	50	24	150	150	150	100	106	111
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries		91	70	56	20	20	20	20	21	22
Cemeteries/Crematoria		770	513	885	620	620	620	680	988	1,037

Police										
Parks		1,877	1,375	1,428	2,000	1,200	1,200	1,700	1,802	1,910
Public Open Space		198	182	208	200	200	200	220	231	244
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		470	446	1,053	580	1,440	1,440	650	686	726
Indoor Facilities		382	279	232	380	350	350	350	371	393
Outdoor Facilities		87	167	821	200	1,090	1,090	300	315	332
Capital Spares										
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties		**7,195**	**8,614**	**9,491**	**10,711**	**10,711**	**10,711**	**11,014**	**11,583**	**12,172**
Revenue Generating		7,195	8,614	9,491	10,711	10,711	10,711	11,014	11,583	12,172
Improved Property		6,658	7,618	8,572	9,711	9,711	9,711	9,914	10,428	10,959
Unimproved Property		537	996	919	1,000	1,000	1,000	1,100	1,155	1,213
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property										
Unimproved Property										
Other assets		**13,131**	**13,115**	**15,379**	**15,861**	**17,161**	**17,161**	**12,447**	**13,139**	**13,825**
Operational Buildings		13,131	13,115	15,379	15,861	17,161	17,161	12,447	13,139	13,825
Municipal Offices		11,942	11,979	14,116	14,511	15,811	15,811	11,047	11,655	12,237
Pay/Enquiry Points										
Building Plan Offices										
Workshops		1,189	1,136	1,263	1,350	1,350	1,350	1,400	1,484	1,588
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		–	–	–	–	–	–	–	–	–
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
Intangible Assets		–	–	–	–	–	–	–	–	–
Servitudes										
Licences and Rights		–	–	–	–	–	–	–	–	–
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
Computer Equipment		–	–	–	–	–	–	–	–	–
Computer Equipment										
Furniture and Office Equipment		1,139	963	778	1,520	1,959	1,959	1,326	1,399	1,472
Furniture and Office Equipment		1,139	963	778	1,520	1,959	1,959	1,326	1,399	1,472
Machinery and Equipment		26,087	27,357	28,485	27,696	26,735	26,735	28,125	29,802	31,855
Machinery and Equipment		26,087	27,357	28,485	27,696	26,735	26,735	28,125	29,802	31,855
Transport Assets		3,798	5,338	4,943	5,392	5,201	5,201	10,557	11,136	11,732
Transport Assets		3,798	5,338	4,943	5,392	5,201	5,201	10,557	11,136	11,732
Land		–	–	–	–	–	–	–	–	–
Land										
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals										
Living resources		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Total Repairs and Maintenance Expenditure	1	**273,430**	**312,569**	**331,925**	**362,118**	**381,355**	**381,355**	**366,850**	**388,133**	**410,832**

R&M as a % of PPE & Investment Property	*12.4%*	*14.0%*	*14.4%*	*13.4%*	*14.1%*	*14.1%*	*13.2%*	*14.5%*	*16.5%*
R&M as % Operating Expenditure	*12.5%*	*12.7%*	*12.5%*	*12.4%*	*11.9%*	*11.9%*	*18.9%*	*12.1%*	*12.0%*

References

1. Total Repairs and Maintenance Expenditure by Asset Category must reconcile to total repairs and maintenance expenditure on Table SA1

NC091 Sol Plaatje - Supporting Table SA34d Depreciation by asset class

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Depreciation by Asset Class/Sub-class										
Infrastructure		**41,792**	**45,193**	**46,229**	**58,200**	**58,200**	**58,200**	**57,200**	**60,342**	**63,537**
Roads Infrastructure		14,181	14,170	14,426	18,000	18,000	18,000	18,000	18,990	19,940
Roads		–	–	–	–	–	–	–	–	–
Road Structures		14,181	14,170	14,426	18,000	18,000	18,000	18,000	18,990	19,940
Road Furniture										
Capital Spares										
Storm water Infrastructure		1,366	4,737	4,738	5,300	5,300	5,300	5,300	5,592	5,871
Drainage Collection		1,366	4,737	4,738	5,300	5,300	5,300	5,300	5,592	5,871
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		7,151	7,071	7,179	9,000	9,000	9,000	9,000	9,495	10,017
Power Plants		–	–	–	–	–	–	–	–	–
HV Substations		–	–	–	–	–	–	–	–	–
HV Switching Station		–	–	–	–	–	–	–	–	–
HV Transmission Conductors										
MV Substations		–	–	–	–	–	–	–	–	–
MV Switching Stations		–	–	–	–	–	–	–	–	–
MV Networks		7,151	7,071	7,179	9,000	9,000	9,000	9,000	9,495	10,017
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		7,040	6,958	6,816	10,000	10,000	10,000	9,000	9,495	10,017
Dams and Weirs		–	–	–	–	–	–	–	–	–
Boreholes										
Reservoirs		–	–	–	–	–	–	–	–	–
Pump Stations		–	–	–	–	–	–	–	–	–
Water Treatment Works		–	–	–	–	–	–	–	–	–
Bulk Mains		–	–	–	–	–	–	–	–	–
Distribution		7,040	6,958	6,816	10,000	10,000	10,000	9,000	9,495	10,017
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		12,055	12,257	12,290	15,000	15,000	15,000	15,000	15,825	16,695
Pump Station										
Reticulation		12,055	12,257	12,290	15,000	15,000	15,000	15,000	15,825	16,695
Waste Water Treatment Works		–	–	–	–	–	–	–	–	–
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		–	–	780	900	900	900	900	945	997
Landfill Sites		–	–	780	900	900	900	900	945	997
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets		**9,870**	**10,368**	**10,391**	**11,500**	**11,500**	**11,500**	**11,500**	**12,133**	**12,739**
Community Facilities		9,870	10,368	10,391	11,500	11,500	11,500	11,500	12,133	12,739
Halls		–	–	–	–	–	–	–	–	–
Centres		9,870	10,368	10,391	11,500	11,500	11,500	11,500	12,133	12,739
Crèches										
Clinics/Care Centres		–	–	–	–	–	–	–	–	–
Fire/Ambulance Stations		–	–	–	–	–	–	–	–	–
Testing Stations		–	–	–	–	–	–	–	–	–
Museums										
Galleries										
Theatres										
Libraries		–	–	–	–	–	–	–	–	–
Cemeteries/Crematoria		–	–	–	–	–	–	–	–	–

Police										
Parks										
Public Open Space		–	–	–	–	–	–	–	–	–
Nature Reserves										
Public Ablution Facilities										
Markets		–	–	–	–	–	–	–	–	–
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals		–	–	–	–	–	–	–	–	–
Capital Spares										
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Indoor Facilities		–	–	–	–	–	–	–	–	–
Outdoor Facilities		–	–	–	–	–	–	–	–	–
Capital Spares										
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties		**206**	**201**	**202**	**300**	**300**	**300**	**300**	**317**	**332**
Revenue Generating		206	201	202	300	300	300	300	317	332
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		206	201	202	300	300	300	300	317	332
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property										
Unimproved Property										
Other assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	–	–	–	–	–
Municipal Offices		–	–	–	–	–	–	–	–	–
Pay/Enquiry Points		–	–	–	–	–	–	–	–	–
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		–	–	–	–	–	–	–	–	–
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
Intangible Assets		3,773	3,622	5,149	4,500	4,500	4,500	5,700	6,014	6,314
Servitudes										
Licences and Rights		3,773	3,622	5,149	4,500	4,500	4,500	5,700	6,014	6,314
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		3,773	3,622	5,149	4,500	4,500	4,500	5,700	6,014	6,314
Load Settlement Software Applications										
Unspecified		–	–	–	–	–	–	–	–	–
Computer Equipment		2,152	2,447	2,752	2,700	2,700	2,700	3,000	3,165	3,323
Computer Equipment		2,152	2,447	2,752	2,700	2,700	2,700	3,000	3,165	3,323
Furniture and Office Equipment		1,936	1,401	1,396	2,000	2,000	2,000	2,000	2,110	2,216
Furniture and Office Equipment		1,936	1,401	1,396	2,000	2,000	2,000	2,000	2,110	2,216
Machinery and Equipment		1,237	1,338	1,377	1,500	1,500	1,500	1,500	1,583	1,662
Machinery and Equipment		1,237	1,338	1,377	1,500	1,500	1,500	1,500	1,583	1,662
Transport Assets		8,307	6,487	6,833	9,000	9,000	9,000	9,000	9,495	9,970
Transport Assets		8,307	6,487	6,833	9,000	9,000	9,000	9,000	9,495	9,970
Land		787	773	2,112	–	–	–	–	–	–
Land		787	773	2,112	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals										
Living resources		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Total Depreciation	1	**70,060**	**71,830**	**76,441**	**89,700**	**89,700**	**89,700**	**90,200**	**95,157**	**100,093**

References

1. Depreciation based on write down values. Not including Depreciation resulting from revaluation.

NC091 Sol Plaatje - Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure on upgrading of existing assets by Asset Class/Sub-class										
Infrastructure		**21,403**	**23,085**	**25,304**	**73,965**	**36,692**	**36,692**	**111,387**	**32,289**	**32,000**
Roads Infrastructure		19,462	12,931	19,717	25,170	23,146	23,146	24,562	26,289	30,000
Roads		19,462	12,931	19,717	25,170	23,146	23,146	24,562	26,289	30,000
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		1,317	10,153	5,199	–	–	–	5,000	5,000	–
Power Plants										
HV Substations		1,317	10,153	–	–	–	–	–	–	–
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks		–	–	5,199	–	–	–	5,000	5,000	–
Capital Spares										
Water Supply Infrastructure		624	(0)	388	48,796	13,546	13,546	81,824	1,000	2,000
Dams and Weirs										
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works		–	–	–	–	–	–	–	–	–
Bulk Mains		–	–	388	48,296	13,046	13,046	81,324	–	–
Distribution		624	(0)	–	500	500	500	500	1,000	2,000
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Pump Station										
Reticulation		–	–	–	–	–	–	–	–	–
Waste Water Treatment Works										
Outfall Sewers		–	–	–	–	–	–	–	–	–
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets		**4,348**	**8,996**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community Facilities		4,348	8,996	–	–	–	–	–	–	–
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls		4,348	8,996	–	–	–	–	–	–	–
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										

Capital Spares										
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets		–	–	–	1,500	750	750	1,620	–	–
Monuments										
Historic Buildings										
Works of Art		–	–	–	1,500	750	750	1,620	–	–
Conservation Areas										
Other Heritage										
Investment properties		–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property										
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property										
Unimproved Property										
Other assets		–	–	–	**5,000**	**3,500**	**3,500**	**4,000**	**5,000**	–
Operational Buildings		–	–	–	5,000	3,500	3,500	4,000	5,000	–
Municipal Offices		–	–	–	5,000	3,500	3,500	4,000	5,000	–
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		–	–	–	–	–	–	–	–	–
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
Intangible Assets		–	–	–	–	–	–	–	–	–
Servitudes										
Licences and Rights		–	–	–	–	–	–	–	–	–
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
Computer Equipment		–	–	–	–	–	–	–	–	–
Computer Equipment										
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment										
Machinery and Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment										
Transport Assets		–	–	–	–	–	–	–	–	–
Transport Assets										
Land		–	–	–	–	–	–	–	–	–
Land										
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals										
Living resources		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Total Capital Expenditure on upgrading of existing assets	1	**25,750**	**32,080**	**25,304**	**80,465**	**40,942**	**40,942**	**117,007**	**37,289**	**32,000**
Upgrading of Existing Assets as % of total capex		*20.3%*	*25.5%*	*14.3%*	*13.1%*	*6.6%*	*6.6%*	*16.2%*	*5.3%*	*5.2%*
Upgrading of Existing Assets as % of deprecn"		*36.8%*	*44.7%*	*33.1%*	*89.7%*	*45.6%*	*45.6%*	*129.7%*	*39.2%*	*32.0%*

References

1. Total Capital Expenditure on upgrading of existing assets (SA34e) plus Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) must reconcile to total capital expenditu

NC091 Sol Plaatje - Supporting Table SA35 Future financial implications of the capital budget

Vote Description	Ref	2025/26 Medium Term Revenue & Expenditure Framework			Forecasts			
R thousand		Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Present value
Capital expenditure	1							
Vote 01 - Executive & Council		–	–	–				
Vote 02 - Municipal And General		21,000	21,500	40,395				
Vote 03 - Municipal Manager		–	–	–				
Vote 04 - Corporate Services		–	–	–				
Vote 05 - Community Services		4,000	9,792	–				
Vote 06 - Financial Services		–	–	–				
Vote 07 - Strategy Econ Development And Planning		12,065	9,845	8,100				
Vote 08 - Infrastructure And Services		684,366	663,289	570,633				
Vote 09 -		–	–	–				
Vote 10 -		–	–	–				
Vote 11 -		–	–	–				
Vote 12 -		–	–	–				
Vote 13 -		–	–	–				
Vote 14 -		–	–	–				
Vote 15 - Other		–	–	–				
List entity summary if applicable								
Total Capital Expenditure		**721,431**	**704,426**	**619,128**	**–**	**–**	**–**	**–**
Future operational costs by vote	2							
Vote 01 - Executive & Council								
Vote 02 - Municipal And General								
Vote 03 - Municipal Manager								
Vote 04 - Corporate Services								
Vote 05 - Community Services								
Vote 06 - Financial Services								
Vote 07 - Strategy Econ Development And Planning								
Vote 08 - Infrastructure And Services								
Vote 09 -								
Vote 10 -								
Vote 11 -								
Vote 12 -								
Vote 13 -								
Vote 14 -								
Vote 15 - Other								
List entity summary if applicable								
Total future operational costs		–	–	–	–	–	–	–
Future revenue by source	3							
Exchange Revenue		212,867	228,468	242,712				
Service charges - Electricity		1,218,923	1,329,174	1,449,350				
Service charges - Water		362,722	381,821	402,078				
Service charges - Waste Water Management		101,874	106,601	112,048				
Service charges - Waste Management		73,593	76,320	80,287				
Agency services								
List other revenues sources if applicable		1,943,768	1,998,600	1,983,935				
List entity summary if applicable								
Total future revenue		3,913,747	4,120,983	4,270,411	–	–	–	–
Net Financial Implications		**(3,192,316)**	**(3,416,556)**	**(3,651,283)**	**–**	**–**	**–**	**–**

References

1. Summarise the total capital cost until capital project is operational (MFMA s19(2)(a))

2. Summary of future operational costs from when projects operational (present value until the end of each asset's useful life) (MFMA s19(2)(b))

3. Summarise the future revenue from when projects are operational, including municipal tax and tariff implications, (present value until the end of asset's useful life)

NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget

R thousand

Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Audited Outcome 2023/24	Current Year 2024/25 Full Year Forecast	2025/26 Medium Term Revenue & Expenditure Framework: Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Parent municipality:																
List all capital projects grouped by Function																
Cemeteries, Funeral Parlours And Crer	Extension Of Roodepan Cemetery	0020030020011_00	NEW	nsive; responsive and sustainable social prote	Growth	. STRATEGIC OBJECTIVE	Community Facilities	Cemeteries/Crematoria	WARD 1	0	0	–	–	–	4,792	–
Community Halls And Facilities	Refurbishment Of Halls	2002020200301001_	UPGRADING	ent; effective and development-oriented public	Governance	. STRATEGIC OBJECTIVE	Operational Buildings	Municipal Offices	WHOLE OF THE MUNICIPALITY	0	0	–	3,500	4,000	5,000	–
Corporate Wide Strategic Planning (Ids	European Union Bear Project	0020030070020060_00	NEW	ent; effective and development-oriented public	Growth	. STRATEGIC OBJECTIVE	Licences And Rights	Unspecified	WHOLE OF THE MUNICIPALITY	0	0	17,073	–	–	–	–
Corporate Wide Strateaic Planning (Ids	reenpoint Business Development Cent	0020030020010020_00	NEW	ent; effective and development-oriented public	Growth	. STRATEGIC OBJECTIVE	Community Facilities	Centres	WHOLE OF THE MUNICIPALITY	0	0	–	–	2,500	–	–
Electricity	Ashnum/Colville Upgrades	0010010020010080_00	UPGRADING	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	448	–	–	–	–
Electricity	Colville Electrification	0010010020010080_00	UPGRADING	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	2,754	–	–	–	–
Electricity	Ronald's Vlei Switch House No.1	0010010020010080_00	UPGRADING	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	1,996	–	–	–	–
Electricity	Streetlights And High Mast Retrofitting	0010010020010080_00	UPGRADING	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	–	–	5,000	5,000	–
Electricity	Electrific Lerato Park Link Serv Network	C0010020010080_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WARD 28	0	0	4,272	–	–	–	–
Electricity	Electrification Letabo Park	C0010020010080_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WARD 38	0	0	11,711	–	–	–	–
Electricity	Electrification Of Bilkkies	C0010020010080_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	–	–	4,050	–	–
Electricity	Electrification Of Jacksonville	C0010020010080_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	–	–	2,725	–	–
Electricity	Electrification Of Madiba Park	C0010020010080_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	–	14,633
Electricity	Electrification Of West End	C0010020010080_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	7,000	–
Electricity	Galeshewe Transformer	C0010020010080_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	–	–	9,000	–	–
Electricity	High Mast Lights	C0010020010080_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	–	–	2,000	2,000	2,000
Electricity	Networks Aco - Electr Santa Centre	C0010020010080_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	–	–	3,225	–	–
Electricity	Phutanang Electrification	C0010020010080_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	7,000	–
Electricity	treet Lights Replace 125w Mv With 36w	0010010010010080_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	WHOLE OF THE MUNICIPALITY	0	0	–	5,000	–	–	–
Electricity	Capital Spares-Acq-Prepaid Meters	0010010010010090_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Capital Spares	WHOLE OF THE MUNICIPALITY	0	0	174	1,000	500	1,000	2,000
Electricity	Eedum Projects	0010010010010090_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Electrical Infrastructure	Capital Spares	WHOLE OF THE MUNICIPALITY	0	0	5,999	–	–	–	–
Finance	Acq-Florianville Swimming Pool	2002010020020020_	RENEWAL	A long and healthy life for all South Africans	Inclusion and Access	. STRATEGIC OBJECTIVE	Sport And Recreation Facilities	Outdoor Facilities	WHOLE OF THE MUNICIPALITY	0	0	–	2,500	–	–	–
Finance	Upgrade Of Ritchie Sports Grounds	2002010020020020_	RENEWAL	A long and healthy life for all South Africans	Inclusion and Access	. STRATEGIC OBJECTIVE	Sport And Recreation Facilities	Outdoor Facilities	WHOLE OF THE MUNICIPALITY	0	0	–	–	2,000	–	7,395
Finance	Upgrading Of Swimming Pools	2002010020020020_	RENEWAL	A long and healthy life for all South Africans	Inclusion and Access	. STRATEGIC OBJECTIVE	Sport And Recreation Facilities	Outdoor Facilities	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	–	–
Finance	Acq-Computer Equipment Replacement	PC002003004_00001	NEW	ent; effective and development-oriented public	Growth	. STRATEGIC OBJECTIVE	Computer Equipment	Computer Equipment	WHOLE OF THE MUNICIPALITY	0	0	1,059	4,500	7,800	4,500	4,500
Finance	cq-Furniture And Office Equip Replace	PC002003005_00001	NEW	ent; effective and development-oriented public	Growth	. STRATEGIC OBJECTIVE	Furniture And Office Equipment	Furniture And Office Equipment	WHOLE OF THE MUNICIPALITY	0	0	339	500	1,000	2,000	2,000
Finance	P-Cnin In Pr R-G Imo Pro	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	4,367	3,500	–	–	–
Finance	Acq-Fleet Replacement	PC002003010_00001	NEW		Growth	. STRATEGIC OBJECTIVE	Transport Assets	Transport Assets	WHOLE OF THE MUNICIPALITY	0	0	6,881	–	5,000	15,000	20,000
Finance	Fleet Replacement	PC002003010_00002	NEW		Growth	. STRATEGIC OBJECTIVE	Transport Assets	Transport Assets	WHOLE OF THE MUNICIPALITY	0	0	–	6,173	–	–	–
Finance	Specialised Fleet Replacement	PC002003010_00002	NEW		Growth	. STRATEGIC OBJECTIVE	Transport Assets	Transport Assets	WHOLE OF THE MUNICIPALITY	0	0	–	3,567	5,200	–	6,500
Finance	P-Cnin Com F Fire/Ambul	0020030020010050_00	NEW	nsive; responsive and sustainable social prote	Growth	. STRATEGIC OBJECTIVE	Community Facilities	Fire/Ambulance Stations	WARD 3	0	0	–	–	–	–	–
Project Management Unit	Project Management	PC002003004_00002	NEW	ent; effective and development-oriented public	Growth	. STRATEGIC OBJECTIVE	Computer Equipment	Computer Equipment	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	–	–
Regional Planning And Development	Redevelopment Of The Ellliot Hall	2002020100201001_	RENEWAL	ent; effective and development-oriented public	Inclusion and Access	. STRATEGIC OBJECTIVE	Community Facilities	Halls	WHOLE OF THE MUNICIPALITY	0	0	–	100	1,500	1,600	–
Sewerage	Acq - Carters Glen Sewer Pump Station	0010010010050001_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Sanitation Infrastructure	Pump Station	WHOLE OF THE MUNICIPALITY	0	0	–	–	10,000	–	–
Sewerage	Carters Glen Sewer Pump Station	0010010010050001_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Sanitation Infrastructure	Pump Station	WHOLE OF THE MUNICIPALITY	0	0	–	7,500	8,000	–	–
Sewerage	Refurbishment Sewer & Water Lines	0010010010050002_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Sanitation Infrastructure	Reticulation	WHOLE OF THE MUNICIPALITY	0	0	–	4,000	–	–	–
Sewerage	Construction Old Sink Toilets	0010010010050005_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Sanitation Infrastructure	Toilet Facilities	WHOLE OF THE MUNICIPALITY	0	0	–	5,000	5,000	5,000	–
Sewerage	aconsfield Waste Water Treatment Wor	C0010020050002_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Sanitation Infrastructure	Reticulation	WARD 25	0	0	–	–	12,500	–	–
Sewerage	onstr Of Sewer P/Line In Phomolong W	C0010020050002_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Sanitation Infrastructure	Reticulation	WARD 15	0	0	–	10,000	–	–	–
Sewerage	erato Park Sewer Upgr Downstream Inf	C0010020050002_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Sanitation Infrastructure	Reticulation	WARD 28	0	0	4,676	–	–	–	–
Sewerage	ratopark Sewer Upgrad Downstream In	C0010020050002_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Sanitation Infrastructure	Reticulation	WARD 28	0	0	–	–	–	–	–
Sewerage	Refurbishment Of Homevale Wwtw	C0010020050002_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Sanitation Infrastructure	Reticulation	WHOLE OF THE MUNICIPALITY	0	0	–	–	5,000	10,000	10,000
Soorts Grounds And Stadiums	Fencing Of Frank Roro Cricket Field	0020030020020020_00	NEW	A long and healthy life for all South Africans	Growth	. STRATEGIC OBJECTIVE	Sport And Recreation Facilities	Outdoor Facilities	WHOLE OF THE MUNICIPALITY	0	0	–	2,210	–	–	–
Tourism	Rufurbishment Of The Vintage Tram	0020020200600300_00	UPGRADING	South Africa and contribute to a better Africa a	Governance	. STRATEGIC OBJECTIVE	Heritage Assets	Works Of Art	WHOLE OF THE MUNICIPALITY	0	0	–	750	1,620	–	–
Town Planning, Building Regulations A	P-Cier Rds Roads	0010010010060001_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Roads Infrastructure	Roads	WHOLE OF THE MUNICIPALITY	0	0	19,491	17,500	18,304	20,000	20,000
Town Planning, Building Regulations A	Resealing Of Roads Fb Wm	0010010010060001_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Roads Infrastructure	Roads	WHOLE OF THE MUNICIPALITY	0	0	6,000	–	–	–	–
Town Planning, Building Regulations A	Lining Of Stormwater Channels Ward 16	0010010020060001_00	UPGRADING	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Roads Infrastructure	Roads	WARD 16	0	0	–	7,260	6,283	6,289	10,000
Town Planning, Building Regulations A	Upgrade Gravel Roads Wards Various	0010010020060001_00	UPGRADING	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Roads Infrastructure	Roads	WHOLE OF THE MUNICIPALITY	0	0	19,717	15,886	18,280	20,000	20,000
Town Planning, Building Regulations A	Prop Cadastral Rectific/Surv In Riverton	0020030070020060_00	NEW	ent; effective and development-oriented public	Growth	. STRATEGIC OBJECTIVE	Licences And Rights	Unspecified	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	1,000	–
Town Planning, Building Regulations A	Corridor Revitalisation - Along N12	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	2,000	2,000
Town Planning, Building Regulations A	Dev Of The City Improvement District - Ca	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	–	–	1,000	–	–
Town Planning, Building Regulations A	nd Scap/Urban Design/Arch Impres (Cit	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	–	–	500	–	–
Town Planning, Building Regulations A	Market And Billing Parking Cbd	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	1,000	3,000
Town Planning, Building Regulations A	Mixed-Use Development Greenpoint	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	–	–	1,000	2,000	–
Town Planning, Building Regulations A	Phda Planning & Surveying	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	6,946	2,000	1,500	–	–
Town Planning, Building Regulations A	Planning & Development	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	–	1,761	1,000	–	–
Town Planning, Building Regulations A	Preparation Of A Sol Plaatje Flood Line	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	–	–	845	–	–
Town Planning, Building Regulations A	Township Establishment	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	–	–	2,000	1,500	1,500
Town Planning, Building Regulations A	Township Revitalisation	0020030080010010_00	NEW		Growth	. STRATEGIC OBJECTIVE	Revenue Generating	Improved Property	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	845	–
Water Distribution	etown Reservoir Emergency Leak Repa	0010010010040003_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Reservoirs	WHOLE OF THE MUNICIPALITY	0	0	858	16,317	28,140	–	–
Water Distribution	ower: Abstraction & Pumpstation Reha	0010010010040004_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Pump Stations	WHOLE OF THE MUNICIPALITY	0	0	5,689	34,678	8,035	–	–
Water Distribution	w Wtp Cihorine & Dosing Works Upgra	0010010010040005_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Water Treatment Works	WHOLE OF THE MUNICIPALITY	0	0	11,656	32,166	4,057	–	–
Water Distribution	w Wtp Major Refurbish&And Build Wor	0010010010040005_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Water Treatment Works	WHOLE OF THE MUNICIPALITY	0	0	–	9,872	7,063	–	–
Water Distribution	e Wtw Filter Refurbish&Bypass Syste	0010010010040005_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Water Treatment Works	WHOLE OF THE MUNICIPALITY	0	0	2,845	20,393	78,131	–	–
Water Distribution	d Wtw Cihorine & Dosing Works Upara	0010010010040005_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Water Treatment Works	WHOLE OF THE MUNICIPALITY	0	0	4,697	63,126	29,843	–	–
Water Distribution	d Wtp Major Refurbish And Build Wor	0010010010040005_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Water Treatment Works	WHOLE OF THE MUNICIPALITY	0	0	–	5,532	–	–	–
Water Distribution	Bfi Projects Water Pipe Upgrading	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	579,000	490,000
Water Distribution	est Bypass Replace Of Corrode 10km L	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	–	–
Water Distribution	stern Bvpass Reapir Coatina And Refu	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	–	–
Water Distribution	mergency Leak Repair On 6 Major Leak	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	99	5,670	–	–	–
Water Distribution	Emergency Meter Installations (Phase 1	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	14,194	25,982	1,500	–	–
Water Distribution	by Bulk Meters & Pressure Managemer	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	3,076	23,575	2,753	–	–
Water Distribution	by Network Leak Detection & Reoair Pho	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	938	5,481	29,032	–	–
Water Distribution	by Network Leak Detection & Repair Pho	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	795	9,939	7,204	–	–
Water Distribution	Mr Leak And Sleak Data System	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	133	279	817	–	–
Water Distribution	ewton Reservoir Complex Ohs & Securi	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	–	1,126	15,666	–	–
Water Distribution	oe Condition Assess And Cathod Prote	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	394	1,113	–	–	–
Water Distribution	Ritchie Sulzone Smart Meter Install	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	–	–
Water Distribution	Riverton To Midstation Bulk Pipeline Re	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	–	15,348	125,788	–	–
Water Distribution	Smartball Leak Detection	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	796	–	–	–	–
Water Distribution	Smartball Survey Priority Leak Repairs	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	7,217	14,235	–	–	–
Water Distribution	Waste Water Re-Use	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	–	1,200	–	–	–
Water Distribution	Vest Bypass Leak Repairs And Refurbis	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	–	–
Water Distribution	est Bypass Replace Of Corroded Secti	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	–	–	–	–	–
Water Distribution	Wsdo Develoomnt	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	337	413	–	–	–
Water Distribution	Wtw Ohs & Security Management	0010010010040006_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	1,593	7,135	15,708	–	–
Water Distribution	Water Pipes Refurb Prog Various Wards	0010010010040007_00	RENEWAL	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Distribution	WHOLE OF THE MUNICIPALITY	0	0	6,828	–	–	–	–
Water Distribution	Ritchie Wtw Upgrade And Bulk Pipeline	0010010020040006_00	UPGRADING	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WARD 27	0	0	388	13,046	81,324	–	–
Water Distribution	Dsitrbution-Aco-Wat Meter Reolaceme	0010010020040007_00	UPGRADING	competitive and responsive economic infrastru	Inclusion and Access	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Distribution	WHOLE OF THE MUNICIPALITY	0	0	–	500	500	1,000	2,000
Water Distribution	oc3 1200mw Steel Midstation-Newton R	C0010020040003_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Reservoirs	WARD 23	0	0	–	20,744	45,822	–	–
Water Distribution	Bulk 1200 Nd Steel Pipeline Mat: Mbsc1	C0010020040006_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WARD 23	0	0	–	184,825	83,400	–	–
Water Distribution	hs & Security Mngmnt (Newton) Electri	C0010020040006_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WHOLE OF THE MUNICIPALITY	0	0	–	429	9,686	–	–
Water Distribution	Ritchie Prioritize Leak Detect & Repairs	C0010020040006_000	NEW	competitive and responsive economic infrastru	Growth	. STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	WARD 27	0	0	–	2,294	–	–	–
Parent Capital expenditure												176,438	621,518	721,431	704,426	619,128
Entities:																
List all capital projects grouped by Entity																
Entity A																
Water project A																
Entity B																
Electricity project B																
Entity Capital expenditure												–	–	–	–	–
Total Capital expenditure												176,438	621,518	721,431	704,426	619,128

References

Must reconcile with Budgeted Capital Expenditure

Projects that fall above the threshold values applicable to the municipality as identified in regulation 13 of the Municipal Budget and Reporting Regulations must be listed individually. Other projects by Function

Asset class as per table A9 and asset sub-class as per table SA34

GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.

Distinguish projects approved in terms of MFMA section 19(1)(b) and MRRR Regulation 13 check – – – – –

Project Number consists of MSCOA Project Longcode and seq No (sample PC001002006002_00002)

NC091 Sol Plaatje - Supporting Table SA37 Projects delayed from previous financial year/s

R thousand												Previous target year to complete	Current Year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework		
Function	Project name	Project number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude		Original Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Parent municipality:																	
List all capital projects grouped by Function																	
Entities:																	
List all capital projects grouped by Entity																	
Entity Name																	
Project name																	

References

List all projects with planned completion dates in current year that have been re-budgeted in the MTREF

Asset class as per table A9 and asset sub-class as per table SA34

GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.

NC091 Sol Plaatje - Supporting Table SA36 Consolidated detailed operational projects

R thousand													Prior year outcomes		2025/26 Medium Term Revenue & Expenditure Framework
Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub Class	Ward Location	GPS Longitude	GPS Latitude		Audited Outcome 2023/24	Current Year 2024/25 Full Year Forecast	Budget Year 2025/26
Parent municipality:															
List all operational projects grouped by Function															
Administrative And Corporate Support	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	Value 4:Non-Revenue Generating	Work in Progress	Work in Progress	All Wards	0	0		22.222	24.322	25.722
Administrative And Corporate Support	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	SPAL STRATEGIC OBJECTIVE	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		396	528	452
Administrative And Corporate Support	Buildings	8150200201001	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	SPAL STRATEGIC OBJECTIVE	Operational Buildings	Municipal Offices	All Wards	0	0		–	0	1
Governance Function	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		5.588	7.101	7.545
Governance Function	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	SPAL STRATEGIC OBJECTIVE	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		–	0	3
Mayor And Council	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		59.815	69.866	61.221
Asset Management	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		6.037	7.350	7.629
Municipal Manager, Town Secretary And Chief Executive	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		17.431	22.174	20.012
Municipal Manager, Town Secretary And Chief Executive	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	SPAL STRATEGIC OBJECTIVE	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		–	0	2
Finance	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		484.570	600.008	571.190
Finance	Elections	P0003813_00001	Work Streams	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		2.276	2.000	2.000
Finance	Project	P0003816001_0000	Work Streams	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		3.192	2.267	4.442
Finance	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	SPAL STRATEGIC OBJECTIVE	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		26	732	367
Finance	Machinery And Equipment	8150200101000	Preventative Maintenance		Governance	SPAL STRATEGIC OBJECTIVE	Machinery And Equipment	Motor And Equipment	All Wards	0	0		17	26	20
Finance	Transport Assets	8150200102002	Preventative Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		63	176	90
Finance	Transport Assets	8150200102002	Preventative Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		143	478	198
Fleet Management	Land	8150200201001	Preventative Maintenance	Inclusion and Access	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Land	Unimproved Property	All Wards	0	0		1.400	1.400	1.400
Fleet Management	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		19	19	19
Fleet Management	Machinery And Equipment	8150200101000	Preventative Maintenance		Governance	Value 4:Non-Revenue Generating	Machinery And Equipment	Motor And Equipment	All Wards	0	0		16.751	16.154	16.568
Fleet Management	Transport Assets	8150200102002	Preventative Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		1.000	1.000	1.000
Fleet Management	Transport Assets	8150200102002	Preventative Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		184	568	193
Human Resources	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		20.179	26.178	23.339
Information Technology	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		6.149	8.156	10.541
Information Technology	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	SPAL STRATEGIC OBJECTIVE	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		271	475	450
Marketing, Customer Relations, Publicity And Media	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		3.688	4.531	4.812
Property Services	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		1.626	2.991	2.340
Property Services	Buildings	8152001003361001	Corrective Maintenance	Effective and Development-oriented Public Service	Governance	SPAL STRATEGIC OBJECTIVE	Operational Buildings	Municipal Offices	All Wards	0	0		14.119	10.000	11.021
Property Services	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		1.451	54	6.000
Risk Management	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		1.178	1.498	1.622
Risk Management	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		–	0	2
Security Services	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		29.624	28.132	33.104
Security Services	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		–	20	18
Security Services	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		103	199	175
Supply Chain Management	Operational Municipal Running Cost	8FA00_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		14.911	16.927	18.810
Supply Chain Management	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		16	52	23
Valuation Service	Operational Municipal Running Cost	8FA00_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		4.149	4.149	4.149
Valuation Service	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		13.978	10.160	13.848
Valuation Service	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		16	16	16
Valuation	Operational Municipal Running Cost	8FA00_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		14.900	16.709	18.036
Plantation	Earthworks	8150200102002	Municipal Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	Value 4:Non-Revenue Generating	Solid Waste Infrastructure	Landfill Sites	All Wards	0	0		15.401	16.760	16.560
Health Services	Operational Municipal Running Cost	8FA00_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		14.168	16.168	15.121
Health Services	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		22	25	23
Health Services	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		2	10	5
Informal Settlements	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		–	0	1.000
Informal Settlements	Capital Scares	8552001003001622	GENERAL	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Community Facilities	Capital Scares	All Wards	0	0		–	0	1
Informal Settlements	Intervened Property	8550100200000100	Preventative Maintenance		Scalar Innovation	Value 4:Non-Revenue Generating	Community Facilities	Capital Scares	All Wards	0	0		6.838	8.211	8.431
Informal Settlements	Unimproved Property	8550200200000100	Corrective Maintenance		Scalar Innovation	Value 4:Non-Revenue Generating	Unimproved Property	Unimproved Property	All Wards	0	0		919	1.000	1.100
Informal Settlements	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		46	61	60
Pounds(Ito Refer Definition Noteworthy)	Operational Municipal Running Cost	8FA00_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		17.491	19.567	18.000
Pounds(Ito Refer Definition Noteworthy)	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Community Facilities	Pounds	All Wards	0	0		1.000	1.000	1.000
Pounds(Ito Refer Definition Noteworthy)	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		275	500	500
Pounds(Ito Refer Definition Noteworthy)	Operational Municipal Running Cost	8FA00_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		11.664	13.568	13.500
Cemeteries, Funerals Parlours And Crematoriums	Buildings	8150200201001	Preventative Maintenance	Inclusion and Access	Inclusion and Access	Value 4:Non-Revenue Generating	Community Facilities	Ambulance Stations	All Wards	0	0		199	60	199
Cemeteries, Funerals Parlours And Crematoriums	Land	8301302002001611	Preventative Maintenance	Inclusion and Access	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Community Facilities	Ambulance Stations	All Wards	0	0		470	300	300
Cemeteries, Funerals Parlours And Crematoriums	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		134	100	100
Recreational Facilities	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		28.665	26.710	28.833
Recreational Facilities	Machinery And Equipment	8152002003001349	Corrective Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Machinery And Equipment	Motor And Equipment	All Wards	0	0		639	724	750
Recreational Facilities	Buildings	8552001003002802	Corrective Maintenance	Improved healthy life for all South Africans	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Sport And Recreation Facilities	Outdoor Facilities	All Wards	0	0		825	1.000	300
Recreational Facilities	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		63	61	60
Fire Fighting And Protection	Operational Municipal Running Cost	8FA00_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		24.167	27.026	24.654
Fire Fighting And Protection	Mechanical Equipment	8552001003001883	Corrective Maintenance	Inclusion and Access	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Community Facilities	Ambulance Stations	All Wards	0	0		26	150	100
Fire Fighting And Protection	Machinery And Equipment	8150200102003	Preventative Maintenance		Governance	Value 4:Non-Revenue Generating	Machinery And Equipment	Motor And Equipment	All Wards	0	0		242	400	350
Fire Fighting And Protection	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		477	949	852
Sports Grounds And Stadiums	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		7.529	6.386	8.839
Sports Grounds And Stadiums	Machinery And Equipment	8150200102003	Preventative Maintenance	Improved healthy life for all South Africans	Governance	Value 4:Non-Revenue Generating	Machinery And Equipment	Motor And Equipment	All Wards	0	0		10	45	45
Sports Grounds And Stadiums	Buildings	8552001003001622	Preventative Maintenance	Improved healthy life for all South Africans	Inclusion and Access	Value 4:Non-Revenue Generating	Sport And Recreation Facilities	Outdoor Facilities	All Wards	0	0		119	100	100
Sports Grounds And Stadiums	Transport Assets	8150200102002	Preventative Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		–	80	45
Community Halls And Facilities	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		6.646	5.833	7.079
Community Halls And Facilities	Buildings	8552001003001601	Corrective Maintenance	Inclusion and Access	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Community Facilities	Halls	All Wards	0	0		1.534	1.910	110
Community Halls And Facilities	Machinery And Equipment	8150200102003	Preventative Maintenance		Governance	Value 4:Non-Revenue Generating	Machinery And Equipment	Motor And Equipment	All Wards	0	0		–	0	1
Licensing And Control Of Animals	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		10.357	16.714	19.609
Licensing And Control Of Animals	Land	8301302002001611	Preventative Maintenance	Inclusion and Access	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Community Facilities	Veterinary Clinics/Animal Welfare	All Wards	0	0		160	230	215
Licensing And Control Of Animals	Land	8552002003001714	Preventative Maintenance	Inclusion and Access	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Community Facilities	Solid Waste Infrastructure	All Wards	0	0		238	230	230
Licensing And Control Of Animals	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		–	0	–
Vehicle And Vessel Licensing	Operational Municipal Running Cost	8FA00_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		14.900	16.709	18.036
Vehicle And Vessel Licensing	Buildings	8552001003001601	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	Value 4:Non-Revenue Generating	Community Facilities	Halls	All Wards	0	0		–	15	15
Vehicle And Vessel Licensing	Land	8301302002001611	Preventative Maintenance	Inclusion and Access	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Community Facilities	Halls	All Wards	0	0		–	15	15
Vehicle And Vessel Licensing	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		–	0	–
Stormwater Management	Operational Municipal Running Cost	8FA00_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		479	568	672
Stormwater Management	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		1	10	5
Corporate Wide Strategic Planning (Idps, Lgmts, Sdbips And Organisational Performance)	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		13.819	9.009	10.143
Corporate Wide Strategic Planning (Idps, Lgmts, Sdbips And Organisational Performance)	Project Implementation	P0003022002_0000	Work Streams	Effective and Development-oriented Public Service	Scalar Innovation	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		339	882	470
Corporate Wide Strategic Planning (Idps, Lgmts, Sdbips And Organisational Performance)	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		3	6	6
Corporate Wide Strategic Planning (Idps, Lgmts, Sdbips And Organisational Performance)	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		1	10	10
Roads	Capital Scares	8552001003001622	GENERAL	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Community Facilities	Capital Scares	All Wards	0	0		39	350	100
Roads	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		–	20	20
Roads	Road Facilities	8150200201001	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Roads Infrastructure	Roads	All Wards	0	0		–	0	1
Roads	Pavements	8150200201001	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Roads Infrastructure	Roads	All Wards	0	0		1.594	4.758	500
Roads	Pavements	8150200201001	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Roads Infrastructure	Roads	All Wards	0	0		–	700	500
Roads	Earthworks	8150200201001	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Roads Infrastructure	Roads	All Wards	0	0		1.620	1.500	1.000
Roads	Land	8150200201001	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Roads Infrastructure	Roads	All Wards	0	0		41.714	64.500	68.977
Roads	Pavements	8150200201001	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Roads Infrastructure	Roads	All Wards	0	0		17	100	100
Roads	Civil Structures	8150200102002	Municipal Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Storm Water Infrastructure	Kerbing	All Wards	0	0		140	200	200
Roads	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		7.206	3.000	3.000
Roads	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		–	0	1
Pollution Control	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		61.055	62.058	76.022
Pollution Control	Land	8150100200000300	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Solid Waste Infrastructure	Waste Processing	All Wards	0	0		271	200	200
Regional Planning And Development	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		3.994	4.029	4.243
Road Furniture, Traffic And Street Parking	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		42.394	44.627	46.256
Refuse Removal, Traffic And Street Parking	Machinery And Equipment	8150200101000	Preventative Maintenance		Governance	Value 4:Non-Revenue Generating	Machinery And Equipment	Motor And Equipment	All Wards	0	0		103	199	103
Refuse Removal, Traffic And Street Parking	Buildings	8552001003001622	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Community Facilities	Capital Scares	All Wards	0	0		103	199	103
Refuse Removal, Traffic And Street Parking	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		97	100	100
Town Planning, Building Regulations And Enforcement, And City Engineer	Operational Municipal Running Cost	8FA00_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		10.656	44.104	47.611
Town Planning, Building Regulations And Enforcement, And City Engineer	Furniture And Office Equipment	8150200102003	Preventative Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Furniture And Office Equipment	Furniture And Office Equipment	All Wards	0	0		–	2	18
Town Planning, Building Regulations And Enforcement, And City Engineer	Transport Assets	8150200102002	Municipal Maintenance		Governance	Value 4:Non-Revenue Generating	Transport Assets	Transport Assets	All Wards	0	0		–	0	–
Fleet Management	Operational Municipal Running Cost	P0002_00000	Municipal Running Cost	Inclusion and Access	Governance	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		2.319	4.012	4.663
Fleet Management	Mechanical Equipment	8150200102003	Municipal Maintenance	Effective and Development-oriented Public Service	Governance	Value 4:Non-Revenue Generating	Machinery And Equipment	Motor And Equipment	All Wards	0	0		1.654.791	1.467.165	1.430.000
Electricity	Replacing Of Stolen Cables (Cable Theft)	P0003022001_0000	Work Streams	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE			WARD_OF THE MUNICIPALITY	0	0		2.765	1.002	3.000
Electricity	Capital Scares	8552001003001622	GENERAL	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Community Facilities	Capital Scares	All Wards	0	0		171	200	200
Electricity	Feeder Bosses	8301001003001883	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Feeder Bosses	All Wards	0	0		54.401	56.170	47.568
Electricity	Buildings	8301001003001883	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Feeder Bosses	All Wards	0	0		15	100	100
Electricity	Buildings	8301001003001883	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Mv Substations	All Wards	0	0		15	100	100
Electricity	Hv Transformers	8301001001001000	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Mv Substations	All Wards	0	0		672	1.000	1.000
Electricity	Control And Instrumentation	8301001001001000	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Capacitor Bank	All Wards	0	0		90	100	100
Electricity	Control And Instrumentation	8150200101000	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Capacitor Bank	All Wards	0	0		65	150	150
Electricity	Dc Sockets	8150200102002	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Dc Sockets	All Wards	0	0		1.000	1.000	1.000
Electricity	Dc Sockets	8150200102002	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Dc Sockets	All Wards	0	0		99	150	150
Electricity	Electricity Meters	8150200101000	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	All Wards	0	0		2.020	16.400	18.000
Electricity	Electricity Meters	8150200101000	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	All Wards	0	0		1.170	1.500	1.500
Electricity	Lv Conductors	8150200101000	Corrective Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	All Wards	0	0		3.873	4.200	4.200
Electricity	Electricity Meters	8150200101000	Corrective Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	All Wards	0	0		1.000	1.000	1.000
Electricity	Electricity Meters	8150200101000	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	All Wards	0	0		579	700	600
Electricity	Electricity Meters	8150200101000	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Lv Networks	All Wards	0	0		93	1.100	1.100
Electricity	Mv Conductors	8150200101000	Corrective Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Mv Networks	All Wards	0	0		1.000	1.000	1.000
Electricity	Mv Conductors	8150200101000	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Mv Networks	All Wards	0	0		149	150	150
Electricity	Mv Conductors	8150200102002	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Mv Networks	All Wards	0	0		376	700	700
Electricity	Mv Conductors	8150200102002	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Mv Networks	All Wards	0	0		1.531	2.000	2.000
Electricity	Buildings	8301001003001883	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Mv Substations	All Wards	0	0		150	100	100
Electricity	Mv Switchgear Equipment	8150200101000	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Mv Substations	All Wards	0	0		1.000	1.000	1.000
Electricity	Mv Transformers	8150200101000	Preventative Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Mv Substations	All Wards	0	0		536	1.400	1.500
Electricity	Civil Structure	8150200101000	Corrective Maintenance	Effective and Development-oriented Public Service	Inclusion and Access	SPAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Switching Stations	All Wards	0	0		230	300	300
Electricity	Fundamental Equipment	8150200101000	Corrective Maintenance	Effective and Development-oriented

SECTION 2:

TARIFFS

1 **APPROVAL OF VARIOUS TARIFFS : 1 JULY 2025 - 30 JUNE 2026**

That, in terms of Section 24(2) of the Local Government : Municipal Finance Management Act, 2003 (Act No. 56), the following levies, fees and tariffs for Sol Plaatje Municipality be levied, and a General Rate be recovered on the values appearing in the 2023 General Valuation Roll

ALL TARIFFS ARE VAT INCLUSIVE WHERE APPLICABLE
ANY FUTURE CHANGES IN VAT WILL BE IMPLEMENTED ACCORDINGLY.

1.1 **LEVY OF RATES (FINANCE/VALUATIONS)**

	PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
Residential Property	0.012129	0.012686	0.013670	0.014590
Vacant Residential Property	0.018194	0.190300	0.205067	0.218868
Industrial Property	0.036387	0.038059	0.041012	0.043773
Vacant Industrial	0.042452	0.044403	0.047849	0.051069
Business and Commercial Property	0.036387	0.038059	0.041012	0.043773
Vacant Business and Commercial Property	0.042452	0.044403	0.047849	0.051069
Agricultural Property	0.003032	0.003172	0.003418	0.003648
Mining Property	0.072774	0.076119	0.082026	0.087546
Public Service Property	0.049729	0.050746	0.054684	0.058364
Public Service Infrastructure	0.000000	0.000000	0.000000	0.000000
Public Benefit Activity Property	0.000000	0.000000	0.000000	0.000000
Place of Worship	0.000000	0.000000	0.000000	0.000000
Land Reform Beneficiary	0.000000	0.000000	0.000000	0.000000
Private Open Space	0.012129	0.012686	0.013670	0.014590
Municipal property used for Municipal Purposes	0.000000	0.000000	0.000000	0.000000
Sports Grounds and facilities operated for gain	0.000000	0.000000	0.000000	0.000000
Average rates tariff	0.017707	0.018423	0.019853	0.021189

1.1.1 An allowance has been made for the inclusion of rebates for Pensioners, Disabled Persons, Bona Fide Agricultural Property, Rural Residential Properties, Rural Commercial, Rural Industrial, Rural Mining, Independent Schools, Creches and Guesthouse Properties meeting certain criteria. The proposed rebate for Pensioners and Disabled Persons is 60 % and the income threshold to qualify is R 240 000 in addition to creteria per the Policy. The proposed rebate for Rural Residential is 15%, bona fide Agricultural Property is 40%, Rural Commercial, Industrial properties is 75% and Rural mines is 50%, Creches and Guesthouses is 30% and independent schools 65% subject to the requirements per the policy.

1.1.2 Public Service Infrastructure is no longer feasable to rate due to the regulated rating ratios. It is therefore zero (0) rated.

1.1.3 The proposed rebate on bona fide Agricultural Property is to be fased out over the next few years. The rebate is reduced from 50% to 40 % for the next year.

1.1.4 The latest General Valuation Roll was implemented on the 1st of July 2023.

1.1.5 There have been additions to the rating categories which have been brought about by recent amendments of the Local Government: Municipal Property Rates Act 6 of 2004.

1.1.6 The categories of property with zero rate tariffs are those that are impermissable to rate in terms of the MPRA, not feasable to rate, or for public benefit purposes not desirable to rate.

1.1.7 Subject to section 19, a municipality may, in terms of the criteria set out in its rates policy, levy different rates

for different categories of rateable property, determined in subsection (2) and (3), which must be determined according to the:

- use of the property;
- permitted use of the property; or
- a combination of (a) and (b).

1.1.8 Independent Schools were reclassified as commercial as it no longer falls within the mandotory categories set out in Section 8 of the MPRA (Municipal Property Rates Act 6 of 2004)

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.2	**MUNICIPAL SWIMMING POOLS & SPORTS FIELDS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**				
1.2.1	**Karen Muir Swimming Pool**				
	Admission fees - Children	17.00	18.00	19.00	20.00
	Admission fees - Adults	22.00	23.00	25.00	27.00
	Season tickets - Children	167.00	174.00	188.00	201.00
	Season tickets - Adults	288.00	301.00	324.00	346.00
	Hire of pool (Strictly for swimming purposes)	2,426.00	2,533.00	2,730.00	2,914.00
	Key / Loss / damage / breakage deposit	2,042.00	2,132.00	2,297.00	2,452.00
1.2.2	**Florianville Swimming Pool**				
	Admission fees - Children	17.00	18.00	19.00	20.00
	Admission fees - Adults	22.00	23.00	25.00	27.00
	Season tickets - Children	141.00	147.00	158.00	169.00
	Season tickets - Adults	230.00	240.00	259.00	276.00
	Hire of pool (Strictly for swimming purposes)	2,296.00	2,397.00	2,583.00	2,757.00
	Key / Loss / damage / breakage deposit	2,042.00	2,132.00	2,297.00	2,452.00
1.2.3	**Roodepan Swimming Pool**				
	Admission fees - Children	13.00	14.00	15.00	16.00
	Admission fees - Adults	22.00	23.00	25.00	27.00
	Season tickets - Children	128.00	134.00	144.00	154.00
	Season tickets - Adults	205.00	214.00	231.00	247.00
	Hire of pool (Strictly for swimming purposes)	2,296.00	2,397.00	2,583.00	2,757.00
	Key / Loss / damage / breakage deposit	2,042.00	2,132.00	2,297.00	2,452.00
1.2.4	**Galeshewe Swimming Pool**				
	Admission fees - Children	13.00	14.00	15.00	16.00
	Admission fees - Adults	22.00	23.00	25.00	27.00
	Season tickets - Children	128.00	134.00	144.00	154.00
	Season tickets - Adults	205.00	214.00	231.00	247.00
	Hire of pool (Strictly for swimming purposes)	2,296.00	2,397.00	2,583.00	2,757.00
	Key / Loss / damage / breakage deposit	2,042.00	2,132.00	2,297.00	2,452.00
1.2.5	**De Beers Stadium**				
	Atletics				
	Hire of athletics track	1,710.00	1,785.00	1,924.00	2,053.00
	Key / Loss / damage / breakage deposit	1,710.00	1,785.00	1,924.00	2,053.00
	Apparatus per day	1,021.00	1,066.00	1,149.00	1,226.00
	Key / Loss / damage / breakage deposit	1,405.00	1,467.00	1,581.00	1,687.00
	Training sessions (Schools/Clubs) for athletics during the week, except public holidays from 07:00-18:00	236.00	246.00	265.00	283.00
	Hire of sports field	920.00	960.00	1,034.00	1,104.00
	Key / Loss / damage / breakage deposit	1,405.00	1,467.00	1,581.00	1,687.00
	Preparation Fee	920.00	960.00	1,034.00	1,104.00
	VIP Lounge	920.00	960.00	1,034.00	1,104.00
	Lights :Fixed (plus hourly rate)	1,965.00	2,051.00	2,210.00	2,359.00
	: Hourly rate	62.00	65.00	70.00	75.00
	HIRE OF STADIUM				
	Sport per day (soccer)	1,276.00	1,332.00	1,435.00	1,532.00
	Other than sport	3,191.00	3,331.00	3,589.00	3,831.00
	Key / Loss / damage / breakage deposit	2,553.00	2,665.00	2,872.00	3,065.00
	Training session (max 2 hours) between Tuesday- Thursday, except public holidays from 07:00-18:00	236.00	236.00	254.00	271.00
	Music festivals/events /commercial use	29,352.00	30,643.00	33,021.00	35,243.00
	Key / Loss / damage / breakage deposit	40,838.00	42,635.00	45,943.00	49,035.00
	HIRE OF HALL NO. 4				
	Indoor sport	205.00	214.00	231.00	247.00
	Hire of cafeteria/bar	410.00	428.00	461.00	492.00
	Key / Loss / damage / breakage deposit	1,405.00	1,467.00	1,581.00	1,687.00
	Season ticket for individuals	216.00	226.00	244.00	260.00
	Individual per session	56.00	58.00	63.00	67.00
	GROUPS:				
	1 - 10 per session	96.00	100.00	108.00	115.00

		PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
		R	R	R	R
	11 - 20 per session	123.00	128.00	138.00	147.00
	21 - 30 per session	155.00	162.00	175.00	187.00
	31 - 40 per session	191.00	199.00	214.00	228.00
	41 - 60 per session	224.00	234.00	252.00	269.00
	61 and more per session	326.00	340.00	366.00	391.00
1.2.6	**Galeshewe Stadium**				
	Sport per day (soccer)	1,276.00	1,332.00	1,435.00	1,532.00
	Hire of multipurpose courts or athletic track	945.00	987.00	1,064.00	1,136.00
	Key / Loss / damage / breakage deposit	1,722.00	1,798.00	1,938.00	2,068.00
	Training session (max 2 hours) between Tuesday- Thursday, except public holidays from 07:00-18:00	236.00	236.00	254.00	271.00
	PRACTICE SESSIONS FOR ATHLETICS during the week, except public holidays from 07:00-18:00				
	Season ticket for individuals	216.00	226.00	244.00	260.00
	Individual per session	56.00	58.00	63.00	67.00
	GROUPS:				
	1 - 10 per session	96.00	100.00	108.00	115.00
	11 - 20 per session	123.00	128.00	138.00	147.00
	21 - 30 per session	155.00	162.00	175.00	187.00
	31 - 40 per session	191.00	199.00	214.00	228.00
	41 - 60 per session	224.00	234.00	252.00	269.00
	61 and more per session	326.00	340.00	366.00	391.00
	Training sessions (schools/clubs) for athletics during the week, except public holidays from 07:00-18:00	236.00	246.00	265.00	283.00
	Other than sport	5,742.00	5,995.00	6,460.00	6,895.00
	Key / Loss / damage / breakage deposit	2,553.00	2,665.00	2,872.00	3,065.00
	Music festivals/events /commercial use	22,971.00	23,982.00	25,843.00	27,582.00
	Key / Loss / damage / breakage deposit	39,561.00	41,302.00	44,507.00	47,502.00
	Lights :Fixed (plus hourly rate)	3,955.00	4,129.00	4,449.00	4,748.00
	: Hourly rate	114.00	119.00	128.00	137.00
1.2.7	**Galeshewe Arena**				
	Hire of arena per day	499.00	521.00	561.00	599.00
	Hire of hall per day	255.00	266.00	287.00	306.00
	Key / Loss / damage / breakage deposit	831.00	868.00	935.00	998.00
	Music festivals/events /commercial use	7,529.00	7,860.00	8,470.00	9,040.00
	Key / Loss / damage / breakage deposit	15,314.00	15,988.00	17,229.00	18,389.00
	Lights :Fixed (plus hourly rate)	64.00	67.00	72.00	77.00
	: Hourly rate	19.00	20.00	22.00	23.00
1.2.8	**West-End Indoor Facility**				
	Competitive sport -				
	Prior occupation per day	918.00	958.00	1,032.00	1,101.00
	Main Hall (per day)	2,157.00	2,252.00	2,427.00	2,590.00
	Key / Loss / damage / breakage deposit	2,145.00	2,239.00	2,413.00	2,575.00
	Small Hall (per day)	1,339.00	1,398.00	1,506.00	1,607.00
	Key / Loss / damage / breakage deposit	1,339.00	1,398.00	1,506.00	1,607.00
	Training sessions -				
	Main Hall (per hour)	223.00	233.00	251.00	268.00
	Key / Loss / damage / breakage deposit	335.00	350.00	377.00	402.00
	Small Hall (per hour)	161.00	168.00	181.00	193.00
	Key / Loss / damage / breakage deposit	294.00	307.00	331.00	353.00
	Other than sports:				
	* Monday - Friday				
	07:00 - 12:00 (per session)	1,287.00	1,344.00		
	12:00 - 17:00 (per session)	1,287.00	1,344.00		
	17:00 - 07:00 (per hour)	775.00	809.00		
	* Saturdays				
	A basic fee charged for 4 hours or part thereof	2,010.00	2,098.00		
	For every additional hour which the facility is used				
	an additional tariff is payable	537.00	561.00		
	* Sundays & Public Holidays				
	A basic fee is charged for 4 hours or part thereof	2,210.00	2,307.00		
	For every additional hour which the facility is used				

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	an additional tariff is payable	775.00	809.00		
	* Key / Loss / damage / breakage deposit	1,608.00	1,679.00		
	Kitchen (per day)	764.00	798.00		
	* All Dances (Music festivals Excluded)				
	A basic fee is charged for 4 hours or part thereof	3,350.00	3,497.00		
	For every additional hour which the facility is used				
	an additional tariff is payable	924.00	965.00		
	** Key / Loss / damage / breakage deposit	2,010.00	2,098.00		
	*** Funerals - for 4 hours	2,010.00	2,098.00		
	For every additional hour	436.00	455.00		
	*** Key / Loss / damage / breakage deposit	1,339.00	1,398.00		
	Preparation fee (per hour) applicable to all activities	590.00	616.00		
	Aircon \ 8 hour session	1,339.00	1,398.00		
1.2.9	**West-End Club**				
	Competitive sport -				
	Prior occupation per day	1,005.00	1,049.00	1,130.00	1,206.00
	Main Hall (per day)	1,339.00	1,398.00	1,506.00	1,607.00
	Key / Loss / damage / breakage deposit	1,339.00	1,398.00	1,506.00	1,607.00
	Training sessions -				
	Main Hall (per hour)	221.00	231.00	249.00	266.00
	Key / Loss / damage / breakage deposit	361.00	377.00	406.00	433.00
	Kitchen	763.00	797.00	859.00	917.00
	Key / Loss / damage / breakage deposit	1,339.00	1,398.00	1,506.00	1,607.00
	Braai area	803.00	838.00	903.00	964.00
	Key / Loss / damage / breakage deposit	1,339.00	1,398.00	1,506.00	1,607.00
	Trog Bar	1,071.00	1,118.00	1,205.00	1,286.00
	Key / Loss / damage / breakage deposit	1,339.00	1,398.00	1,506.00	1,607.00
	Soccer Field	763.00	797.00	859.00	917.00
	Key / Loss / damage / breakage deposit	1,071.00	1,118.00	1,205.00	1,286.00
	Cricket field	763.00	797.00	859.00	917.00
	Key / Loss / damage / breakage deposit	1,071.00	1,118.00	1,205.00	1,286.00
	Air Conditioner	870.00	908.00	978.00	1,044.00
	Hiring of facility other than sports:				
	* Monday - Friday				
	07:00 - 12:00 (per session)	1,287.00	1,344.00		
	12:00 - 17:00 (per session)	1,287.00	1,344.00		
	17:00 - 07:00 (per hour)	775.00	809.00		
	* Saturdays				
	A basic fee charged for 4 hours or part thereof	2,010.00	2,098.00		
	For every additional hour which the facility is used				
	an additional tariff is payable	537.00	561.00		
	* Sundays & Public Holidays				
	A basic fee is charged for 4 hours or part thereof	2,210.00	2,307.00		
	For every additional hour which the facility is used				
	an additional tariff is payable	775.00	809.00		
	* Key / Loss / damage / breakage deposit	1,608.00	1,679.00		
	Kitchen (per day)	764.00	798.00		
	* All Dances (Music festivals Excluded)				
	A basic fee is charged for 4 hours or part thereof	3,350.00	3,497.00		
	For every additional hour which the facility is used				
	an additional tariff is payable	924.00	965.00		
	** Key / Loss / damage / breakage deposit	2,010.00	2,098.00		
	*** Funerals - for 4 hours	2,010.00	2,098.00		
	For every additional hour	436.00	455.00		

	PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
*** Key / Loss / damage / breakage deposit	1,339.00	1,398.00		
Preparation fee (per hour) applicable to all activities	590.00	616.00		
Aircon \ 8 hour session	1,339.00	1,398.00		
Deposit on hiring of facilities (Within 7 days of the request for the reservation)	50% of total amount	50% of total amount	50% of total amount	50% of total amount

Cancellation

If a reservation is cancelled within 30 days of occupation the refund to the client will be 50% of the deposit amount paid.

If a reservation is cancelled within 10 days of occupation the client will forfait the total deposit amount paid.

Conditions

1. Right of admission reserved.
2. Facility used at own risk.
3. Total reservation fee to be paid within 10 (ten) days of booking.
4. Payment to be made in relation to booking.
5. Facility may not be used unless payment is received in advance.
6. Use of the facility will not be allowed unless a contract has been completed and signed by the Lessee.
7. No equipment may be removed from the facility.
8. Facility to be left in same condition as it was found on occupation.
9. Lessee will be held responsible for any littering, damages or loss of any equipment of the property and strict action will be taken against such lessee.
10. Losses and breakages of any items brought onto the premises by the lessee will not be compensated by the lessor of this facility.
11. A pre occupation fee payable if the lessee needs to decorate the hall one day or more before the function.
12. Canceling of bookings - see cancellations.
13. No private liquor allowed on premises. No private bar allowed on premises. Strict adherence to the aforementioned can lead to arrest, prohibition from the facility and forteiture of total deposit.

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	14. A market related corkage fee may be charged for wine and champagne.				
	15. The playing of musical instruments, live musical performances and any other form of amplified music is prohibited outdoors. The playing of music will be allowed indoor only until 24:00.				
	16. Ignorance of any of the above can lead to: Arrest, prohibition from the facility and forfeiture of total deposit.				
	17. All reservations will be accommodated on the basis of first come first served.				
	18. Funerals to be charged asper item 1.9.5				
	If a request is received from a the following organizations * to use the facilities at a reduced tariff ONLY the Municipal Manager may approve a reduced tariff. The relevant deposit , which is refundable ,is payable.				
	* Registered Welfare Organisations				
	* Registered Non-profitable Organisations				
	* Schools and Churches				
	NB. Government Departments to pay full tariff.				
	If a contract is drawn up with a specific Provincial or National body for the hire of any of the facilities for sport (seasonal), the fee is R37 000-00 for the season				
	Deposit for reservation = 25% of total reservation fee to be paid within 7 days of booking.				
	Cancellation fee = 25% of total reservation fee.				
1.2.10	**Open Mine Caravan Park**				
	Caravans - (per Caravan)	168.00	175.00	189.00	202.00
	- (per person)	87.00	91.00	98.00	105.00
	Caravan Club				
	Minimum of 20 Caravans - (per Caravan)	127.00	133.00	143.00	153.00
	- (per person)	81.00	85.00	92.00	98.00
	Pensioners - (per Caravan)	120.00	125.00	135.00	144.00
	- (per person)	81.00	85.00	92.00	98.00
	Tent (per site)	127.00	133.00	143.00	153.00
	(per person)	101.00	105.00	113.00	121.00
	Day Visitors:				
	Car (per car)	101.00	105.00	113.00	121.00
	(per person)	108.00	113.00	122.00	130.00
	Bus (per bus)	496.00	518.00	558.00	596.00
	(per person)	87.00	91.00	98.00	105.00
	Music Festival/Events?Commercial Use	12,225.00	7,800.00	8,405.00	8,971.00
	Key loss/Damage/Breakage deposit	14,059.00	11,000.00	11,854.00	12,652.00
1.3	**BURIAL PLOT FEES (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**				
1.3.1	**West-End and Kenilworth Cemeteries**				
	Re-opening (casket)	1,277.00	1,333.00	1,436.00	1,533.00
	Re-opening (adults)	1,040.00	1,086.00	1,170.00	1,249.00
	Re-opening (babies)	826.00	862.00	929.00	992.00
	Burial of ashes	275.00	287.00	309.00	330.00
	Grave fees (adult)	1,752.00	1,829.00	1,971.00	2,104.00
	Grave fees (children under 7)	1,339.00	1,398.00	1,506.00	1,607.00
	Special graves (casket)	2,466.00	2,575.00	2,775.00	2,962.00
	Wall of Remembrance (per niche)	2,591.00	2,705.00	2,915.00	3,111.00
	Two burials per grave	3,756.00	3,921.00	4,225.00	4,509.00
	Reserved graves	3,756.00	3,921.00	4,225.00	4,509.00
	Monument erection fee - single graves	639.00	667.00	719.00	767.00
	Monument erection fee - double graves	1,101.00	1,149.00	1,238.00	1,321.00
	Sundry payment - Saturday funerals	1,315.00	1,373.00	1,480.00	1,580.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.3.2	**Roodepan, Greenpoint and Galeshewe Cemeteries**				
	Re-opening (casket)	1,101.00	1,149.00	1,238.00	1,321.00
	Re-opening (adults)	839.00	876.00	944.00	1,008.00
	Re-opening (babies)	728.00	760.00	819.00	874.00
	Burial of ashes	275.00	287.00	309.00	330.00
	Grave fees (adult)	1,101.00	1,149.00	1,238.00	1,321.00
	Grave fees (children under 7)	488.00	509.00	548.00	585.00
	Special graves (casket)	2,128.00	2,222.00	2,394.00	2,555.00
	Pauper graves	463.00	483.00	520.00	555.00
	Two burials per grave	2,629.00	2,745.00	2,958.00	3,157.00
	Reserved graves	2,679.00	2,797.00	3,014.00	3,217.00
	Monument erection fee - single graves	639.00	667.00	719.00	767.00
	Monument erection fee - double graves	1,101.00	1,149.00	1,238.00	1,321.00
	Sundry payment - Saturday funerals	1,315.00	1,373.00	1,480.00	1,580.00
1.3.3	**Ritchie, Motswedimosa and Rietvale Cemeteries**				
	Re-opening (casket)	1,101.00	1,149.00	1,238.00	1,321.00
	Re-opening (adults)	839.00	876.00	944.00	1,008.00
	Re-opening (babies)	728.00	760.00	819.00	874.00
	Burial of ashes	275.00	287.00	309.00	330.00
	Grave fees (adult)	1,101.00	1,149.00	1,238.00	1,321.00
	Grave fees (children under 7)	488.00	509.00	548.00	585.00
	Special graves (casket)	2,128.00	2,222.00	2,394.00	2,555.00
	Pauper graves	463.00	483.00	520.00	555.00
	Two burials per grave	2,629.00	2,745.00	2,958.00	3,157.00
	Reserved graves	2,679.00	2,797.00	3,014.00	3,217.00
	Monument erection fee - single graves	639.00	667.00	719.00	767.00
	Monument erection fee - double graves	1,101.00	1,149.00	1,238.00	1,321.00
	Sundry payment - Saturday funerals	1,315.00	1,373.00	1,480.00	1,580.00
	Phutanang Cemetery				
	Re-opening (dome casket/casket)	1,101.00	1,149.00	1,238.00	1,321.00
	Re-opening (adults)-normal	839.00	876.00	944.00	1,008.00
	Re-opening (babies)	728.00	760.00	819.00	874.00
	Burial of ashes	275.00	287.00	309.00	330.00
	Grave fees (adult)	1,050.00	1,096.00	1,181.00	1,260.00
	Grave fees (children under 7)	488.00	509.00	548.00	585.00
	Special graves (dome casket/casket)	2,041.00	2,131.00	2,296.00	2,451.00
	Pauper graves	463.00	483.00	520.00	555.00
	Two burials per grave	1,937.00	2,022.00	2,179.00	2,326.00
	Reserved graves	2,508.00	2,618.00	2,821.00	3,011.00
	Monument erection fee - single graves	639.00	667.00	719.00	767.00
	Monument erection fee - double graves	1,101.00	1,149.00	1,238.00	1,321.00
	Sundry payment - Saturday funerals	1,315.00	1,373.00	1,480.00	1,580.00
1.3.4	Grave Fees for Deceased Indigent Accountholders	425.00	444.00	478.00	510.00
1.4	**PLEASURE RESORTS AND CARAVAN PARKS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**				

50% Discount on school groups with a minimum of 30 day visitors (Riverton).
That a 10% levy be charged on the normal tariff on all one-day reservations during weekends and long weekends.
Accommodation cancellation
If a reservation is cancelled within 20 days of occupation the refund to the client will be 85% of the total amount paid.
If a reservation is cancelled within 10 days of occupation the client will forfeit the total deposit amount paid.
No refund will be made to a client who does not arrive or who departs prior to the departure date.

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	Accommodation deposit A deposit must be paid within 48 hours of the date of the request for a reservation. Deposit amount is 75% of total amount. Preference would be given to all clients (reservations) who utilise accommodation for longer periods during high peak season. Deposits for such reservations will be the full amount of the reservation with the provision that payments being received within the month the reservation has been done. ***No free entry for Riverton residents				
	All Resorts - Festivals /events (see condition no 33)	as per quotation	as per quotation	as per quotation	as per quotation
1.4.1	**Riverton Pleasure Resort**				
	Chalets/Villas				
	Basic tariff per unit	169.00	176.00	190.00	203.00
	Per bed available in the unit	237.00	247.00	266.00	284.00
	With the proviso that if a five-bed unit is available and only a four-bed unit is required, the tariff for a four-bed unit is applicable (converted to the nearest multiple of 5).				
	Rondavels				
	Basic tariff per unit	98.00	102.00	110.00	117.00
	Per bed available in the unit	169.00	176.00	190.00	203.00
	If group bookings are made where more than 50 beds are required, a 15% discount becomes applicable.				
	Upgraded Rondavels : Basic tariff per unit	140.00	146.00	157.00	168.00
	Upgraded Rondavels : Per bed available in the unit	186.00	194.00	209.00	223.00
	Caravan Park				
	Caravan (per day)	140.00	146.00	157.00	168.00
	Per person (per day)	65.00	68.00	73.00	78.00
	Caravan Clubs (minimum of 15 caravans)				
	(excluding December holidays)	30% discount	30% discount	30% discount	30% discount
	Pensioners (excluding December holidays)	40% discount	40% discount	40% discount	40% discount
	Super Tube per ride	6.00	6.00	6.00	6.00
	Day visitors	54.00	56.00	60.00	64.00
	Day visitors (1 May - 31 August)	33.00	34.00	37.00	39.00
	Cars	38.00	40.00	43.00	46.00
	Season ticket (minimum 100 tickets)	50% discount	50% discount	50% discount	50% discount
	Boats	101.00	105.00	113.00	121.00
	Hall (for period of 24 hours)	710.00	741.00	799.00	853.00
	Key / Loss / damage / breakage deposit				
	Chalets and Villas	663.00	692.00	746.00	796.00
	Rondavels	663.00	692.00	746.00	796.00
	Hall	663.00	692.00	746.00	796.00
	Group reservations	7,432.00	7,759.00	8,361.00	8,924.00
	For calculation of tariffs, a day will be calculated from 15:00 - 11:00 the following day or part thereof. In the event of these times being exceeded a pro-rata hourly rate of 10% of the tariff will be recovered from the deposit. If the occupier should choose to occupy the living unit before the stipulated time the abovementioned payment of 10% will be payable, subject to availability.				
1.4.2	**Langleg Pleasure Resort**				
	Chalets	169.00	176.00	190.00	203.00
	Basic tariff per unit	152.00	159.00	171.00	183.00
	Per bed available in the unit				
	Rondavels				
	Basic tariff per unit	98.00	102.00	110.00	117.00
	Per bed available in the unit	50.00	52.00	56.00	60.00
	Entire Resort: (Chalets, Rondavels, Hall, Dormitories, Ablutions, Day visitors area)				
	(Key deposit of R19000-00 as well as payment for 15 (fifteen) security guards from a recognized security company on the day of the festival is compulsory)	46448.00	48,492.00	52,255.00	55,772.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	Key / Loss / damage / breakage deposit				
	Resort	23,888.00	24,939.00	26,874.00	28,683.00
	Chalets	663.00	692.00	746.00	796.00
	Rondavels	663.00	692.00	746.00	796.00
	Camping sites				
	Tent 6 persons(per day)	125.00	131.00	141.00	150.00
	Per person (per day)	65.00	68.00	73.00	78.00
	Caravans				
	Per caravan (per day)	146.00	152.00	164.00	175.00
	Per person (per day)	81.00	85.00	92.00	98.00
	Hall				
	24-hour period	1,592.00	1,662.00	1,791.00	1,912.00
	Per person	47.00	49.00	53.00	57.00
	Key / Loss / damage / breakage deposit	663.00	692.00	746.00	796.00
	Day visitors				
	Per person	54.00	56.00	60.00	64.00
	Cars	39.00	41.00	44.00	47.00
	Group accommodation				
	Key / Loss / damage / breakage deposit	1,990.00	2,078.00	2,239.00	2,390.00
	Per person per night (without bedding)	132.00	138.00	149.00	159.00
	Per person per night (with bedding)	160.00	167.00	180.00	192.00
	For calculation of tariffs, a day will be calculated from 15:00 - 11:00 the following day or a part thereof. In the event of these times being exceeded a pro-rata hourly rate of 10% of the tariff will be recovered from the deposit. If the occupier should choose to occupy the living unit before the stipulated time the abovementioned payment of 10% will be payable, sugject to availability.				
1.4.3	**Rekaofela and Transka Pleasure Resorts**				
	Chalets : Rekaofela				
	Basic tariff per unit	206.00	215.00	232.00	248.00
	Per bed available in the unit	246.00	257.00	277.00	296.00
	(Amount converted to the nearest multiple of 5).				
	Key / Loss / damage / breakage deposit	663.00	692.00	746.00	796.00
	Chalets : Transka				
	Basic tariff per unit	169.00	176.00	190.00	203.00
	Per bed available in the unit	169.00	176.00	190.00	203.00
	Key / Loss / damage / breakage deposit	663.00	692.00	746.00	796.00
	Caravan Park :Transka				
	Caravan (per day)	152.00	159.00	171.00	183.00
	Per person (per day)	81.00	85.00	92.00	98.00
	Group accommodation				
	Transka - per person per night (with bedding)	152.00	159.00	171.00	183.00
	Key / Loss / damage / breakage deposit	1,990.00	2,078.00	2,239.00	2,390.00
	Rekaofela - per person per night	180.00	188.00	203.00	217.00
	Key / Loss / damage / breakage deposit	1,990.00	2,078.00	2,239.00	2,390.00

	PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
	R	R	R	R
Hall - (24-hour period) Kopano	1,393.00	1,454.00	1,567.00	1,672.00
- (48-hour period)	1,458.00	1,522.00	1,640.00	1,750.00
- (72-hour period)	1,527.00	1,594.00	1,718.00	1,834.00
- (96-hour period)	1,592.00	1,662.00	1,791.00	1,912.00
(More than 96 hours)	2,323.00	2,425.00	2,613.00	2,789.00
Key / Loss / damage / breakage deposit	1,990.00	2,078.00	2,239.00	2,390.00
Training Centre - Mongano Hall				
Per person per night	180.00	188.00	203.00	217.00
Key / Loss / damage / breakage deposit	1,990.00	2,078.00	2,239.00	2,390.00
Hall - (24-hour period)	2,985.00	3,116.00	3,358.00	3,584.00
- (48-hour period)	3,119.00	3,256.00	3,509.00	3,745.00
- (72-hour period)	3,318.00	3,464.00	3,733.00	3,984.00
- (96-hour period)	3,450.00	3,602.00	3,882.00	4,143.00
(More than 96 hours)	5,905.00	6,165.00	6,643.00	7,090.00
Key / Loss / damage / breakage deposit	1,990.00	2,078.00	2,239.00	2,390.00
Prior occupation	1,328.00	1,386.00	1,494.00	1,595.00
Recreation Hall - Riverside Hall				
Hall - (24-hour period)	7,432.00	7,759.00	8,361.00	8,924.00
- (48-hour period)	7,698.00	8,037.00	8,661.00	9,244.00
- (72-hour period)	7,830.00	8,175.00	8,809.00	9,402.00
- (96-hour period)	8,096.00	8,452.00	9,108.00	9,721.00
(More than 96 hours)	8,891.00	9,282.00	10,002.00	10,675.00
Prior occupation (per day)	757.00	790.00	851.00	908.00
Key / Loss / damage / breakage deposit	3,318.00	3,464.00	3,733.00	3,984.00
Meals and refreshments				
That a 10% levy be charged on all catering costs over weekends, long weekends and public holidays.				
Catering at Rekaofela Resort is compulsory				
No outside Caterers are allowed to do catering at this facility				
Daily conference tariff per person per day for a minimum of 20-40 delegates.	903.00	943.00	1,016.00	1,084.00
Daily conference tariff per person per day for less than 20 delegates,	1,062.00	1,109.00	1,195.00	1,275.00
Breakfast	67.00	70.00	75.00	80.00
	72.00	75.00	81.00	86.00
	87.00	91.00	98.00	105.00
	103.00	108.00	116.00	124.00
	117.00	122.00	131.00	140.00
	134.00	140.00	151.00	161.00
	180.00	188.00	203.00	217.00
Lunch / Dinner	87.00	91.00	98.00	105.00
	103.00	108.00	116.00	124.00
	110.00	115.00	124.00	132.00
	117.00	122.00	131.00	140.00
	110.00	115.00	124.00	132.00
	126.00	132.00	142.00	152.00
	132.00	138.00	149.00	159.00
	140.00	146.00	157.00	168.00
	146.00	152.00	164.00	175.00
	152.00	159.00	171.00	183.00
	161.00	168.00	181.00	193.00
	174.00	182.00	196.00	209.00
	186.00	194.00	209.00	223.00
	200.00	209.00	225.00	240.00
	234.00	244.00	263.00	281.00

	PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
	R	R	R	R
Poeding	39.00	41.00	44.00	47.00
	47.00	49.00	53.00	57.00
	60.00	63.00	68.00	73.00
Additional meals				
Finger lunch per person	65.00	68.00	73.00	78.00
	87.00	91.00	98.00	105.00
	95.00	99.00	107.00	114.00
	126.00	132.00	142.00	152.00
	146.00	152.00	164.00	175.00
Spitbraai per person	292.00	305.00	329.00	351.00
	337.00	352.00	379.00	405.00
	384.00	401.00	432.00	461.00
Weddings per person	313.00	327.00	352.00	376.00
	337.00	352.00	379.00	405.00
	401.00	419.00	452.00	482.00
	452.00	472.00	509.00	543.00
Coffee/Tea & Refreshments				
Coffee/Tea (per person)	27.00	28.00	30.00	32.00
Coffee/Tea & refreshments (per person)	66.00	69.00	74.00	79.00
Coffee/Tea & muffens (per person)	58.00	61.00	66.00	70.00
Tableclothes (weddings) each	72.00	75.00	81.00	86.00
Crockery and cutlery (per day)	438.00	457.00	492.00	525.00
Overhead projector (per day)	86.00	90.00	97.00	104.00
Video machine (per day)	81.00	85.00	92.00	98.00
Television (per day)	54.00	56.00	60.00	64.00
Flip chart	54.00	56.00	60.00	64.00
Flip chart paper (per batch)	364.00	380.00	409.00	437.00
Cool room (24-hours)	145.00	151.00	163.00	174.00
Data Projector (per day)	292.00	305.00	329.00	351.00
Printing charges and phone calls				
Paper prints - A4	12.00	13.00	14.00	15.00
Paper prints - A3	19.00	20.00	22.00	23.00
Fax - A4	28.00	29.00	31.00	33.00
Day Visitor Tariff				
Per person (Transka)	28.00	29.00	31.00	33.00
Per person Seasonal (Transka) Easter/ December till 10th of January	80.00	84.00	91.00	97.00
School children out of season (Transka)	13.00	14.00	15.00	16.00
Winter Period (I May till 31st July	13.00	14.00	15.00	16.00
Buses (15 Seater and more) / Cars	38.00	40.00	43.00	46.00
Putt-Putt	26.00	27.00	29.00	31.00

For calculation of tariffs, a day will be calculated from 15:00 - 11:00 the following day or part thereof. In the of these times being exceeded a pro-rata hourly rate of 10% of the tariff will be recovered from the deposit. If the occupier should choose to occupy the living unit before the stipulated time the abovementioned payment of 10% will be payable, subject to availability.

	PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
Hire of Lapas				
Lapa A	501.00	523.00	564.00	602.00
Lapa B	501.00	523.00	564.00	602.00
Lapa C	564.00	589.00	635.00	678.00
Key / Loss / damage / breakage deposit	626.00	654.00	705.00	752.00

Cancellation fee on Conferences, Seminars and Training sessions is 25% of the total reservation fee.

1.4.4 **Adventure Centre**

Course fees				
Instruction (per activity, per person)	564.00	589.00	635.00	678.00
1-Activity introduction (per person) - instruction, refreshments, equipment	626.00	654.00	705.00	752.00
Instructor's fees				
Instructor's fees per day (with OAA Level 2 training)	564.00	589.00	635.00	678.00
Instructor's fees per day (with OAA Level 3 training)	626.00	654.00	705.00	752.00
Instructor's transport costs (per Km)	6.30	6.58	7.09	7.56

Cancellation fee is 25% of the total reservation fee.

CONDITIONS:

1. Right of admission reserved.
2. Entry at own risk.
3. Private parties are not allowed in any accommodation.
4. Noise or disturbing music is not allowed.
5. The refund of key deposits between 07:00 - 11:30, after the chalet has been checked by a member of the Resort Staff.
6. No refunds during weekends.
7. No parking on grass or paving areas.
8. No bedding and equipment may be removed from the chalets or may be used outside the chalet.
9. A day is calculated from 15:00 - 11:00 the next day.
10. No day visitors are allowed at the chalets without the knowledge of the Manager.
11. Day visitors must leave the premises at 18:00.
12. The amount of people will be determined by the amount of beds in the chalets.
13. No animals are allowed in the Resort.
14. Payment to be made in relation to the booking made.
15. If the chalets are evacuated later than 11:00, an additional tariff will be charged.
16. The chalets must be left in the same condition as it was found on occupation.
17. The visitors will be responsible for any damages or loss of any equipment in the chalets.
18. Strict action will be taken against any person who damages or removes any equipment or belongings of the Sol Plaatje Pleasure Resorts.
19. No visitor has the authority to choose his chalet or stand to be occupied.
20. Hotplates may only be used to cook on and not as heaters.
21. No tents may be erected next to accommodation units.
22. Ignorance or any of the above can lead to (*without refunding of any payment made in advance)* arrests, prohibitance from the Resort and no refunds on key deposits.
23. The management has the authority to determine whether any occupier's behaviour is acceptable to the Resort Manager.
24. Normal meal hours will be: 08:00 - 09:00; 13:00 - 14:00; 18:00 - 19:00. A levy of 10% will be charged on all meals taken outside the normal meal hours.
25. There will be no refund of the payment should the occupier cancel any time during their visit or should the person be prohibited from the resort.
26. All meals at weddings will be served not later than 20H00 and the kitchen will be closed at 22h30. A levy equal to the key deposit on the hall will be charged in the case of exceeding the prescribed hours.

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	27. No private caterers or private individuals are allowed to use any catering equipment or kitchen facilities or any resourses of the Rekaofela Resort for personnel or private use.				
	28. The serving of meals in all cases will not exceed the 2.5 hour prescribed time frame.				
	29. In the event of catering at Rekaofela, all payments must be received 5 days prior to the actual reservation date. In the case of not receiving payment in the prescribed period no catering will be done, the reservation cancelled and the cancellation fee is applicable.				
	30. All individuals, private institutions, schools, political parties, private companies, wedding arrangements, family reunions etc. must pay upfront before any service are to be rendered.				
	31. In the event of outstanding accounts, no new reservations will be eccepted before all outstanding payments have been received. Where state departments are involved, no service will be provided without an official order at least 4 days prior to the reservation.(see cancellation fee)				
	32. Preference would be given to all clients (reservations) who utilise accommodation for longer periods during high peak season. Such reservations will be accommodated well in advance of 1/2 day reservations with the provision that payments being received within the month the reservation has been done.				
	33. An application for hire of a resort to stage a festival / event should be made on the relevant application form, after which the Resort Manager will compile a quotation and submit same to the CFO for approval.				
1.4.5	**PERSONNAL HEALTH**				
	PATIENT INFORMATION FROM CLINICS				
	Per enquiry per person	530.00	553.00	596.00	636.00
1.5	**HOUSING (SERVICES & INFRASTRUCTURE)**				
	That the rental on all Municipal Renting Schemes be increased as				
	per National Housing Guidelines as per the following based on market related rentals:				
	Impala Court				
	1 Bedroom	1,878.00	1,961.00	2,113.00	2,255.00
	2 Bedroom	2,379.00	2,484.00	2,677.00	2,857.00
	Hercules Court				
	1 Bedroom	2,066.00	2,157.00	2,324.00	2,480.00
	2 Bedroom	2,504.00	2,614.00	2,817.00	3,007.00
	Holland Court				
	1 Bedroom	2,754.00	2,875.00	3,098.00	3,306.00
	2 Bedroom	3,380.00	3,529.00	3,803.00	4,059.00
	3 Bedroom	3,631.00	3,791.00	4,085.00	4,360.00
	Bachelor	2,441.00	2,548.00	2,746.00	2,931.00
	Newton Court				
	1 Bedroom	3,067.00	3,202.00	3,450.00	3,682.00
	2 Bedroom	3,756.00	3,921.00	4,225.00	4,509.00
	3 Bedroom	4,319.00	4,509.00	4,859.00	5,186.00
	Tiffany Court				
	2 Bedroom	3,756.00	3,921.00	4,225.00	4,509.00
	Eugenie Court				
	1 Bedroom	3,005.00	3,137.00	3,380.00	3,607.00
	2 Bedroom	3,631.00	3,791.00	4,085.00	4,360.00
	Jonker Court				
	1 Bedroom	2,504.00	2,614.00	2,817.00	3,007.00
	2 Bedroom	3,005.00	3,137.00	3,380.00	3,607.00
	Eureka Court				
	1 Bedroom	2,504.00	2,614.00	2,817.00	3,007.00
	2 Bedroom	3,067.00	3,202.00	3,450.00	3,682.00
	Krisant Court				
	1 Bedroom	2,379.00	2,484.00	2,677.00	2,857.00
	2 Bedroom	3,067.00	3,202.00	3,450.00	3,682.00
	Roodepan Flats				
	1 Bedroom	914.00	954.00	1,028.00	1,097.00
	2 Bedroom	1,503.00	1,569.00	1,691.00	1,805.00
	3 Bedroom	2,066.00	2,157.00	2,324.00	2,480.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	Flamingo Court				
	1 Bedroom	1,565.00	1,634.00	1,761.00	1,880.00
	2 Bedroom	2,003.00	2,091.00	2,253.00	2,405.00
	Bachelor	1,441.00	1,504.00	1,621.00	1,730.00
	Lerato Park Communal Residential Units (CRU)				
	Bachelor unit-CRU Units (Type A-30m^{2})	1,890.00	1,973.00	2,126.00	2,269.00
	1 Bedroom unit -CRU Units (Type B-42m^{2})	2,625.00	2,741.00	2,954.00	3,153.00
	2 Bedroom unit- Rental units (Type C - 42m^{2})	2,625.00	2,741.00	2,954.00	3,153.00
	2 Bedroom unit- Rental units (Type D - 43m^{2})	2,940.00	3,069.00	3,307.00	3,530.00
	2 Bedroom unit- Rental units (Type E - 52m^{2})	3,675.00	3,837.00	4,135.00	4,413.00
	2 Bedroom unit- Rental units (Type F - 52m^{2})	3,675.00	3,837.00	4,135.00	4,413.00
	2 Bedroom unit- Rental units (Type G - 52m^{2})	3,675.00	3,837.00	4,135.00	4,413.00
	NB: Rental charges are inclusive of Sewerage and Refuse removal as per Council approved tariffs.				
	Carports				
	Carport with locking facility (per month)	139.00	145.00	156.00	166.00
	Carport without locking facility (per month)	62.00	65.00	70.00	75.00
	Key deposit	188.00	196.00	211.00	225.00
	Administration fee	212.00	221.00	238.00	254.00
	By-pass houses				
	7 Villiers street	2,316.00	2,418.00	2,606.00	2,781.00
	9 Villiers street	2,128.00	2,222.00	2,394.00	2,555.00
	27a St Augustines road	2,316.00	2,418.00	2,606.00	2,781.00
	28 St Augustines road	2,629.00	2,745.00	2,958.00	3,157.00
	29 St Augustines road	2,066.00	2,157.00	2,324.00	2,480.00
	20 Auction	2,316.00	2,418.00	2,606.00	2,781.00
	4 Marriott	2,128.00	2,222.00	2,394.00	2,555.00
	21 Diebel	2,816.00	2,940.00	3,168.00	3,381.00
	13 Fuller	1,878.00	1,961.00	2,113.00	2,255.00
	49 Jacobson	3,130.00	3,268.00	3,522.00	3,759.00
	183 Barkly	1,315.00	1,373.00	1,480.00	1,580.00
	185 Barkly	2,879.00	3,006.00	3,239.00	3,457.00
	30 Meyer	4,257.00	4,444.00	4,789.00	5,111.00
	West end Nursery house	2,316.00	2,418.00	2,606.00	2,781.00
	Pioneer cemetery house	613.00	640.00	690.00	736.00
	104a Waterworks street	2,629.00	2,745.00	2,958.00	3,157.00
	Administration fee	188.00	196.00	211.00	225.00
	Santa centre				
	Rental units	90.00	94.00	101.00	108.00
	Dingaan family units				
	Bachelor	362.00	378.00	407.00	434.00
	1 Bedroom	401.00	419.00	452.00	482.00
	Selling Scheme				
	Administration charges	125.00	131.00	141.00	150.00
	Insurance	57.00	60.00	65.00	69.00
	Informal housing				
	Occupation fee	149.00	156.00	168.00	179.00
1.6	**MARK (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)**				
	Hire				
	Office (per m2) per month	38.00	40.00	43.00	46.00
	Cold rooms per month				
	Outsdie	3757.00	3,922.00	4,226.00	4,510.00
	Inside	9571.00	9,992.00	10,767.00	11,492.00
	Outside buildings (per m2) per month	47.00	49.00	53.00	57.00
	Parking per month	81.00	85.00	92.00	98.00
	Transaction fees per transaction	1.24	1.29	1.39	1.49
	Ripening fees per pallet per day	25.00	26.00	28.00	30.00
	Ripening fees per box per day	6.30	6.58	7.09	7.56
	Hiring of the Lapa	1,592.00	1,662.00	1,791.00	1,912.00
	Small trollies per day				
	Trolley	7.35	7.67	8.27	8.83
	Pallet jack	34.00	35.00	38.00	41.00
	Storage (per m2) per month	13.00	14.00	15.00	16.00

	PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
	R	R	R	R
Big trollies (plus refundable deposits of R10.00)	14.00	15.00	16.00	17.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.7	**SIDEWALK AND ROAD TARIFFS (SERVICES & INFRASTRUCTURE)**				
	Lowered curbing per meter	303.00	316.00	341.00	364.00
	Per safety pole on sidewalk	273.00	285.00	307.00	328.00
	Tar patching work per m2 -				
	area ÷ 30mm thickness installed	457.00	477.00	514.00	549.00
	Application fee for upgrading of sidewalk per square meter	2.36	2.47	2.66	2.84
	Application and advertisement for closure of road	6,636.00	6,928.00	7,466.00	7,968.00
	Lowered kerbs inspections	107.00	112.00	121.00	129.00
	Erf peg inspections (per inspection)	180.00	188.00	203.00	217.00
	Wayleave applications:				
	Once-off fee				
	a) Application of a wayleave (to offset the cost of the documentation and inspection costs),	2,953.00	3,083.00	3,322.00	3,546.00
	b) A non-refundable deposit per road crossing shall be apply.	2,363.00	2,467.00	2,658.00	2,837.00
	c) Residential access without ingeneering drawings	1,575.00	1,644.00	1,772.00	1,891.00
	d) Residential access with ingeneering drawings	1,890.00	1,973.00	2,126.00	2,269.00
	e) Encroachment of sidewalk per m² per month	315.00	329.00	355.00	379.00
	Recurring fee				
	f) An additional cost per linear metre per annum, in lure of a rental fees of use of the municipal infrastructure.	2.36	2.47	2.66	2.84
	g) Failure to comply with the stipulated request as per (f) above will result in a fixed cost per annum being applied.	236,222.00	246,616.00	265,753.00	283,638.00
1.8	**URBAN PLANNING (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)**				
1.8.1	**Building Control Section**				
	Building Plan Inspection Fees				
	The fees for the approval of building plans of all buildings (including covered stoep, veranda's, carports and outbuildings) calculated along the external walls on each floor and excluding the areas of external staircases, chimney breasts, architectural features and eaves, are as floows:				
	The minimum charge for any approval	891.00	930.00	1,002.00	1,069.00
	Minor building work as defined in the definitions of the NBR	891.00	930.00	1,002.00	1,069.00
	Swimming Pool	891.00	930.00	1,002.00	1,069.00
	Boundary Wall - Plan Submission	891.00	930.00	1,002.00	1,069.00
	Cellphone Mast - Plan Submission	1,239.00	1,294.00	1,394.00	1,488.00
	Re-inspection of defective work (every inspection more than two)	841.00	878.00	946.00	1,010.00
	Re-submission of lapsed plans	1,607.00	1,678.00	1,808.00	1,930.00
	Alterations to drainage systems	731.00	763.00	822.00	877.00
	For all new buildings per m2	23.00	24.00	26.00	28.00
	For all as-built buildings, completed or under construction	109.00	114.00	123.00	131.00
	For new buildings over 500m2 (per m2)	21.00	22.00	24.00	26.00
	For all new buildings per m2 exceeding 1000m2	20.00	21.00	23.00	25.00
	Per Government subsidized house	88.00	92.00	99.00	106.00
	For additions to any existing building per m2	23.00	24.00	26.00	28.00
	For additions over 500m2 (per m2)	21.00	22.00	24.00	26.00
	For additions of buildings per m2 exceeding 1000m2	20.00	21.00	23.00	25.00
	For business temporary structure/s per square meter	12.00	13.00	14.00	15.00
	For any **temporary** government building/s per square meter	23.00	24.00	26.00	28.00
	For residential temporary structure per square meter	6.30	6.58	7.09	7.56
	For internal alterations to existing buildings.				
	Between 0 & 250m2 any existing building	1,340.00	1,399.00	1,508.00	1,609.00
	Between 250 & 500m2 any existing building	1,520.00	1,587.00	1,710.00	1,825.00
	Between 500 & 750m2 any existing building	2,588.00	2,702.00	2,912.00	3,108.00
	Between 750 & 1000m2 any existing building	4,963.00	5,181.00	5,583.00	5,959.00
	Between 1000 & 5000m2 any existing building	9,449.00	9,865.00	10,631.00	11,346.00
	Between 5000 & 10000m2 any existing building	15,600.00	16,286.00	17,550.00	18,731.00
	Private Contractors - Council supervision				
	per house type (over and above inspection fees)	180.00	188.00	203.00	217.00
	Postage of Plans less than weigh 1Kg	267.00	279.00	301.00	321.00
	Postage of Plans less than weigh 2Kg	536.00	560.00	603.00	644.00
	Postage of Plans less than weigh 5Kg	1,070.00	1,117.00	1,204.00	1,285.00
	Postage of Plans less than weigh 7Kg	2,139.00	2,233.00	2,406.00	2,568.00
	Postage of Plans exceeding weigh 7Kg	3,568.00	3,725.00	4,014.00	4,284.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.8.1.2	**Building Control Penalty and Fine schedule for Law-Enforcement (New)**				
	Demolition Permit	1,313.00	1,371.00	1,477.00	1,576.00
	Temporary Occupancy	1,313.00	1,371.00	1,477.00	1,576.00
	Section 7 (6) Approval	7,299.00	7,620.00	8,211.00	8,764.00
	Accumulative daily fine CIB	180.00	188.00	203.00	217.00
	Under construction illegal work per m2	109.00	114.00	123.00	131.00
	Submission fee for completed illegal work per m2	109.00	114.00	123.00	131.00
	Dumping building rubble exceed 30days per m3	358.00	374.00	403.00	430.00
	Dumping building rubble exceed 60days per m3	537.00	561.00	605.00	646.00
	Encroachment to council land (per day)	180.00	188.00	203.00	217.00
	Failing to display building permit onsite	891.00	930.00	1,002.00	1,069.00
	Aggressive FDBP (per day)	180.00	188.00	203.00	217.00
	Structure as nuisance in terms of Section 10	180.00	188.00	203.00	217.00
	Aggressive structure as nuisance	1,784.00	1,862.00	2,006.00	2,141.00
	Unauthorised erected public tent 500-1000m2	891.00	930.00	1,002.00	1,069.00
	Unauthorised erected public tent 1000-5000m2	1,784.00	1,862.00	2,006.00	2,141.00
	Unauthorised erected public tent 2000-10000m2	3,568.00	3,725.00	4,014.00	4,284.00
	Unauthorised erected public tent 10000-above	8,919.00	9,311.00	10,034.00	10,709.00
	Unauthorised erected artist stage	2,675.00	2,793.00	3,010.00	3,213.00
	Unauthorised demolising of structure/s	8,919.00	9,311.00	10,034.00	10,709.00
	Unauthorised occupying building/s	4,458.00	4,654.00	5,015.00	5,353.00
	Amendment fee	891.00	930.00	1,002.00	1,069.00
	Additional Occupancy per certificate	188.00	196.00	211.00	225.00
	Services rendered: Application in terms of the Sol Plaatje Land Use By-Laws 2015 read together with SPLUM Act (Act 16 of 2013): Basic fee plus	3,745.00	3,910.00	4,213.00	4,497.00
	Rezoning	1,373.00	1,433.00	1,544.00	1,648.00
	Consent use / Conditional uses	1,373.00	1,433.00	1,544.00	1,648.00
	Phasing of Layout Plan	744.00	777.00	837.00	893.00
	All departures included in applications submitted for council approval(basic fee included)	1,373.00	1,433.00	1,544.00	1,648.00
	Consolidation	744.00	777.00	837.00	893.00
	Subdivision:				
	Basic subdivision fee	1,373.00	1,433.00	1,544.00	1,648.00
	Thereafter:				
	3-10 erven an additional payment (per erf)	148.00	155.00	167.00	178.00
	11-50 erven an additional payment (per erf)	76.00	79.00	85.00	91.00
	51 and above erven an additional payment (per erf)	17.00	18.00	19.00	20.00
	Advertising deposit per application (Local Newspapers)	2,675.00	2,793.00	3,010.00	3,213.00
	Removal, Suspension or Amendment of Title Deed	1,373.00	1,433.00	1,544.00	1,648.00
	Advertising: Government Gazette	6,775.00	7,073.00	7,622.00	8,135.00
	Advertising: Local Newspaper (two placements)	4,458.00	4,654.00	5,015.00	5,353.00
	Amendment of condition of approval/layout plan of previous Council decision without the basic fee	1,373.00	1,433.00	1,544.00	1,648.00
	Extension of Council approval without basic fee	1,373.00	1,433.00	1,544.00	1,648.00
	Cancellation Fee	538.00	562.00	606.00	647.00
	Delegated Departures as per Zoning Scheme:				
	Delegated departures (coverage: Erven less than 600m² not exceeding 60%)	802.00	837.00	902.00	963.00
	Delegated departures (second dwelling: max 75m²) (excluding electrical contribution fees)	802.00	837.00	902.00	963.00
	Delegated departures (garages/carports: not exceeding 6m on Street Building Lines except title conditions for garages)	802.00	837.00	902.00	963.00
	All departures excluding the above for Council approval	2,323.00	2,425.00	2,613.00	2,789.00

			PRESENT TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	Home Businesses: Per application only					
	(No basic fee)					
	Home business registration		982.00	1,025.00	1,105.00	1,179.00
	Home business registration (Galeshewe)		982.00	1,025.00	1,105.00	1,179.00
	Other:					
	Information (without copy costs)		46.00	48.00	52.00	55.00
	Zoning Certificate		142.00	148.00	159.00	170.00
	CUP Reports/SDF/LUMS/IDP/GURP		1,607.00	1,678.00	1,808.00	1,930.00
	Building Plan research (without copy costs)		46.00	48.00	52.00	55.00
	Building statistics - Monthly		267.00	279.00	301.00	321.00
	- Annually		1,965.00	2,051.00	2,210.00	2,359.00
	Scanning of plans - any size		32.00	33.00	36.00	38.00
1.8.1.3	**RESIDENTIAL BUSINESS BYLAW 2011**					
	OFFENCE	**SECT**				
	Any person who contravenes or fails to comply with this: The owner/operator of every residential business shall be the dwelling unit on the premises in which the business operates.	4.1 (i)	2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: All heavy equipment such as tractors tailors, semi-trailers, or construction equipment mist be garaged screened with plantings or fencing to at least the height of the equipment	4.2	1,328.00	1,386.00	1,494.00	1,595.00
	Any person who contravenes or fails to comply with this: One commercial vehicle which is not heavy equipment and which is not more than two tons in rated capacity may be parked outdoors on the property. Additional commercial vehicle must be garaged or screened as for heavy equipment.	4.3	1,328.00	1,386.00	1,494.00	1,595.00
	Any person who contravenes or fails to comply with this: Any outdoors lighting fixture newly installed or replaced shall be shield so that it does not produce a strong, direct light beyond the property boundaries. Lighting must be compatible with the character of the district.	4.6 (i)	663.00	692.00	746.00	796.00
	Any person who contravenes or fails to comply with this: Hours of operation: In no case shall a residential business be open to the public, including non-resident employees, clients, visitors, deliveries, earlier than 07h00 nor later than 21h00 with the exception of Tuck Shops may operate from 06h00-22h00.	4.7	1,328.00	1,386.00	1,494.00	1,595.00
	Any person who contravenes or fails to comply with this: General Nuisances: Any activity that might result in excessive noise, electrical interference, smoke, dust, odours, heat, or glare beyond that which is common to the residential character of the area is prohibited.	4.8	2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: Hazardous Materials: No highly toxic, explosive, Flammable, combustible, corrosive, radioactive or similar hazardous materials shall be used, stored, or manufactured on the premises in amounts exceeding those found in normal residential use.	4.9	2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: Retails sales: There shall be no sales of services or products on the premises which are not produced on the premises, except those sales which are incidental to the business.	4.1	2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: No more two (2) employees who do not live on the premises shall be permitted to work on the premises at any one time for residential business	5.1	2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: A residential business may not use more than of the gross floor area of the buildings for business purposes, as in accordance's with the municipality's Land Use Management scheme, from time to time.	5.2	1,328.00	1,386.00	1,494.00	1,595.00
	Any person who contravenes or fails to comply with this: Tuck shop shall serve a minimum of at least 60 household and least be at least 200m from formal business opportunity	6.1	2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: Tuck shop trade is restricted to general household consumables and liquor sales shall not be permitted.	6.2	2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: Tuck Shops shall only be allowed to operate between the hours of 06h00 to 22h00	6.3	1,328.00	1,386.00	1,494.00	1,595.00
	Any person who contravenes or fails to comply with this: Tuck Shops shall be of a separate, permanent structure and must be separated by a wall and/or door from other activities in the residential home, such as sleeping cooking or entertainment areas, if attached to the house	6.4	1,328.00	1,386.00	1,494.00	1,595.00
	Any person who contravenes or fails to comply with this: Tuck shop must adhere to the conditions as prescribed by the Municipality's Environmental Health By-law and must comply with National Building Regulations and Building Standards Act, 1977 **(103 of 1977)**	6.5	1,328.00	1,386.00	1,494.00	1,595.00
	Amendment of a land development application prior to approval in terms of Section 42 of SPLUMA		2,129.00	2,223.00	2,396.00	2,557.00
	Registration of servitudes in terms of section 15		1,037.00	1,083.00	1,167.00	1,246.00

			PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.8.1.4	**BED & BREAKFAST –AND GUESTHOUSE ESTABLISHMENT BYLAW 2011**					
	OFFENCE					
	Any person who contravenes or fails to comply with this: No person may operate a bed and breakfast or a guesthouse facility on any premises unless he/she has comply with all applicable legislation, including:- (a) the National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977) where all buildings constructed on the premises must comply with this Act and its by-laws; (b) the municipality's applicable Town Planning Scheme with specific reference to parking, floor area ratio, height, coverage and zoning, number or rooms, if prescribed by a Town Planning Scheme applicable to the area where the property is located and with municipality's Outdoor Advertising Signs Bylaws with reference to signage. (c) the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act No 54 of 1972)as amended, and the By- laws governing general hygiene requirements for food premises and the transport of food, and the provisions of the National Health Act, 2003, (Act No 61 of 2003) in general. (d) the Broadcasting Act, 1999 (Act No 4 of 1999), as amended, if the lettable room is supplied with a television set; (e) the South African Music Rights Organisation (SAMRO) where a licence is required if background music is to be played to the guests; (f) the Northern Cape Liquor Act 4, 2008 (Act No 4 of 2008) read together with the Liquor Act 59, 2003, (Act 59 of 2003) if liquor, including complimentary drinks, are served to guests; (g) the Tobacco Products Control Amendment Act, 1999 (Act No 12 of 1999), as amended, where it is a requirement that signs are displayed in areas designated for smoking and no-smoking signs are displayed elsewhere;	2.1 (a)-(g)	2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: The premises must provide: access to bedrooms and bathrooms at all the times for registered guests;	2.2 (a)	2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: an area where breakfast can be served , adequate for the use of, and easily accessible to any guest on the premises	2.2 (c)	1,990.00	2,078.00	2,239.00	2,390.00
	Any person who contravenes or fails to comply with this: A bathroom and toilet for each lettable room suitably placed in a separate compartment which is close to the lettable room and is easily accessible to the guest/s of a lettable room and separate to that of the owner of the facility;	2.2 (d)	1,990.00	2,078.00	2,239.00	2,390.00
	Any person who contravenes or fails to comply with this: No kitchen facility may be provided to guests in the lettable rooms;	2.3	1,990.00	2,078.00	2,239.00	2,390.00
	Any person who contravenes or fails to comply with this: The operation of the facility may not detract from the residential character and amenities of the property or the immediate surroundings;	2.4	1,990.00	2,078.00	2,239.00	2,390.00
	Any person who contravenes or fails to comply with this: The facility may not include a place of public assembly or a place of public amusement.	2.6	1,328.00	1,386.00	1,494.00	1,595.00
	Any person who contravenes or fails to comply with this: At least 20% of residential guest houses' site must be attributed to a garden area for common usage.	2.7	1,328.00	1,386.00	1,494.00	1,595.00
	Any person who contravenes or fails to comply with this: At least 40% of the commercial guest houses' site must be attributed to a garden area for common usage.	2.8	1,990.00	2,078.00	2,239.00	2,390.00
	Any person who contravenes or fails to comply with this: Effective, paved parking, together with the necessary maneuvering area shall be providing on the erf to the satisfaction of the municipality, in accordance to the following ratios: (a) 1 parking space per bedroom or suite; plus (b) 1 parking space for staff; and (c) 1 parking space for visitors	2.9	1,990.00	2,078.00	2,239.00	2,390.00
	Any person who contravenes or fails to comply with this: A person who wants to operate a bed and breakfast or guest house facility must – (a) be resident on the property; (b) abide by all relevant health, fire, business, labour, town planning and media laws and by-laws; (c) ensure that the application for municipality's special consent to operate a bed and breakfast or guest house facility is accompanied by letters of consent from the registered owners of the adjoining properties; (d) keep all sanitary, ablution and water supply fittings in good working order; (e) keep the premises and all furniture, fittings, appliances, equipment, containers, curtains, covers, hangings and other soft furnishings, table linen, bed linen and cloths of whatever nature used in connection with the facility in a clean, hygienic and good condition at all times; (f) supply fresh linen and unused soap for each letting; and (g) Take adequate measures to eradicate pests on the premises.	5 (a) – (g)	2,100.00	2,192.00	2,362.00	2,521.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.8.1.5	**CRECHES, CHILDCARE CENTRES AND NURSERY SCHOOLS BYLAW 2011**				
	OFFENCE				
	No person or body of persons shall establish, erect, maintain or conduct a crèche, child care centre or facility, or a crèche-cum-nursery school unless such person or body is in possession of a license from the municipality authorizing him to do so, specifying the premises to which such license relates and stating the number and ages of children permitted to be kept on such premises.	2.1 2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: A license shall not be granted in terms of subsection (1) unless a crèche, child care centre or crèche-cum-nursery school complies with the provisions of these by-laws to the satisfaction of the municipality's officer of health	2.2 2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: A person, or in the case of crèche or crèches-cum-nursery school administered by a body of persons, such body, licensed in terms of subsection (1), shall be responsible for the care and supervision of the children specified in such license and shall at all times be responsible to the municipality for the satisfactory performance of his obligations in terms of such license.	2.3 2,653.00	2,770.00	2,985.00	3,186.00
	Any person who contravenes or fails to comply with this: A license issued in terms of this section shall not be transferable.	2.4 1,328.00	1,386.00	1,494.00	1,595.00
	Any person who contravenes or fails to comply with this: A license issued in the form of a certificate of approval must be displayed at all times on the inside of the main door of the child care facility, crèche or crèche-cum-nursery school.	2.5 663.00	692.00	746.00	796.00
	Any person who contravenes or fails to comply with this: The following minimum accommodation and facilities shall be provided in respect of crèche, child care centres and crèches-cum-nursery schools admitting for all-day care children aged 3 years and over but under school-going age.	3.1 (a) - (e)			
	(a) An office	663.00	692.00	746.00	796.00
	(b) A staff room provided that one room may, subject to the approval of the officer of health, be used as an office and staff room combined;	663.00	692.00	746.00	796.00
	(c) An isolation room with a minimum floor area of 2m x 3m, fitted with a built-in wash-hand basin with hot and cold running water and equipped with a first –aid cupboard and equipment and bed or stretcher	663.00	692.00	746.00	796.00
	(d) A playroom for play activities, serving of meals and sleeping purposes with a minimum free-playing area of $3m^2$ for every child, not more than one-third of the total indoor play area may consist of a covered veranda or stoep, which shall be protected against wind, rain and other inclement weather conditions.	663.00	692.00	746.00	796.00
	(e) A kitchen complying with the following requirements				
	(i) The kitchen including scullery, shall have a minimum floor area of $14m^2$ for a maximum of 30 children accommodated with an additional o,3 m^2 per child for 30 to 100 children and a further 0.1 m^2 per child for every child in excess of	1,328.00	1,386.00	1,494.00	1,595.00
	(ii) The kitchen shall be provided with a double compartment sink, wash-hand basin, vegetable washing sink and where the officer of health deems it necessary; an approved pot-washing sink shall be installed on the premises	663.00	692.00	746.00	796.00
	(iii) In the discretion of the municipality and after due consideration having being given to the manner, amount and nature of cooking undertake on the premises, there shall be provided, immediately above every cooking stove, oven or similar apparatus, a hood or canopy of adequate size, having a flue at least300mm in diameter and in addition such mechanical device as the Municipality shall deem necessary in these circumstances, exhausting to the atmosphere at such a position or manner as is necessary to prevent the discharge there from constituting a nuisance or annoyance to the neighbourhood: provided that where the municipality is satisfied that the purposes of this subsection will be effectively achieved thereby, a mechanical device may be provided instead of a hood or canopy as aforesaid;	1,328.00	1,386.00	1,494.00	1,595.00
	(iv) The washbasins mentioned in paragraph (5)(b) shall be made of stainless steel or other approved impervious material and shall have an adequate and wholesome supply of hot and cold running water effectively distributed and laid over the sinks and wash-hand basins	663.00	692.00	746.00	796.00
	(v) Each bowl of the double –compartment sink shall have a minimum depth of 225mm and minimum capacity of 55 litres	266.00	278.00	300.00	320.00
	(vi) The draining boards of the sinks shall be fitted with 150 mm splash screens and installed 100mm from any wall surface, and every part of a wall surface within 600mm from any part of the sink or draining board so installed, shall be tiled or given some other approved finish having similar properties to a tiled surface, to a height at least 1.5 m from the floor.	1,328.00	1,386.00	1,494.00	1,595.00
	(vii) The floor of the kitchen shall be of concrete or other similar impervious material	663.00	692.00	746.00	796.00
	(viii) Natural light and ventilation shall be provided in accordance with the municipality's building by-laws	1,062.00	1,109.00	1,195.00	1,275.00
	(ix) Wall surfaces shall be tiled or smooth-plastered and oil-painted in light-coloured oil	1,328.00	1,386.00	1,494.00	1,595.00

		PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
		R	R	R	R
	(x) Ceilings shall be dust proof	663.00	692.00	746.00	796.00
	(xi) All cupboards, shelves and other equipment for the storage of kitchen utensils and equipment shall be of metal and shall be so fitted or situated as to be easily cleaned and not for favour the harbourage of insects, rodents and other vermin;	1,062.00	1,109.00	1,195.00	1,275.00
	(xii) All worktables shall be constructed of metal with a stainless steel top;	663.00	692.00	746.00	796.00
	(xiii) The stove or other cooking units shall be so installed as to allow easy access between the stove or cooking unit and the adjoining wall surfaces to allow for cleaning;	663.00	692.00	746.00	796.00
	(xiv) Facilities for the storage of vegetables shall be provided;	663.00	692.00	746.00	796.00
	(xv) There shall be provided suitable refrigeration facilities for the storage of perishable foodstuffs	1,328.00	1,386.00	1,494.00	1,595.00
	(xvi) There shall be provided a sufficient number of metal bins with covers for the temporary storage of refuse pending disposal	1,328.00	1,386.00	1,494.00	1,595.00
1.8.2	**Advertising**				
	Application fee	452.00	472.00	509.00	543.00
	Directional sign board single once off	1,762.00	1,840.00	1,983.00	2,116.00
	Directional sign board double once off	3,452.00	3,604.00	3,884.00	4,145.00
	LED - Digital Billboard displayed on municipal property per month	2,649.00	2,766.00	2,981.00	3,182.00
	Per banner	422.00	441.00	475.00	507.00
	Per Illegal Boards	528.00	551.00	594.00	634.00
	Per Illegal Boards Additional fee if not removed within 2 (two) weeks	352.00	367.00	395.00	422.00
	NGO's, Churches, Schools etc. deposit upfront and if the posters are removed within a week, the deposit is 100% refundable, if it is not removed within a week Council will be liable to clean the city and the deposit is then non-refundable	1,762.00	1,840.00	1,983.00	2,116.00
	Political poster deposit upfront and if the posters are removed within a week, the deposit is 100% refundable, if it is not removed within a week Council will be liable to clean the city and the deposit is then non-refundable	8,808.00	9,196.00	9,910.00	10,577.00
	The above advertising tariffs are subject to a 5% discount only when the following criteria are met: Five (5) or more boards must be placed. The application fee must exceed R1 500-00 for any particular advertising.				
1.8.3	**Plan Printing Charges**				
	Paper prints:				
	Size A4	12.00	13.00	14.00	15.00
	Size A3	13.00	14.00	15.00	16.00
	Size A2	20.00	21.00	23.00	25.00
	Size A1	74.00	77.00	83.00	89.00
	Size A0	108.00	113.00	122.00	130.00
	Opaque Film Prints & Transparent Prints				
	Size A4	28.00	29.00	31.00	33.00
	Size A3	54.00	56.00	60.00	64.00
	Size A2	141.00	147.00	158.00	169.00
	Size A1	196.00	205.00	221.00	236.00
	Size A0	303.00	316.00	341.00	364.00
	Plans plotted by REGIS System				
	Size A4	61.00	64.00	69.00	74.00
	Size A3	83.00	87.00	94.00	100.00
	Size A2	165.00	172.00	185.00	197.00
	Size A1	245.00	256.00	276.00	295.00
	Size A0	290.00	303.00	327.00	349.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	Paper prints: Color				
	Size A4	6.00	6.00	6.00	6.00
	Size A3	5.00	5.00	5.00	5.00
	Size A2	17.00	18.00	19.00	20.00
	Size A1	80.00	84.00	91.00	97.00
	Size A0	98.00	102.00	110.00	117.00
	Opaque Film Prints & Transparent Prints Color				
	Size A4	33.00	34.00	37.00	39.00
	Size A3	63.00	66.00	71.00	76.00
	Size A2	173.00	181.00	195.00	208.00
	Size A1	236.00	246.00	265.00	283.00
	Size A0	356.00	372.00	401.00	428.00
	Plans plotted by REGIS System - Color				
	Size A4	66.00	69.00	74.00	79.00
	Size A3	122.00	127.00	137.00	146.00
	Size A2	206.00	215.00	232.00	248.00
	Size A1	331.00	346.00	373.00	398.00
	Size A0	351.00	366.00	394.00	421.00
	Other				
	Information (without copy cart)	35.00	37.00	40.00	43.00
	CUP Reports/SDF/LUMS/IDP/GURP	170.00	177.00	191.00	204.00
	Building Plan search fee (without copy cart)	1,779.00	1,857.00	2,001.00	2,136.00
	Building Statistics - Monthly	170.00	177.00	191.00	204.00
	- Annually	1,779.00	1,857.00	2,001.00	2,136.00
	Building Occupancy Certificate	1,034.00	1,079.00	1,163.00	1,241.00
	Temporary Occupancy	1,034.00	1,079.00	1,163.00	1,241.00
	Hoarding on Municipal property per square meter	170.00	177.00	191.00	204.00
	Compulsory (removal executed by Municipal) of Building rubble per m3 load	889.00	928.00	1,000.00	1,067.00
	Penalty on illegal building structure/s, per day and to be attached to account	267.00	279.00	301.00	321.00
	Penalty on illegal encroaching to adjacent erf/erven, per day and to be attached to account	267.00	279.00	301.00	321.00
	Penalty on Illegal usage of property other than as zoned, per day and to be attached to account	267.00	279.00	301.00	321.00
	Penalty on Illegal closing of adjacent neighbour access, per day and to be attached to account	267.00	279.00	301.00	321.00
	Penalty on Illegal closing for storm water flow allowance, per day and to be attached to account	267.00	279.00	301.00	321.00
	Penalty on deviation from approved building plan/s, per day and to be attached to account	267.00	279.00	301.00	321.00
	Penalty on illegal encroaching to municipality land or property, per day and to be attached to account	267.00	279.00	301.00	321.00
	Unauthorised sewer connection	1,784.00	1,862.00	2,006.00	2,141.00
	Unauthorised water connection	1,784.00	1,862.00	2,006.00	2,141.00
	Unauthorised electrical connection	1,784.00	1,862.00	2,006.00	2,141.00
	Commencing building work or statutory stages controlled without council authorisation	890.00	929.00	1,001.00	1,068.00
	Unauthorised erection of structures for event	26,542.00	27,710.00	29,860.00	31,870.00
	Any other application that is not mentioned above but linked to Sol Plaatje Land Use By-Law	1,092.00	1,140.00	1,228.00	1,311.00
1.9	**PARKS & REACREATION (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**				
1.9.1	**TARIFFS FOR RECREATION HALL**				
	Development Sport				
	Training sessions (Monday - Thursday)				
	07:45 - 16:30 (per hour)	60.00	63.00	68.00	73.00
	Key / Loss / damage / breakage deposit	147.00	153.00	165.00	176.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	* Monday - Friday				
	07:00 - 12:00 (per session)	429.00	448.00	483.00	516.00
	12:00 - 17:00 (per session)	429.00	448.00	483.00	516.00
	17:00 - 07:00 (per hour)	537.00	561.00	605.00	646.00
	* Saturdays				
	A basic fee is charged for 4 hours or part thereof	883.00	922.00	994.00	1,061.00
	For every additional hour which the facility is used				
	an additional tariff is payable	429.00	448.00	483.00	516.00
	* Sundays & Public Holidays				
	A basic fee is charged for 4 hours or part thereof	938.00	979.00	1,055.00	1,126.00
	For every additional hour which the facility is used an additional tariff is payable	442.00	461.00	497.00	530.00
	* All Dances (Music festivals Excluded)				
	A basic fee is charged for 4 hours or part thereof	3,350.00	3,497.00	3,768.00	4,022.00
	For every additional hour which the facility is used an additional tariff is payable	883.00	922.00	994.00	1,061.00
	* Funerals - for 4 hours	803.00	838.00	903.00	964.00
	For every additional hour	436.00	455.00	490.00	523.00
	Preparation fee (per hour)	537.00	561.00	605.00	646.00
	* Key / Loss / damage / breakage deposit	1,474.00	1,539.00	1,658.00	1,770.00
1.9.2	**TARIFFS FOR SOCIAL CENTRE, R C ELLIOTT HALL AND RITCHIE**				
	Development Sport				
	Training sessions (Monday - Thursday)				
	07:45 - 16:30 (per hour)	60.00	63.00	68.00	73.00
	Key / Loss / damage / breakage deposit	147.00	153.00	165.00	176.00
	* Monday - Friday				
	07:00 - 12:00 (per session)	429.00	448.00	483.00	516.00
	12:00 - 17:00 (per session)	305.00	318.00	343.00	366.00
	17:00 - 07:00 (per hour)	537.00	561.00	605.00	646.00
	* Saturdays				
	A basic fee charged for 4 hours or part thereof	870.00	908.00	978.00	1,044.00
	For every additional hour which the facility is used an additional tariff is payable	442.00	461.00	497.00	530.00
	* Sundays & Public Holidays				
	A basic fee is charged for 4 hours or part thereof	938.00	979.00	1,055.00	1,126.00
	For every additional hour which the facility is used an additional tariff is payable	442.00	461.00	497.00	530.00
	* All Dances (Music festivals Excluded)				
	A basic fee is charged for 4 hours or part thereof	3,350.00	3,497.00	3,768.00	4,022.00
	For every additional hour which the facility is used an additional tariff is payable	883.00	922.00	994.00	1,061.00
	* Funerals - for 4 hours	803.00	838.00	903.00	964.00
	For every additional hour	436.00	455.00	490.00	523.00
	Preparation fee (per hour)	537.00	561.00	605.00	646.00
	* Key / Loss / damage / breakage deposit	1,474.00	1,539.00	1,658.00	1,770.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.9.3	**TARIFFS FOR FLORIANVILLE HALL**				
	Development Sport				
	Training sessions (Monday - Thursday)				
	07:45 - 16:30 (per hour)	60.00	63.00	68.00	73.00
	Key / Loss / damage / breakage deposit	147.00	153.00	165.00	176.00
	* Monday - Friday				
	07:00 - 12:00 (per session)	429.00	448.00	483.00	516.00
	12:00 - 17:00 (per session)	429.00	448.00	483.00	516.00
	17:00 - 07:00 (per hour)	537.00	561.00	605.00	646.00
	* Saturdays				
	A basic fee charged for 4 hours or part thereof	873.00	911.00	982.00	1,048.00
	For every additional hour which the facility is used an additional tariff is payable	442.00	461.00	497.00	530.00
	* Sundays & Public Holidays				
	A basic fee is charged for 4 hours or part thereof	938.00	979.00	1,055.00	1,126.00
	For every additional hour which the facility is used an additional tariff is payable	929.00	970.00	1,045.00	1,115.00
	* All Dances (Music festivals Excluded)				
	A basic fee is charged for 4 hours or part thereof	3,350.00	3,497.00	3,768.00	4,022.00
	For every additional hour which the facility is used an additional tariff is payable	883.00	922.00	994.00	1,061.00
	* Funerals - for 4 hours	803.00	838.00	903.00	964.00
	For every additional hour	436.00	455.00	490.00	523.00
	Preparation fee (per hour)	537.00	561.00	605.00	646.00
	* Key / Loss / damage / breakage deposit	1,474.00	1,539.00	1,658.00	1,770.00
1.9.4	**GARDNER WILLIAMS HALL, GREENPOINT HALL AND GALESHEWE CENTRE (BATHO BANTU HALL)**				
	Development Sport				
	Training sessions (Monday - Thursday)				
	07:45 - 16:30 (per hour)	60.00	63.00	68.00	73.00
	Key / Loss / damage / breakage deposit	147.00	153.00	165.00	176.00
	* Monday - Friday				
	07:00 - 12:00 (per session)	289.00	302.00	325.00	347.00
	12:00 - 17:00 (per session)	289.00	302.00	325.00	347.00
	17:00 - 07:00 (per hour)	289.00	302.00	325.00	347.00
	* Saturdays				
	A basic fee charged for 4 hours or part thereof	803.00	838.00	903.00	964.00
	For every additional hour which the facility is used an additional tariff is payable	402.00	420.00	453.00	483.00
	* Sundays & Public Holidays				
	A basic fee is charged for 4 hours or part thereof	830.00	867.00	934.00	997.00
	For every additional hour which the facility is used an additional tariff is payable	442.00	461.00	497.00	530.00
	* Key / Loss / damage / breakage deposit	1,474.00	1,539.00	1,658.00	1,770.00
	* All Dances (Music festivals Excluded)				
	A basic fee is charged for 4 hours or part thereof	3,350.00	3,497.00	3,768.00	4,022.00
	For every additional hour which the facility is used an additional tariff is payable	883.00	922.00	994.00	1,061.00

		PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
		R	R	R	R
	* Funerals - for 4 hours	803.00	838.00	903.00	964.00
	For every additional hour	436.00	455.00	490.00	523.00
	Preparation fee (per hour)	537.00	561.00	605.00	646.00
	* Key / Loss / damage / breakage deposit	1,474.00	1,539.00	1,658.00	1,770.00
1.9.5	**CITY HALL**				
	* Monday - Friday				
	07:00 - 12:00 (per session)	1,287.00	1,344.00	1,448.00	1,545.00
	12:00 - 17:00 (per session)	1,287.00	1,344.00	1,448.00	1,545.00
	17:00 - 07:00 (per hour)	775.00	809.00	872.00	931.00
	* Saturdays				
	A basic fee charged for 4 hours or part thereof	2,010.00	2,098.00	2,261.00	2,413.00
	For every additional hour which the facility is used				
	an additional tariff is payable	537.00	561.00	605.00	646.00
	* Sundays & Public Holidays				
	A basic fee is charged for 4 hours or part thereof	2,210.00	2,307.00	2,486.00	2,653.00
	For every additional hour which the facility is used				
	an additional tariff is payable	775.00	809.00	872.00	931.00
	* Key / Loss / damage / breakage deposit	1,608.00	1,679.00	1,809.00	1,931.00
	* All Dances (Music festivals Excluded)				
	A basic fee is charged for 4 hours or part thereof	3,350.00	3,497.00	3,768.00	4,022.00
	For every additional hour which the facility is used				
	an additional tariff is payable	924.00	965.00	1,040.00	1,110.00
	** Key / Loss / damage / breakage deposit	2,010.00	2,098.00	2,261.00	2,413.00
	*** Supper Room				
	07:00 - 12:00 (per session)	1,005.00	1,049.00	1,130.00	1,206.00
	12:00 - 17:00 (per session)	1,005.00	1,049.00	1,130.00	1,206.00
	17:00 - 07:00 (per hour)	738.00	770.00	830.00	886.00
	*** Funerals - for 4 hours	2,010.00	2,098.00	2,261.00	2,413.00
	For every additional hour	436.00	455.00	490.00	523.00
	*** Key / Loss / damage / breakage deposit	1,339.00	1,398.00	1,506.00	1,607.00
	Preparation fee (per hour) applicable to all activities	590.00	616.00	664.00	709.00
	Aircon \ 8 hour session	1,339.00	1,398.00	1,506.00	1,607.00
	If a request is received from a the following organizations * to use the facilities at a reduced tariff ONLY the Municipal Manager may approve a reduced tariff. The relevant deposit, which is refundable, is payable.				
	* Registered Welfare Organisations				
	* Registered Non-profitable Organisations				
	* Schools				
	* Churches				
	NB. Government Departments to pay full tariff.				
1.9.6	**PROPERTY SERVICES**				
	Administration costs for the sale of land (once-off) -				
	15% of the sale / hire price:				
	* Minimum	750.00	783.00	844.00	901.00
	* Maximum	2,267.00	2,367.00	2,551.00	2,723.00
	Administration costs for the leasing of land/property (with each renewal of contract)	750.00	783.00	844.00	901.00
	Advertising for alienation or leasing of land	1,002.00	1,046.00	1,127.00	1,203.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.9.7	**TRAFFIC**				
	FUNCTIONS, MARCHES & SPORT				
	Monday to Saturday				
	One or two Officers per event	1,302.00	1,359.00	1,464.00	1,563.00
	Three or four Officers per event	2,552.00	2,664.00	2,871.00	3,064.00
	More than four Officers per event	3,171.00	3,311.00	3,568.00	3,808.00
	Sunday and Public Holidays				
	Per Officer per hour or part thereof	1,223.00	1,277.00	1,376.00	1,469.00
	ESCORT OF ABNORMAL LOADS				
	Monday to Saturday				
	Per Officer per hour or part thereof	767.00	801.00	863.00	921.00
	Sunday and Public Holidays				
	Per Officer per hour or part thereof	2,478.00	2,587.00	2,788.00	2,976.00
	RENTAL OF ROAD SIGNS				
	Renting of temporary Road Signs -	431.00	450.00	485.00	518.00
	Deposit per sign	252.00	263.00	283.00	302.00
	HIRE OF PARKING BAY				
	Hiring of a Parking Bay per Parking Bay per Day	284.00	296.00	319.00	340.00
	SEARCH FEES				
	Service of Summonses for other Local Authorities (per Summons executed)	137.00	143.00	154.00	164.00
	Accident Report	116.00	121.00	130.00	139.00
	WEIGHBRIDGE				
	0 - 3500 kg	168.00	175.00	189.00	202.00
	3500 - 9000 kg	294.00	307.00	331.00	353.00
	9000 - 16000 kg	452.00	472.00	509.00	543.00
	Above 16000 kg	746.00	779.00	839.00	895.00
1.9.8	**LIBRARY**				
	Videos, Fiksie en Nie-fiksie / DVD	11.00	11.00	12.00	13.00
	Damaged barcode	5.00	5.00	5.00	5.00
	Postal tariffs : reminders	11.00	11.00	12.00	13.00
	Fines : per week	5.00	5.00	5.00	5.00
	: per month	16.00	17.00	18.00	19.00
	Maximum fine per item	53.00	55.00	59.00	63.00
	Reservation fee	6.00	6.00	6.00	6.00
	Admin fee : Phone calls	20.00	21.00	23.00	25.00
	Admin fee : Cell phone calls	24.00	25.00	27.00	29.00
	Book record covers	17.00	18.00	19.00	20.00
	Duplicate computer membership card	53.00	55.00	59.00	63.00
	Photocopy charges - A4	1.00	1.00	1.00	1.00
	- A3	2.00	2.00	2.00	2.00
	Colour Printing -A4	4.00	4.00	4.00	4.00
	-A3	8.00	8.00	9.00	10.00
	Internet Black and White Printing -A4	2.00	2.00	2.00	2.00
	-A3	4.00	4.00	4.00	4.00
	Country members (per annum)	200.00	209.00	225.00	240.00
	Visitors - deposit	210.00	219.00	236.00	252.00
	- fee	189.00	197.00	212.00	226.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	Laminates:				
	A4	11.00	11.00	12.00	13.00
	A3	20.00	21.00	23.00	25.00
	85mm x 60	5.00	5.00	5.00	5.00
	A5	6.00	6.00	6.00	6.00
	Inter library loans	114.00	119.00	128.00	137.00
	Books rebinding	105.00	110.00	119.00	127.00
	Toilet tariff	1.00	1.00	1.00	1.00
	CD container / DVD	6.00	6.00	6.00	6.00
	Research fee (inter library loans)	38.00	40.00	43.00	46.00
	Fax facility:				
	Local per page	8.00	8.00	9.00	10.00
	National per page	17.00	18.00	19.00	20.00
	International per page	44.00	46.00	50.00	53.00
	Faxes received per page	5.00	5.00	5.00	5.00
	Fax to mail (all 086 numbers) per page	16.00	17.00	18.00	19.00
	MAIN- AND GALESHEWE LIBRARIES				
	Non-profitable Organisations and Cultural Activities				
	Per session	221.00	231.00	249.00	266.00
	Kitchen facilities	84.00	88.00	95.00	101.00
	Key / Loss / damage / breakage deposit	630.00	658.00	709.00	757.00
	Commercial Institutions and Political Parties				
	Per session	515.00	538.00	580.00	619.00
	Kitchen facilities	84.00	88.00	95.00	101.00
	Key / Loss / damage / breakage deposit	609.00	636.00	685.00	731.00
	Audio visual material (per item)	105.00	110.00	119.00	127.00
	Data Projector (Main Library only) per session	399.00	417.00	449.00	479.00
	HALL RENTALS				
	SONNY LEON/ BEACONSFIELD/JUDY SCOTT LIBRARY				
	Non-profitable organisations and Cultural Activities				
	Per session	131.00	137.00	148.00	158.00
	Kitchen facilities	84.00	88.00	95.00	101.00
	Key / Loss / damage / breakage deposit	609.00	636.00	685.00	731.00
	Commercial Institutions and Political Parties				
	Per session	336.00	351.00	378.00	403.00
	Kitchen facilities	84.00	88.00	95.00	101.00
	Key / Loss / damage / breakage deposit	609.00	636.00	685.00	731.00
	Audio visual material (per item)	105.00	110.00	119.00	127.00
	AFRICANA LIBRARY				
	Research fees				
	* National	1,113.00	1,162.00	1,252.00	1,336.00
	* International	1,418.00	1,480.00	1,595.00	1,702.00
	*** Pro rata fees will be levied for partially research request**				
1.9.9	**EMERGENCY SERVICES**				
	Km Turnout fees				
	(Calculated per vehicle per Km traveled from turnout to the incident to return to the Fire Station)				
	* Fire fighting vehicle	55.00	57.00	61.00	65.00
	* Assistance vehicle	11.00	11.00	12.00	13.00
	Turnout fees for the fire fighting vehicles, portable pumps and assistance vehicles				
	(Calculated per fire fighting vehicle, portable pump or assistance vehicle for the first two (2) hours from turnout to the incident to the time the vehicle return to the Fire Station)				
	Fire fighting vehicles / Rescue pumper	2,589.00	2,703.00	2,913.00	3,109.00
	Portable pump	1,295.00	1,352.00	1,457.00	1,555.00
	Assistance vehicle	1,295.00	1,352.00	1,457.00	1,555.00
	Hazmat Pumps	2,589.00	2,703.00	2,913.00	3,109.00

	PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
Turnout fees for the fire fighting vehicles, portable pumps and assistance vehicles				
(Calculated per fire fighting vehicle, portable pump or assistance vechicle for every hour or part thereof after the first two (2) hours from the first minute from the first two (2) hours to the time the vehicle return to the Fire Station)				
Fire fighting vehicles / Rescue pumper	1,295.00	1,352.00	1,457.00	1,555.00
Portable pump	648.00	677.00	730.00	779.00
Assistance vehicle	648.00	677.00	730.00	779.00
Hazmat Pumps	203.00	212.00	228.00	243.00
Personnel tariffs				
(Calculated per personnel member on duty at the incident for every hour or part thereof from the turnout to the incident to the time the vehicle return to the Fire Station)				
Chief Emergency service or any member	702.00	733.00	790.00	843.00
Specialized equipment				
(Calculated per unit used)				
Chemical extinguisher	538.00	562.00	606.00	647.00
CO^2 extinguisher	538.00	562.00	606.00	647.00
Breathing apparatus	373.00	389.00	419.00	447.00
Refill of SCBA/SCUBA cylinder : per cylinder	42.00	44.00	47.00	50.00
* Jaws of Life rescue equipment - per incident / use	1,114.00	1,163.00	1,253.00	1,337.00
* Rollgliss rescue equipment - per incident / use	1,114.00	1,163.00	1,253.00	1,337.00
* Medical equipment (consumables) - per patient	538.00	562.00	606.00	647.00
* Pneumatic Equipment - per incident / use	1,114.00	1,163.00	1,253.00	1,337.00
* Chemical suites - per suit per incident	Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement
* Hazmat equipment (consumables) - per incident / use	Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement
Fire extinguishing material				
(Calculated per unit state or part thereof)				
Water - municipal tariff per Kl				
CO^2 - purchase tariff per Kg	Tarrif +20%	Tarrif +20%	Tarrif +20%	Tarrif +20%
Dry chemical powder - purchase tariff per Kg	Tarrif +20%	Tarrif +20%	Tarrif +20%	Tarrif +20%
Foam - purchase tariff per liter	Tarrif +20%	Tarrif +20%	Tarrif +20%	Tarrif +20%

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	Inspection fees				
	(Calculated per inspection or plan approved)				
	Fire prevention inspection per project	648.00	677.00	730.00	779.00
	Site inspection per project	648.00	677.00	730.00	779.00
	Inspection of flammable liquids, solids and gasses installations:				
	* 1 liter - 2000 liter	750.00	783.00	844.00	901.00
	* 2001 liter - 5000 liter	971.00	1,014.00	1,093.00	1,167.00
	* 5001 liter - 50000 liter	1,184.00	1,236.00	1,332.00	1,422.00
	* 50001 lire and more	1,401.00	1,463.00	1,577.00	1,683.00
	*Tankers - irrespective the size and inspected at the Emergency Services - per registration certificate	715.00	746.00	804.00	858.00
	Inspection and service of fire extinguishers for Municipal Sections - per extingiusher serviced.	as per tender	as per tender	as per tender	as per tender
	Monitoring of fire alarms (per month per alarm)	289.00	302.00	325.00	347.00
	Training				
	As per Prospectus - calculated in terms of time and material used.				
1.9.10	**DEVELOPMENT SERVICES**				
	Tram				
	Single trip (Adults) (Return Trip 2x single)	11.00	11.00	12.00	13.00
	Single trip (Children - Primary School) (Return Trip 2x single)	11.00	11.00	12.00	13.00
	Regional Tourism Centre				
	Kiosk:				
	Minimum tender price/month - 12 month period	1,565.00	1,634.00	1,761.00	1,880.00
	Cubicles:				
	Minimum tender price/month - 12 month period	1,127.00	1,177.00	1,268.00	1,353.00
	Exhibition space per m² per day	22.00	23.00	25.00	27.00
	Hawkers shelter per day	39.00	41.00	44.00	47.00
	Informal Trade facilities				
	Informal trade permits with storage facilities	441.00	460.00	496.00	529.00
	Informal trade permits without storage facilities	211.00	220.00	237.00	253.00
	Fruits and Vegetable Structures	288.00	301.00	324.00	346.00
	Pension Pay Points (Card Carrying Pensioners)	84.00	88.00	95.00	101.00
	Caravans within CBD	558.00	583.00	628.00	670.00
	Caravans outside CBD	279.00	291.00	314.00	335.00
	Informal car wash operations (under 36sq metres)	420.00	438.00	472.00	504.00
	Trading from shipping containers	630.00	658.00	709.00	757.00
1.9.11	**POUND SERVICES**				
	Impounding:				
	Horses, donkey's, cattle and pigs (each, once off payment)	201.00	210.00	226.00	241.00
	Sheep and goat (each, once off payment)	81.00	85.00	92.00	98.00
	Maintenance				
	Horses, donkey's, cattle and pigs (each per day)	81.00	85.00	92.00	98.00
	Sheep and goat (each per day)	40.00	42.00	45.00	48.00
	G.W.K rent tariff				
	Large stock unit	81.00	85.00	92.00	98.00
	Small stock unit	49.00	51.00	55.00	59.00
	The tariff per kilometre will be applicable for animals brought to the pound by an individual with a (LCV) light commercial vehicle. The tariff paid will be in accordance with the AA Vehicle Rates Calculator.				

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.10	**LABORATORY TARIFFS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**				
	Chemical Analysis				
	Digester samples	749.00	782.00	843.00	900.00
	Waste activated sludge	212.00	221.00	238.00	254.00
	Sludge volume index	108.00	113.00	122.00	130.00
	Nitrates	170.00	177.00	191.00	204.00
	Potassium	204.00	213.00	230.00	245.00
	Sulfates	204.00	213.00	230.00	245.00
	Phosphate	204.00	213.00	230.00	245.00
	Fluoride	204.00	213.00	230.00	245.00
	Total solids	204.00	213.00	230.00	245.00
	Free Residual Chlorine	108.00	113.00	122.00	130.00
	Magnesium	233.00	243.00	262.00	280.00
	COD	186.00	194.00	209.00	223.00
	TKN = Total Kjeldahl Nitrogen	233.00	243.00	262.00	280.00
	NH-3/Ammonia	233.00	243.00	262.00	280.00
	Zinc	233.00	243.00	262.00	280.00
	Iron	233.00	243.00	262.00	280.00
	Manganese	233.00	243.00	262.00	280.00
	Plate Count	212.00	221.00	238.00	254.00
	Suspended solids	212.00	221.00	238.00	254.00
	Hardness	212.00	221.00	238.00	254.00
	Alkalinity	212.00	221.00	238.00	254.00
	Total Chloride	212.00	221.00	238.00	254.00
	Aluminium	212.00	221.00	238.00	254.00
	PH	92.00	96.00	103.00	110.00
	Conductivity	92.00	96.00	103.00	110.00
	Turbidity	92.00	96.00	103.00	110.00
	Dissolved Oxygen	92.00	96.00	103.00	110.00
	Packets				
	Water Bacteriological E. coli and coli	429.00	448.00	483.00	516.00
1.11	**MISCELLANEOUS (FINANCIAL SERVICES)**				
1.11.1	Furnishing of information				
	(a) Search of any account	112.00	117.00	126.00	134.00
	(b) For the inspection of any Deed document or diagram or any details relating thereto	112.00	117.00	126.00	134.00
	(c) For the supply of any Certificate of Valuation or of the outstanding charges against property (excluding requests by the court for estate purposes or by attorneys)	112.00	117.00	126.00	134.00
	(d) For the handling of Clearance figures an admin fee will be applicable	53.00	55.00	59.00	63.00
	(e) For the issuing of a Clearance certificate	126.00	132.00	142.00	152.00
	(f) For incorrect payment allocations a fee will be applicable	53.00	55.00	59.00	63.00
	(g) In respect of any search or provision of information where a fee for such search has not been prescribed by (a), (b) or (c).	250.00	261.00	281.00	300.00
	NB. ABOVE - In respect of (a)(b) and (d) for every hour or portion thereof				
1.11.2	Water - Reconnection fees	1,252.00	1,307.00	1,408.00	1,503.00
	Water - Disconnection fees	1,252.00	1,307.00	1,408.00	1,503.00
	Water - Temporary consumption (Funerals, etc.)	250.00	261.00	281.00	300.00
1.11.3	Special meter reading	250.00	261.00	281.00	300.00
1.11.4	Meter test - Electricity	750.00	783.00	844.00	901.00
	Electricity - Temporary consumption (Funerals, etc.)	376.00	393.00	423.00	451.00
1.11.5	Electricity - Non-payment penalty:				
	* For Conventional meters	815.00	851.00	917.00	979.00
	* For Prepaid meters	501.00	523.00	564.00	602.00

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.11.6	Electricity - Reconnection fees				
	(Controller Wire)	877.00	916.00	987.00	1,053.00
	Tampering administration fee	2,128.00	2,222.00	2,394.00	2,555.00
	Tamper disconnection fee	4,069.00	4,248.00	4,578.00	4,886.00
	Tamper reconnection fee	4,069.00	4,248.00	4,578.00	4,886.00
1.11.7	Informal Housing - Erven with pails				
	Bulk refuse	37.00	39.00	42.00	45.00
	Pails	See sanitation	See sanitation	See sanitation	See sanitation
	High Mast	35.00	37.00	40.00	43.00
	Gravel road	33.00	34.00	37.00	39.00
	Stand pipe	37.00	39.00	42.00	45.00
1.11.8	Informal Housing - Sewered Erven				
	Bulk refuse	37.00	39.00	42.00	45.00
	Sewerage	See sanitation	See sanitation	See sanitation	See sanitation
	High Mast	35.00	37.00	40.00	43.00
	Gravel road	33.00	34.00	37.00	39.00
	Stand pipe	37.00	39.00	42.00	45.00
1.11.9	Electricity availability	313.00	327.00	352.00	376.00
1.11.10	Water availability	313.00	327.00	352.00	376.00
1.11.11	Fixed electricity (limited supply - 2Amps)	313.00	327.00	352.00	376.00
1.11.12	Deposits - Electricity and Water Supply				
	Flats:				
	1-Bedroom	1,657.00	1,730.00	1,864.00	1,989.00
	2-Bedroom	1,988.00	2,075.00	2,236.00	2,386.00
	3-Bedroom	2,519.00	2,630.00	2,834.00	3,025.00
	Townhouses:				
	2-Bedroom	1,988.00	2,075.00	2,236.00	2,386.00
	3-Bedroom	2,519.00	2,630.00	2,834.00	3,025.00
	Domestic Houses:				
	2-Bedroom	1,988.00	2,075.00	2,236.00	2,386.00
	3-Bedroom	2,519.00	2,630.00	2,834.00	3,025.00
	More than 3-bedrooms	3,579.00	3,736.00	4,026.00	4,297.00
	Builders water deposit	3,380.00	3,529.00	3,803.00	4,059.00
	Business/Industries:				
	Small power users	3,579.00	3,736.00	4,026.00	4,297.00
	Large power users	8,615.00	8,994.00	9,692.00	10,344.00
	Rural consumers				
	Informal housing	100.00	104.00	112.00	120.00
	Businesses/Industries:				
	Bulk water supply	8,615.00	8,994.00	9,692.00	10,344.00
	Indigents - Water deposit	92.00	96.00	103.00	110.00
1.11.13	Valuation Roll (CD or Disk)	5,946.00	6,208.00	6,690.00	7,140.00
1.11.14	Address List (CD or Disk)	5,946.00	6,208.00	6,690.00	7,140.00

			PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.11.15	Penalty for an unmetered (official)					
	Water connection		15,023.00	15,684.00	16,901.00	18,038.00
	Thereafter a daily penalty until meter is installed (per day)		1,628.00	1,700.00	1,832.00	1,955.00
	Consumption per house		8,139.00	8,497.00	9,156.00	9,772.00
1.11.16	Electricity and water availability for Business/Industries/State.		313.00	327.00	352.00	376.00
1.11.17	Late objection to General Valuation Roll or Supplementary Valuation Roll					
	Prescribed application fee for consideration of late objection and review		438.00	457.00	492.00	525.00
1.11.18	A basic tariff for services which are impractical to be metered as per the Tariff Policy		188.00	196.00	211.00	225.00
1.11.19	All financial transactions on services or other, billed by the municipality attracting interest will be charged such interest at a rate of prime (bank rate) plus 1 %.					
1.12	**WATER TARIFFS (SERVICES & INFRASTRUCTURE)**					
1.12.1	Water Connections					
	Size of Connection (mm) / Size of Meter (mm)					
	20 / 15		11,252.58	11,747.69	12,440.81	13,224.58
	25 / 20		11,695.55	12,210.15	12,930.55	13,745.18
	40 / 32		23,098.40	24,114.73	25,537.50	27,146.36
	50 / 40		27,184.95	28,381.09	30,055.57	31,949.07
	80 / 50		44,350.91	46,302.35	49,034.19	52,123.34
			Additional costs	Additional costs	Additional costs	Additional costs
	100 / 75		51,731.14	54,007.31	57,193.74	60,796.94
			Additional costs	Additional costs	Additional costs	Additional costs
	150 / 100		61,311.64	64,009.35	67,785.91	72,056.42
			Additional costs	Additional costs	Additional costs	Additional costs
	250 / 150		61,311.64	64,009.35	67,785.91	72,056.42
			Additional costs	Additional costs	Additional costs	Additional costs
	300 / 150		61,311.64	64,009.35	67,785.91	72,056.42
			Additional costs	Additional costs	Additional costs	Additional costs
	Builders Water					
	These connections are temporary connections supplied for the purpose of providing construction water during the period when building activities are taking place. The cost of this connection will be 50% of the initial cost of a similar size connection for general use but in the case of larger meters, any additional cost required to install the meter will be payable in full. A deposit (refundable on closure of account) is payable.		1,654.13	1,726.91	1,828.80	1,944.02
1.12.2	Testing of Water Meters					
	Tariff per meter tested		1,681.05	1,755.01	1,858.56	1,975.65
1.12.3	Exposure of Services					
	Tariff per service exposure		834.36	871.07	922.46	980.57
1.12.4	Water (Normal tariff structure)					
	Schools, Sports fields and Parks		24.71	25.80	27.32	29.04
	Charities/Churches		24.71	25.80	27.32	29.04
	Business - Commercial		41.95	43.79	46.38	49.30
	Business - Industrial	*	34.27	35.78	37.89	40.28
	Indigents (0 - 6 Kl)		8.06	8.42	8.91	9.47
	Residential (0 - 6 Kl)		8.06	8.42	8.91	9.47
	Residential (7 - 20 Kl)		34.26	35.76	37.87	40.26
	Residential (21 - 40 Kl)		38.56	40.25	42.63	45.31
	Residential (41 - 60 Kl)		40.78	42.58	45.09	47.93
	Residential (more than 60 Kl)		43.57	45.49	48.17	51.21

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
Flats (0 - 6 Kl)		8.06	8.42	8.91	9.47
Flats (7 - 20 Kl)	*	34.27	35.78	37.89	40.28
Flats (21 - 40 Kl)		38.56	40.25	42.63	45.31
Flats (more than 40 Kl)		43.57	45.49	48.17	51.21
Prepaid water per Kl Households		20.73	21.64	22.92	24.36
Builders Water		48.24	50.37	53.34	56.70
Rural consumers: as above plus		4.00%	4.00%	4.00%	4.00%

1.12.5 **Water restriction tariffs**

- **Stage/Level one**: Restrictions are intended to enforce sensible use of water and to prevent inefficient water use practices, by reducing non-essential use of water by 20%. These restrictions are meant to minimize unnecessary water consumption during peak daily demand periods, but to have little impact on amenity of community and residential assets. This may be achieved by enforcing water restrictions tariffs and other related measures as approved by Council.
- **Stage/Level two**: Restrictions are designed to reduce non-essential water use by 40% of average consumption. Non-essential residential and commercial use is limited to alternative days, and watering of lawns and filling of swimming pools is banned.
- **Stage/Level three**: Non-essential use is reduced by 70% of average consumption. Watering of residential, commercial and public gardens is limited to levels intended to prevent long term vegetation damage. Normal watering of lawns is banned.
- **Stage/Level four**: Restrictions only allow the consumption of water for essential public health purposes. All non-essential uses are banned.
- **Stage/Level Five:** Water Conservation Notice. Water restrictions are imposed to effect emergency water conservation (Emergency Management). No non-essential water use is permitted at any time during the restriction. Only essential domestic, industrial and commercial use may be permitted under strict monitoring.

level 1 - 20% saving					
Residential/Indigents (0 - 6 Kl)		8.06	8.42	8.91	9.47
Residential (7 - 20 Kl)		35.98	37.57	39.78	42.29
Residential (21 - 40 Kl)		42.42	44.29	46.90	49.86
Residential (41 - 60 Kl)		46.90	48.96	51.85	55.12
Residential (more than 60 Kl)		52.29	54.59	57.81	61.45
Flats (0 - 6 Kl)		8.06	8.42	8.91	9.47
Flats (7 - 20 Kl)		35.98	37.57	39.78	42.29
Flats (21 - 40 Kl)		42.42	44.29	46.90	49.86
Flats (more than 40 Kl)		52.29	54.59	57.81	61.45
Schools,sport, parks		28.41	29.66	31.41	33.39
Churches		28.41	29.66	31.41	33.39
Builders water		55.47	57.91	61.33	65.20
Industries		48.24	50.37	53.34	56.70
Commercial		39.40	41.13	43.56	46.31
level 2 - 40% saving					
Residential/Indigents (0 - 6 Kl)		8.06	8.42	8.91	9.47
Residential (7 - 20 Kl)		37.69	39.34	41.67	44.29
Residential (21 - 40 Kl)		46.29	48.32	51.17	54.40
Residential (41 - 60 Kl)		50.97	53.21	56.35	59.90
Residential (more than 60 Kl)		61.00	63.69	67.44	71.69
Flats (0 - 6 Kl)		8.46	8.83	9.35	9.94
Flats (7 - 20 Kl)		41.12	42.92	45.46	48.32
Flats (21 - 40 Kl)		46.29	48.32	51.17	54.40
Flats (more than 40 Kl)		61.00	63.69	67.44	71.69
Schools,sport, parks		29.64	30.94	32.77	34.83
Churches		29.64	30.94	32.77	34.83
Builders water		57.88	60.43	63.99	68.02
Industries		50.33	52.54	55.64	59.15
Commercial		41.12	42.92	45.46	48.32

level 3 - 70% saving

	PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
	R	R	R	R
Residential/Indigents (0 - 6 Kl)	8.87	9.26	9.80	10.42
Residential (7 - 20 Kl)	41.12	42.92	45.46	48.32
Residential (21 - 40 Kl)	48.21	50.33	53.30	56.65
Residential (41 - 60 Kl)	53.02	55.35	58.61	62.31
Residential (more than 60 Kl)	65.37	68.24	72.27	76.82
Flats (0 - 6 Kl)	8.87	9.26	9.80	10.42
Flats (7 - 20 Kl)	41.12	42.92	45.46	48.32
Flats (21 - 40 Kl)	50.14	52.34	55.43	58.92
Flats (more than 40 Kl)	65.37	68.24	72.27	76.82
Schools,sport, parks	32.11	33.52	35.50	37.73
Churches	32.11	33.52	35.50	37.73
Builders water	62.70	65.46	69.32	73.69
Industries	54.53	56.93	60.28	64.08
Commercial	44.55	46.51	49.25	52.35
level 4 - survival				
Residential/Indigents (0 - 6 Kl)	8.87	9.26	9.80	10.42
Residential (7 - 20 Kl)	51.40	53.67	56.83	60.41
Residential (21 - 40 Kl)	57.85	60.40	63.96	67.99
Residential (41 - 60 Kl)	73.40	76.63	81.15	86.27
Residential (more than 60 Kl)	78.44	81.90	86.73	92.19
Flats (0 - 6 Kl)	8.87	9.26	9.80	10.42
Flats (7 - 20 Kl)	51.40	53.67	56.83	60.41
Flats (21 - 40 Kl)	69.42	72.48	76.75	81.59
Flats (more than 40 Kl)	78.44	81.90	86.73	92.19
Schools,sport, parks	44.47	46.43	49.16	52.26
Churches	44.47	46.43	49.16	52.26
Builders water	86.83	90.65	95.99	102.04
Industries	75.50	78.82	83.47	88.73
Commercial	61.68	64.39	68.19	72.49
level 5 - emergency				
Residential/Indigents (0 - 6 Kl)	8.87	9.26	9.80	10.42
Residential (7 - 20 Kl)	68.53	71.54	75.76	80.54
Residential (21 - 40 Kl)	77.14	80.53	85.28	90.66
Residential (41 - 60 Kl)	81.57	85.15	90.18	95.86
Residential (more than 60 Kl)	87.16	90.99	96.36	102.43
Flats (0 - 6 Kl)	8.87	9.26	9.80	10.42
Flats (7 - 20 Kl)	68.53	71.54	75.76	80.54
Flats (21 - 40 Kl)	77.14	80.53	85.28	90.66
Flats (more than 40 Kl)	87.16	90.99	96.36	102.43
Schools,sport, parks	49.41	51.58	54.63	58.07
Churches	49.41	51.58	54.63	58.07
Builders water	96.47	100.72	106.66	113.38
Industries	83.89	87.59	92.75	98.60
Commercial	68.53	71.54	75.76	80.54

1.12.6 **DEFINITIONS FOR THE PURPOSE OF WATER CONSUMPTION CATEGORIZATION**

Residential
Any consumer located in a stand-alone house with associated ground surrounding the house.
Flat
Any consumer located in a dwelling grouped with other dwellings and not having grounds associated with that specific dwelling even when there is ground associated with the dwelling complex.
Charity/Church
Any consumer which carries out **bona fide** charity work and which is registered as a charitable non-profit organization will be classified as charity.
Any consumer where the property is used for the primary purpose of religious gatherings and where the property is situated on an Erf zoned as "Church".

Parks, Schools and Sports Fields
A Park is defined as a municipal park where vegetation is grown for the purpose of beautifying the City.

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	A School is a property where the primary activity is educational.				
	Sorts fields are organizations where the primary activity is the playing of sports requiring grassed surfaces and where the area of grassed surface exceeds 1000m².				
	Business : Industrial				
	Any consumer where the primary activity is manufacturing or processing and where water is either a component of the manufactured product or is used in the process for cleaning, cooling or similar purposes.				
	Business : Commercial				
	Any consumer where the primary activity is commercial or retail and the primary activity is not water-based cleaning.				
	Rural Consumers				
	Any consumer located outside the municipal boundaries.				
	Builders Water				
	Any water supplied through a builders connection.				
1.13	**CLEANSING SERVICES (SERVICES & INFRASTRUCTURE)**				
	For the removal of refuse the tariff of charges shall be at the following rates:				
1.13.1	Non-Residential dwellings:				
	(a) Payable by the owner -				
	One regular removal of refuse not exceeding 0,8m³ per week per month	876.26	914.82	967.88	1,024.59
	b) where the owner or occupier provides containers for the removal of refuse by bulk which can be mechanically emptied in the Council's vehicle and of which the volume does not exceed				
	1,6m³ per one removal per week per month	876.26	914.82	967.88	1,024.59
	Where more than one removal is necessary payment must be made monthly ia advance.				
	(c) Where the owner or occupier provides containers for the removal of refuse in bulk which can be loaded by the Council's mechanical handling vehicles and of which the volume does not exceed				
	6m³ per one removal per week the tariff for each removal shall be	3,289.18	3,433.90	3,633.07	3,845.96
	Where more than one removal is necessary payment must be made monthly in advance.				
	(d) Where the owner or occupier hires a 1,54m³ bulk container from the City Council - that hire shall be	534.10	557.60	589.94	624.51
	6,0m³ container hire	769.84	803.72	850.33	900.16
	(e) Where special garden refuse is removed the tariff per per m^2 applicable shall be	85.33	89.09	94.26	99.78
	(f) All non residential premises pay the availability tariff of one regular refuse removal per week where the actual removal is undertaken by the business itself.	876.26	914.82	967.88	1,024.59
	(g) Payable by the owner of a small business that generates one container or bag of refuse per week and that such concession only be implemented on receipt of a written application from such business	442.89	462.38	489.20	517.86
1.13.2	Residential				
	Payable by the owner for one regular removal of refuse per week - the tariff shall be	148.82	155.37	164.38	174.02
1.13.3	Non -Residential				
	Payable by the owner for one regular removal of refuse per week- -the tariff shall be	876.26	914.82	967.88	1,024.59
1.13.4	Flats				
	Tariff only applicable to Municipal flats	74.41	77.69	82.19	87.01
1.13.5	Availability charge				
	A basic monthly charge - Residential	74.41	77.69	82.19	87.01
	- Non - Residential	442.89	462.37	489.19	517.86
1.14	**SANITATION TARIFFS (SERVICES & INFRASTRUCTURE)**				
1.14.1	Sewerage				
	Private dwelling houses and premises (excluding flats, semi-detached dwellings, hotels, boarding and lodging houses and hostels):				
	Basic monthly charge for indigents	212.63	221.98	235.28	248.08
	Basic monthly charge (two sanitary convenience)	212.63	221.98	235.28	248.08
	Additional monthly charge (each additional connection, excluding private dwellings)	127.60	133.21	141.19	148.87
	Flats and semi-detached dwellings:				
	Basic monthly charge (first living unit)	212.62	221.98	235.28	248.07
	Additional monthly charge (each additional unit)	127.60	133.21	141.19	148.87
	Hotel, Boarding Houses, Lodging Houses and Hostels				
	Basic monthly charge (two sanitary conveniences)	212.62	221.98	235.28	248.07

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
	Additional monthly charge (each additional connection)	127.60	133.21	141.19	148.87
	A basic monthly charge (availability charge) in terms of Section 5 of the By-law to Sewerage and Sanitary charges (PN 140 dated 01/02/1974) as amended	186.75	194.97	206.65	217.89
1.14.2	Conservancy Tank and Night-soil Removals				
	Removal of slops from conservancy tanks by vacuum tanker:				
	A. Within 10km of CBD				
	(Monday - Friday between 08:00 and 16:00)				
	Basic charge (first 5Kl)	353.44	368.99	391.09	412.37
	Additional charge (per 1Kl or part thereof)	58.33	60.90	64.54	68.05
	Vacuum tanker transport charge (per call)	291.65	304.48	322.72	340.27
	B. Within 10km of CBD				
	(After hours, Monday - Friday & Saturdays)				
	Basic charge (first 5Kl)	553.39	577.74	612.35	645.66
	Additional charge (per 1Kl or part thereof)	93.97	98.11	103.98	109.64
	Vacuum tanker transport charge (per call)	404.79	422.60	447.92	472.28
	C. Within 10km of CBD				
	(Sundays and Public Holidays)				
	Basic charge (first 5Kl)	728.02	760.05	805.58	849.40
	Additional charge (per 1Kl or part thereof)	113.02	117.99	125.06	131.86
	Vacuum tanker transport charge (per call)	574.17	599.44	635.34	669.90
	D. Further than 10km from CBD				
	(Per km further)				
	As above (A to C) plus km charge				
	Any tanker/km	65.90	68.80	72.92	76.89
	The number of calls made by the vacuum tanker each month will be governed by the capacity of the owner's conservancy tank.				
	A surcharge of 50% will be levied on the tariffs in the case of premises which can be connected to the sewerage system after the period allowed in terms of the connection notice has expired.				
	Removal of night-soil:				
	Basic monthly charge (two night-soil pails, five times per fortnight)	166.06	173.37	183.75	193.75
	Additional monthly charge (each additional pail removal, five times per fortnight)	91.14	95.15	100.85	106.33
	Occasional hire of bucket (per day per bucket)	45.57	47.57	50.42	53.17
	Removal of night-soil from building premises and contractor's sites (surcharge not applicable)				
	Basic monthly charge (one pail, three times a week)	1,145.33	1,195.73	1,267.35	1,336.30
	Basic monthly charge (one pail, six times a week)	1,698.64	1,773.38	1,879.60	1,981.86
1.14.3	Blockages and Portable Toilets				
	Internal sewer blockages:				
	Basic charge (Monday - Friday between 08:00 - 16:00)	701.77	732.65	776.54	818.78
	Basic charge after hours (Monday - Saturdays)	856.69	894.39	947.96	999.53
	Basic charge (Sundays and Public holidays)	1,275.94	1,332.08	1,411.87	1,488.68
	Service will only be provided to clients presenting a valid municipal account. Category B clients will be entitled to the percentage discounts to which they are entitled.				
	Portable Toilets:				
	Hire rate per day on site	318.97	333.01	352.96	372.16
	Transport charge (per vehicle)	683.54	713.62	756.36	797.51
	Sewer Connections:				
	Sewer connection (100mm)	3,964.52	4,138.96	4,386.88	4,625.53
	Sewer connection (150mm)	4,602.49	4,805.00	5,092.82	5,369.87
	Public convenience (Craven Street)				
	Shower plus usage of towel (per person)	18.36	19.17	20.31	21.42

		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.14.4	Purified effluent tariffs				
	Basic Charge (Use in Excess of 1 Megalitre - 1000kl per billing cycle of approximately 30 days)	83,253.45	86,916.60	92,122.90	97,134.39
	Plus per Kl	0.2355	0.2458	0.2605	0.2747
	Basic Charge (Use LESS than 1 Megalitre per billing cycle of approximately 30 days)				
	Plus per Kl	0.7864	0.8210	0.8702	0.9176
1.15	**INCENTIVE/DISCOUNT EARLY PAYMENT**				
	An incentive/discount on the early payment of water, rates, sewerage and refuse services charges if the account is paid before or on the monthly deadline date. To be implemented from the first account run in July.	10%	10%	10%	10%
1.16	**ELECTRICITY (SERVICES & INFRASTRUCTURE)**				
1.16.1	**TARIFFS FOR SERVICE CONNECTIONS**				
	SCALE 4 - STREET LIGHTS				
	Cost of an additional street light	As per quote	As per quote	As per quote	As per quote
	Cost to move a street light	As per quote	As per quote	As per quote	As per quote
	Replacement of a damaged street light pole:				
	* 6m single cantilever	38,599.00	42,305.00	46,197.00	50,447.00
	* 9m single cantilever	61,347.00	67,236.00	73,422.00	80,177.00
	* 9m double cantilever	62,121.00	68,085.00	74,349.00	81,189.00
	* 12m single cantilever	65,855.00	72,177.00	78,817.00	86,068.00
	SINGLE PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED				
	Disconnection fee for an O/H supply system	4,225.00	4,631.00	5,057.00	5,522.00
	Disconnection fee for an U/G supply system	10,175.00	11,152.00	12,178.00	13,298.00
	Reconnection fee for an P/H supply system	4,293.00	4,705.00	5,138.00	5,611.00
	Reconnection fee for an U/G supply system	562.00	616.00	673.00	735.00
	3-PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED				
	Disconnection fee for an O/H supply system	6,022.00	6,600.00	7,207.00	7,870.00
	Disconnection fee for an U/G supply system	10,486.00	11,493.00	12,550.00	13,705.00
	Reconnection fee for an O/H supply system	8,308.00	9,106.00	9,944.00	10,859.00
	Reconnection fee for an U/G supply system	10,486.00	11,493.00	12,550.00	13,705.00
	CALL OUT TO CONSUMER				
	Call out to a fault on consumer's installation	852.00	934.00	1,020.00	1,114.00
1.16.2	**COSTS OF NEW SERVICE CONNECTIONS**				
	60-AMP STANDARD SINGLE PHASE				
	Airdac connection from O/H supply system with prepayment meter & ready board	30,510.00	33,439.00	36,515.00	39,874.00
	Airdac connection from O/H supply system with prepayment meter only	26,787.00	29,359.00	32,060.00	35,010.00
	Cable connection from U/G supply system with prepayment meter	42,553.00	46,638.00	50,929.00	55,614.00
	Cable connection from U/G supply system with conventional meter	37,735.00	41,358.00	45,163.00	49,318.00
	60AMP STANDARD 3-PHASE				
	Airdac connection from O/H supply system with prepayment meter & ready board	37,116.00	40,679.00	44,421.00	48,508.00
	Airdac connection from P/H supply system with prepayment meter only	33,393.00	36,599.00	39,966.00	43,643.00
	Cable connection from U/G supply system with prepayment meter	46,202.00	50,637.00	55,296.00	60,383.00
	Cable connection from U/G supply system with conventional meter	55,290.00	60,598.00	66,173.00	72,261.00
	ALTERATIONS TO SERVICE CONNECTIONS				
	Alterations on existing single phase connection	As per quote	As per quote	As per quote	As per quote
	Alterations on existing 3-phase connection	As per quote	As per quote	As per quote	As per quote
1.16.3	**UPGRADING OF SERVICES**				
	UPGRADING OF AN EXISTING SINGLE PHASE SERVICE CONNECTION ON CONDITION OF				
	A service connection with a 10 x 2mm square service cable upgraded to max. 80-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
	A service connection with a 16 x 2mm square service cable upgraded to max. 100-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains.	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
	CONNECTION ON CONDITION OF				

	PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
	R	R	R	R
A service connection with a 10 x 4mm square service cable upgraded to max. 80-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
A service connection with a 16 x 4mm square service cable upgraded to max. 100-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions	As per quote and stipulated conditions
Supply above 100A (single & 3-phase)	As per quote	As per quote	As per quote	As per quote
Replacement of conventional meter with prepayment meter (Meter only)	Bin price + VAT	Bin price + VAT	Bin price + VAT	Bin price + VAT
Replacement of conventional meter with prepayment meter (Meter and labour)	14,839.00	16,264.00	17,760.00	19,394.00
NB. MAXIMUM OF TWO PREPAYMENT METERS DOMESTIC ERF, EXCEPT WHEN 3-PHASE				
CABLES AND VARIOUS				
Installation of public address system	7,959.00	8,723.00	9,526.00	10,402.00
Meter test	1,609.00	1,763.00	1,925.00	2,102.00
Special meter reading	522.00	572.00	625.00	683.00

1.16.4 ELECTRICITY TARIFFS (POWER USERS)

(Subject to the approval of the NERSA)

NERSA guideline tariffs for municipalities necessitate the introduction and implementation of inclined block tariff for domestic users.
This has had a major impact on all categories of electricity tariffs. In addtion to this, SPM sought to simplifiy and align it's "Large Power User" tariffs with Eskom's municipal billing structure. This required a revision of all commercial/business based tariffs.
For large power users a low and high demand season tariff was introduced.

A. The customer groupings are as follows:
Domestic Consumers: Defined as residential use.
Indigent Consumers: Defined as consumers registered as indigent with the Municipalitya and who consume for residential purposes.
Public Benefit Activity Consumers: Defined as churches, schools, halls, old age homes and other charitable and non profit organisations.
Small Power Consumers: Defined as all other consumers not on the Time of Use Billing Structure and not defined as "Domestic" or "Public Benefit Activities".
Time of Use Consumers: Defined as all consumers who have installed TOU capable metering to SPM's standards. Such metering to be installed at their own costs.

	TARIFF DESCRIPTION	APPROVED TARIFFS 2024/25		PROPOSED TARIFFS 2025/26		PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
		excl VAT	incl VAT	excl VAT	incl VAT		
1.16.4.1	**Domestic Tariff (Conventional and Prepaid) = 20 Amps**						
	Block 1 (0 - 350 Kwh)	2.5031	2.8786	2.7434	3.1686	3.4601	3.7785
	Block 2 (> 350 Kwh)	3.1651	3.6399	3.4689	4.0066	4.3752	4.7778
	Indigents Tariff (Prepaid) = 20 Amps						
	Block 1 (0 - 50 Kwh) (subsidised)	2.3466	2.6986	2.5719	2.9705	3.2438	3.5422
	Block 2 (51 - 350 Kwh)	2.3466	2.6986	2.5719	2.9705	3.2438	3.5422
	Block 3 (> 351 Kwh)	3.2742	3.7653	3.5885	4.1447	4.5261	4.9425
	Domestic Tariff (Conventional and Prepaid) > 20 Amps						
	Basic charge (Rand per month	62.68	72.08	68.6973	79.3454	86.65	94.62
	Capacity charge (Rand/Amp/phase/month)	3.81	4.38	4.18	4.8230	5.27	5.75
	Block 1 (0 - 350 Kwh)	2.3353	2.6856	2.5595	2.9562	3.2282	3.5252
	Block 2 (> 350 Kwh)	2.6445	3.0412	2.8984	3.3476	3.6556	3.9919
1.16.4.2	**Business Tariff**						
	Commercial (Conventional and Prepaid)						
	Basic Charge per month	310.37	356.93	340.1655	392.8912	429.04	468.51
	Capacity charge per Kwhr	4.43	5.09	4.8553	5.6078	6.12	6.69
	Winter						
	Block 1 (0 - 1200 Kwh)	2.8402	3.2662	3.1129	3.5954	3.9261	4.2873
	Block 2 (> 1200 Kwh)	2.8402	3.2662	3.1129	3.5954	3.9261	4.2873
	Summer						
	Block 1 (0 - 1200 Kwh)	2.6463	3.0432	2.9003	3.3499	3.6581	3.9946
	Block 2 (> 1200 Kwh)	2.6463	3.0432	2.9003	3.3499	3.6581	3.9946
1.16.4.3	**Public Benefit and Schools (Conventional and Prepaid)**						
	Basic Charge per month	280.68	322.78	307.63	355.3072	388.00	423.69
	Capacity charge per Kwhr	3.81	4.38	4.18	4.8230	5.27	5.75
	Winter Energy Charge	2.9343	3.3744	3.2160	3.7145	4.0562	4.4294
	Summer Energy Charge	2.7485	3.1608	3.0124	3.4793	3.7994	4.1489

			PRESENT TARIFFS R		PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.16.4.4	**TIME OF USE CONSUMERS**						
1.16.4.4.1	**TOU: NPO, NGO, SCHOOLS: LV< 200 KVA**						
	Basic charge per month (LV<200)	1,087.26	1,250.35	1191.64	1376.3407	1,502.96	1,641.24
	Network Demand Charge R/kVA	194.22	223.35	212.87	245.8592	268.48	293.18
	Network Access Charge R/kVA	83.14	95.61	91.12	105.2453	114.93	125.50
	Energy Charges R/Kwh						
	High Demand Season: (June - August) Winter						
	Peak (LV < 200)	6.0551	6.9634	6.6364	7.6650	8.3702	9.1403
	Standard (LV < 200)	2.4296	2.7940	2.6628	3.0756	3.3585	3.6675
	Off-peak (LV < 200)	1.6892	1.9426	1.8514	2.1383	2.3351	2.5499
	Low Demand Season: (September - May) Summer						
	Peak (LV < 200)	2.5954	2.9847	2.8446	3.2855	3.5877	3.9178
	Standard (LV < 200)	1.9908	2.2894	2.1819	2.5201	2.7520	3.0051
	Off-peak (LV < 200)	1.5544	1.7876	1.7036	1.9677	2.1487	2.3464
	TOU: NPO, NGO, SCHOOLS : LV > 200 < 500 KVA (Exception 800 KVA)						
	Basic charge per month	2,129.55	2,448.98	2333.9868	2695.7548	2,943.76	3,214.59
	Network Demand Charge R/kVA	194.22	223.35	212.87	245.8592	268.48	293.18
	Network Access Charge R/kVA	83.14	95.61	91.12	105.2453	114.93	125.50
	Energy Charges R/Kwh						
	High Demand Season: (June - August) Winter						
	Peak (LV>200<500)	6.0957	7.0101	6.6809	7.7164	8.4263	9.2016
	Standard (LV>200<500)	2.4687	2.8390	2.7057	3.1251	3.4126	3.7265
	Off-peak (LV>200<500)	1.7135	1.9705	1.8780	2.1691	2.3686	2.5866
	Low Demand Season: (September - May) Summer						
	Peak (LV>200<500)	2.6607	3.0598	2.9161	3.3681	3.6780	4.0164
	Standard (LV>200<500)	2.0334	2.3384	2.2286	2.5740	2.8109	3.0695
	Off-peak (LV>200<500)	1.5885	1.8268	1.7410	2.0109	2.1958	2.3979
	TOU: NPO, NGO, SCHOOLS: MV (Medium voltage)						
	Basic charge per month (MV)	2,669.28	3,069.67	2925.53	3378.9882	3,689.86	4,029.32
	Network Demand Charge R/kVA	150.65	173.25	165.11	190.7048	208.25	227.41
	Network Access Charge R/kVA	64.20	73.83	70.36	81.2695	88.75	96.91
	Energy Charges R/Kwh						
	High Demand Season: (June - August) Winter						
	Peak (MV)	6.1121	7.0289	6.6989	7.7372	8.4490	9.2263
	Standard (MV)	2.5133	2.8903	2.7546	3.1815	3.4742	3.7939
	Off-peak (MV)	1.7729	2.0388	1.9431	2.2443	2.4508	2.6762
	Low Demand Season: (September - May) Summer						
	Peak (MV)	2.7261	3.1350	2.9878	3.4509	3.7684	4.1151
	Standard (MV)	2.0760	2.3874	2.2753	2.6280	2.8697	3.1338
	Off-peak (MV)	1.6327	1.8776	1.7894	2.0668	2.2569	2.4646
1.16.4.4.2	**INDUSTRIAL AND BUSINESSES TOU: LV< 200 KVA**						
	Basic charge per month (LV<200)	1,303.16	1,498.63	1428.26	1649.6442	1,801.41	1,967.14
	Network Demand Charge R/kVA	205.69	236.54	225.44	260.3789	284.33	310.49
	Network Access Charge R/kVA	68.08	78.29	74.62	86.1811	94.11	102.77
	Energy Charges R/Kwh						
	High Demand Season: (June - August) Winter						
	Peak (LV < 200)	6.6708	7.6714	7.3112	8.4444	9.2213	10.0697
	Standard (LV < 200)	2.4891	2.8625	2.7281	3.1509	3.4408	3.7573
	Off-peak (LV < 200)	1.8140	2.0861	1.9881	2.2963	2.5076	2.7383
	Low Demand Season: (September - May) Summer						
	Peak (LV < 200)	2.7232	3.1317	2.9846	3.4472	3.7644	4.1107
	Standard (LV < 200)	2.0221	2.3254	2.2162	2.5597	2.7952	3.0524
	Off-peak (LV < 200)	1.6678	1.9180	1.8279	2.1112	2.3055	2.5176
	Reactive Energy Charge (P&S)	0.2479	0.2851	0.2717	0.3138	0.3427	0.3742
	INDUSTRIALMAND BUSINESSES TOU : LV > 200 < 500 KVA (Exception 800 KVA)						
	Basic charge per month	2,264.48	2,604.15	2481.8701	2866.5599	3,130.28	3,418.27
	Network Demand Charge R/kVA	162.11	186.43	177.6726	205.2118	224.09	244.71
	Network Access Charge R/kVA	68.08	78.29	74.6157	86.1811	94.11	102.77

		PRESENT TARIFFS R		PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	
	Energy Charges R/Kwh						
	High Demand Season: (June - August) Winter						
	Peak (LV>20<500)	6.7169	7.7244	7.3617	8.5028	9.2850	10.1393
	Standard (LV>20<500)	2.5178	2.8955	2.7595	3.1872	3.4805	3.8007
	Off-peak (LV>20<500)	1.9290	2.2184	2.1142	2.4419	2.6665	2.9119
	Low Demand Season: (September - May) Summer						
	Peak (LV>20<500)	2.7179	3.1256	2.9788	3.4405	3.7571	4.1027
	Standard (LV>20<500)	2.0807	2.3928	2.2804	2.6339	2.8762	3.1409
	Off-peak (LV>20<500)	1.7309	1.9905	1.8971	2.1911	2.3927	2.6128
	Reactive Energy Charge (P&S)	0.2479	0.2851	0.2717	0.3138	0.3427	0.3742
	INDUSTRIAL AND BUSINESSES TOU: MV (Medium Voltage)						
	Basic charge per month (MV)	3,738.77	4,299.59	4097.6919	4732.8342	5,168.25	5,643.73
	Network Demand Charge R/kVA	139.25	160.14	152.62	176.2738	192.49	210.20
	Network Access Charge R/kVA	64.79	74.51	71.01	82.0164	89.56	97.80
							-
	Energy Charges R/Kwh						-
	High Demand Season: (June - August) Winter						
	Peak (MV)	6.6975	7.7021	7.3405	8.4782	9.2582	10.1100
	Standard (MV)	2.4568	2.8253	2.6927	3.1100	3.3961	3.7086
	Off-peak (MV)	1.9048	2.1905	2.0877	2.4112	2.6331	2.8753
	Low Demand Season: (September - May) Summer						
	Peak (MV)	2.6467	3.0437	2.9008	3.3504	3.6586	3.9952
	Standard (MV)	2.0501	2.3576	2.2469	2.5952	2.8339	3.0947
	Off-peak (MV)	1.6670	1.9171	1.8270	2.1102	2.3044	2.5164
	Reactive Energy Charge (P&S)	0.2479	0.2851	0.2717	0.3138	0.3427	0.3742
	Small Scale Embedded Generation TOU						
	Basic charge per month - payable by the generator	223.43	256.94	244.88	282.8356	308.86	337.27
	Capacity charge R/Amp/phase	10.73	12.34	11.76	13.5829	14.83	16.20
	Energy Charges R/Kwh - payable to the generator						
	High Demand Season: (June - August)						
	Peak	8.2378	9.4735	9.0286	10.4281	11.3874	12.4351
	Standard	2.4954	2.8697	2.7350	3.1589	3.4495	3.7668
	Off-peak	1.3550	1.5583	1.4851	1.7153	1.8731	2.0454
	Low Demand Season: (September - May)						
	Peak	2.6873	3.0904	2.9453	3.4018	3.7148	4.0565
	Standard	1.8494	2.1268	2.0269	2.3411	2.5565	2.7917
	Off-peak	1.1729	1.3488	1.2855	1.4848	1.6213	1.7705
1.16.4.5	**Electricity Feedback Tariffs - Small Scale Embedded Generation Photovoltaic Policy**						
	No more electricity may be fed back into the system than what is consumed by said consumer. Consequently the accountholder must be a net consumer of electricity						
	Only Domestic/Residential consumers are liable for the basic charge and this cost is already included in the sale of kVA						
	Any liability for amounts payable to the generator for electricity fed back into the grid by SPM is subject to full compliance with the SSEG Policy and concomitant laws.						
	Basic charge per month - payable by the generator	219.61	252.55	240.69	277.9999	303.58	331.50
	Capacity charge R/kVa						
	Energy Charges R/Kwh - payable to the generator						
	High Demand Season: (June - August)						
	Peak	5.0572	5.8158	5.5427	6.4018	6.9908	7.6339
	Standard	1.5319	1.7617	1.6790	1.9392	2.1176	2.3124
	Off-peak	0.8318	0.9566	0.9117	1.0530	1.1498	1.2556
	Low Demand Season: (September - May)						
	Peak	1.6497	1.8972	1.8081	2.0883	2.2804	2.4902
	Standard	1.1353	1.3056	1.2443	1.4372	1.5694	1.7138
	Off-peak	0.7200	0.8280	0.7891	0.9114	0.9953	1.0869
1.16.4.6	**Streetlights**						
	Basic Charge light per month	89.6785	103.1303	98.2876	113.5222	123.97	135.37
	Energy charge/kWh	0.7245	0.8332	0.7941	0.9171	1.0015	1.0936
1.16.4.7	**Vacant Land/Availability**						
	Fixed Basic charge (R/month)	485.46	558.27	532.06	614.5284	671.07	732.80

	PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R

SECTION 3:

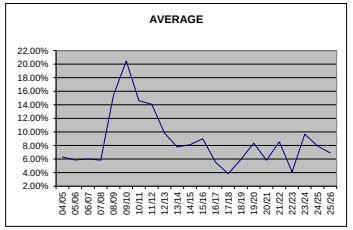
HISTORY OF TARIFFS

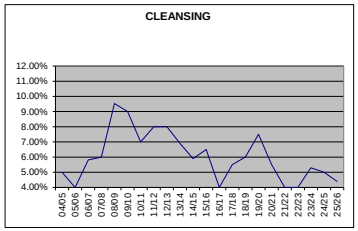
SOL PLAATJE MUNICIPALITY

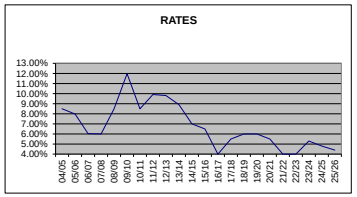
TARIFF HISTORY

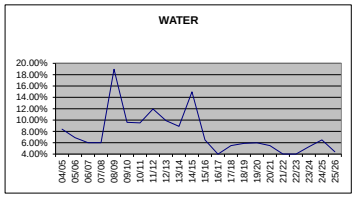
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
RATES	8.50%	7.98%	6.03%	6.00%	8.50%	11.97%	8.50%	9.91%	9.80%	8.91%	6.99%	6.50%	4.00%	5.50%	6.00%	6.00%	5.50%	4.00%	4.00%	5.30%	4.80%	4.40%	0.00%	0.00%
SEWERAGE	4.00%	4.00%	5.61%	6.00%	7.54%	9.50%	7.00%	9.90%	9.90%	6.50%	6.50%	6.50%	4.00%	5.50%	5.95%	6.50%	5.50%	4.00%	4.00%	4.90%	7.50%	4.40%	0.00%	0.00%
CLEANSING	5.00%	4.00%	5.81%	6.00%	9.53%	9.00%	7.00%	8.00%	8.00%	6.90%	5.90%	6.50%	4.00%	5.50%	6.00%	7.50%	5.50%	4.00%	4.00%	5.30%	5.00%	4.40%	0.00%	0.00%
WATER	8.40%	6.90%	6.01%	6.00%	18.96%	9.60%	9.50%	11.95%	9.90%	8.90%	14.99%	6.50%	4.00%	5.50%	5.90%	6.00%	5.50%	4.00%	4.00%	5.30%	6.50%	4.40%	0.00%	0.00%
ELECTRICITY	4.00%	4.30%	5.78%	5.60%	32.60%	34.00%	22.22%	24.98%	9.99%	6.90%	6.72%	12.20%	7.50%	1.88%	5.95%	11.40%	6.22%	14.59%	4.50%	15.00%	10.60%	9.60%	0.00%	9.04%
AVERAGE	6.31%	5.88%	6.03%	5.84%	15.43%	20.46%	14.60%	14.09%	9.85%	7.79%	8.13%	9.00%	5.53%	3.85%	5.96%	8.36%	5.82%	8.56%	4.10%	9.68%	7.93%	6.90%	0.00%	1.81%

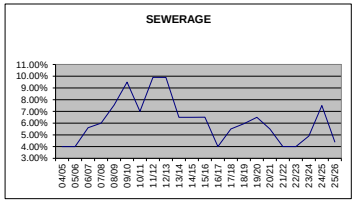
SOL PLAATJE MUNICIPALITY

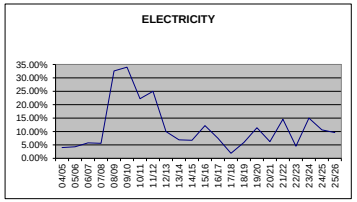












SECTION 4:

INTEGRATED DEVELOPMENT PLAN OVERVIEW

Sol Plaatje Municipality

Integrated Development Plan

2022-2027

THIRD REVIEW

<u>This document</u>:

Integrated Development Plan,

a third review (2024/25) Planning for 2025/26 of the 5th Generation Integrated Development Plan 2022 – 2027

Council Approved:

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FOREWORD BY MAYOR:

Ms M BARTLETT

Ms M Bartlett
Executive Mayor of
Sol Plaatje Municipality

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER:

MR BS MATLALA

Mr BS Matlala

Municipal Manager
Sol Plaatje Municipality

EXECUTIVE SUMMARY: IDP 2025/26

This document represents the *Integrated Development Plan (IDP) 2025/26 th*e Sol Plaatje Municipality. It is the third *of four reviews* of the IDP 2022-2027 which documents the current five-year planning and implementation cycle. This five-year cycle of municipality-wide developmentally-oriented planning started in July 2022 and ends in June 2027.

The relevant drafting process, led by the Municipality, considers a review of current planning and implementation to the extent that changing circumstances demand (see **Chapter 2**) and in accordance with an assessment of municipal performance (see **Chapter 8**). The review also included extensive public participation and engagement with various stakeholders and was completed in accordance with the adopted Process Plan. In this regard, ward councillors and ward committees played key roles in channelling inputs from communities to the municipal administration and public engagements were held as part of the review process.

The focus throughout the review (process) was to better understand the context within which the IDP is prepared and to identify and prioritise the needs of communities as part of an integrated approach to service delivery (see **Chapters 3** and **4**). The 'municipality-wide' development context is characterised by mainly the following aspects, informing our understanding of the environment within which government operates:

- The Sol Plaatje municipal area is one of the 'pearls' of the Northern Cape sub-regions, characterised by a mix of unique and quality assets as attributes of growth and development. A key challenge is to conserve and enhance these assets in a changing setting.
- Segregation along socio-economic class lines in the form of a race-based urban spatial configuration.
- Severe, structural poverty. About half of all households in the municipal area have an annual average household income less than R100 000.
- Degradation of environmental, heritage and agricultural assets.
- Ageing municipal infrastructure and sub-standard quality of services, e.g. the condition of roads. Please note that National Government has allocated a substantial grant to improve water and sanitation services.
- Increased population densities mostly in neighbourhoods with sub-standard quality of services. Worryingly, there is still about 18% of all households living in backyard dwellings and/or informal structures, which may lead to overcrowding also considering the above-average household size of 4.2 persons.
- Past insufficient new supply of housing by government resulting in a deficit of 'give-away' houses (for the indigent), subsidised housing as well as affordably-priced housing.
- A tertiary sector dominated economy with contributions to the Northern Cape economy decreasing over time. An economy in decline with expected future sectoral economic growth limited to the tertiary sector.
- Very little (or no) building activity of new residential and new non-residential space since 2018 apart from additions and alterations to existing buildings. This impacted negatively on the rand-value contribution of the construction sector to the

secondary sector economy which was R448 million in 2021 compared to R503 million in 2015.

- Lack of addressing the climate vulnerability of the urban areas through adopting and implementing specific adaptation measures.
- Declining revenue collection opportunities, challenges with revenue collection as well as limited own funds.
- Preference is given to investing public-sector funds in social infrastructure rather than economic infrastructure or both.
- Lack of tracking, monitoring and reporting on change over time; put differently, to measure qualitative (developmental) outcomes in quantified terms.

In response to these realities, most of the infrastructure-related projects in the budget address delivery and management issues related to roads, water and electricity provision. Thus, infrastructure spend on these services received the highest priority, with other infrastructure maintenance neglected and spending on asset maintenance being below the norm set by National Treasury. This, together with several other risks, poses a threat to the ability and quality of service delivery by the Sol Plaatje Municipality. These identified risks and mitigating actions have been grouped in the following categories: backlog and ageing infrastructure, deteriorating socio-economic conditions, sustained municipal financial viability, environmental sustainability, and municipal transformation.

MUNICIPALITY AT A GLANCE

Total municipal area	3 145 km² (about 5% within urban edge)	Demographics (in 2023)					
		Population	270 078	Households	63 314	Average household size	4.0

Source: South Africa Regional eXplorer v2571.
© 2024 S&P Global.

Household income (in 2023 and current rand prices)			
Gini Coefficient (in 2023)	0.676 (relative income inequality)	Average household income for 50% of households	(below) R100 000
Average household income	R350 000	Average household income for 80% of households	(below) R350 000

Access to basic services by households in 2022 (as a percentage)

Dwelling Type		Access To Piped Water		Main Toilet Facilities		Refuse Disposal	
Formal dwelling	81.6%	Piped water inside the dwelling	66.6%	Flush toilet	86.9%	Refuse removal by local authority at least once a week	83,1%
Traditional dwelling	0.4%	Piped water inside the yard	24.4%	Chemical toilet	0.6%	Removed by local authority less often	1,1%
Informal dwelling	13.1	Piped water on community stand	6.5%	Pit toilet	3.7%	Communal refuse dump	1,0%
Other	0.3%	No access to piped water	2.2%	Buket toilet	4.8%	Communal container/central collection point	2,7%
				Other	1	Own refuse dump	5,4%
				None	3	No rubbish disposal	6,3%
						Other	0,4%

Energy For Cooking		Energy For Lighting	
Electricity for mains	70,0%	Electricity for mains	91.7 %
Gas	25,4%	Gas	0.5%
Paraffin	2,9%	Paraffin	1.6%
Wood	1,1%	Candles	4.2%
Coal	0,0%	Solar	1.5%
Animal dung	0,0%	Other	0.3
Solar	0,1%	None	0.3
Other	0,1%		
None	0,4%		

Source: Statssa, 2022

Economy: Contribution by sector to Gross Value Added (GVA) in 2021		
Sector	Contribution (Rands)	Contribution (as a percentage of total GVA)
Primary sector	1 563	5%
Secondary sector	2 722	10%
Tertiary sector	24 424	85%

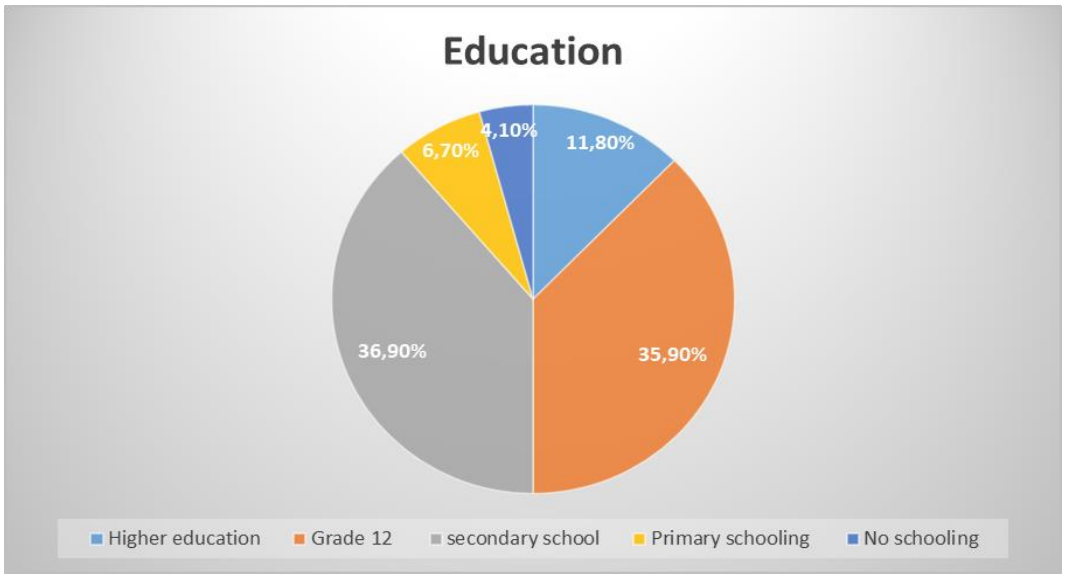
Economy: Largest economic subsectors by contribution to GVA in 2021			
Subsector	Contribution (R millions current prices)	Contribution (as a percentage of total GVA)	% change (2015 to 2021)
Finance, insurance, real estate and business services	8 024	28%	34%
Community, social and personal services	6 067	21%	37%
Wholesale and retail trade, catering and accommodation	3 614	13%	30%
Transport, storage and communication	3 604	13%	2%

Building Activity (using statistics for buildings completed)
An annual average of 38 *new residential units* was erected over the period 2015 to 2021
Annual average for *new non-residential units* erected between 2015 and 2021 was 1 unit per year, with zero units added since 2018
Additions and alterations created limited residential and non-residential space

Employment in 2022 (2015 numbers in brackets)		Youth Employment in 2021 (2015 numbers in brackets)	
Working age population: 15-64	180 477 (160 724)	Working age population (Youth 15-34)	90 364 (86 888)
Employed - formal	55 743 (51 801)	Employed (15-34)	21 601 (28 374)
Employed - informal	12 249 (19 443)	Unemployed (15-34)	23 881 (17 060)
Unemployment rate (%)	36.3% (25,6%)	Youth unemployment rate (%)	52.5% (37,6%)

Safety and security – actual number of crimes in 2021 (2020 numbers in brackets)				
Murders	Driving under the influence	Drug-related crime	Property-related crimes	Contact-related crimes
69 (61)	126 (112)	195 (268)	2 490 (3120)	1 044 (949)

Source: Quantec



Source: Census: 2022

STATEMENT OF VISION

VISION

"Towards a Cleaner Growing City "

MISSION

The mission of the Sol Plaatje Municipality is to:

Reclaim the city that sparkles

Build public confidence and trust

Provide economic infrastructure to foster private-sector investment

Deliver sustainable uninterrupted services to all residents

Municipal Strategic Objectives	Municipal Key Performance Areas	National Key Performance Areas	Medium Term Strategic Framework: Seven Apex Priorities
Economic growth through promoting Sol Plaatje Municipality as an economic hub	**Local Economic Development and Spatial Transformation**	**Local Economic Development**	Priority 2: Economic transformation and job creation Priority 5: Spatial integration, human settlements and local government
Improved service delivery	**Access to Basic Services and Infrastructure Development**	**Basic Service Delivery and Infrastructure Development**	Priority 4: Consolidating the social wage through reliable and quality basic services Priority 7: A better Africa and world
Good, clean and transparent governance and public participation	**Good Governance and Public Participation**	**Good Governance and Public Participation**	Priority 1: A capable, ethical and developmental state Priority 3: Education, skills and health Priority 6: Social cohesion and safe communities
Establishment of healthy financial management	**Sound Financial Management**	**Municipal Financial Viability and Management**	
Improved institutional management	**Institutional Development and Capacity Building**	**Institutional Development and Municipal Transformation**	
Provision of Community and Social Services	**Access to Community and Social Services**	**Provision of Community and Social Services**	Priority 6: Social cohesion and safe communities

CHAPTER 1: INTRODUCTION

This chapter introduces the reader to the concept of integrated development planning and explains the legislative and policy context within which the Sol Plaatje Municipality prepares the Integrated Development Plan. Please see *IDP 2022-2027* for more detailed explanations of the relevant legislation and policy directives applicable in the municipal area.

INTEGRATED DEVELOPMENT PLANNING

The process of integrated development planning was introduced through the Municipal Systems Act, 2000 (Act 32 of 2000) (MSA) to facilitate and guide municipality-wide developmentally-orientated planning led by local government. The process and all elements related thereto, are documented in an Integrated Development Plan (IDP) as the strategic plan to guide, in particular, municipal operations coupled to a five-year planning and implementation period. The plan is adopted by a municipal council, reviewed annually, and linked to the council's term of office. The Act states that provincial monitoring and support of the process is relevant.

The IDP must also consolidate the municipality-wide operations by other tiers of government performed within the same time horizon. *By implication, the IDP is a portrayal of all government strategies and plans within the geographic jurisdiction of a local municipality.* The underlying philosophy of this planning initiative is for local government to achieve its own objectives and to contribute, together with the other tiers of government, to the progressive realisation of certain constitutional rights.

PURPOSE OF THE INTEGRATED DEVELOPMENT PLAN

Section 25 of the MSA requires a municipality to adopt an IDP as the single, inclusive, and strategic plan for development in the municipality (read municipal area). *The Act defines the status of an IDP as the foremost plan which guides and informs all planning and development, and all decisions regarding planning, management, and development, in the municipality (again, read municipal area).*

This document represents the *Integrated Development Plan (IDP) 2025/26 of the* Sol Plaatje Municipality. It is the third *of five reviews* of the IDP 2022-2027 which documents the current five-year planning and implementation cycle. This five-year cycle of municipality-wide developmentally-oriented planning started in July 2022 and ends in June 2027.

An annual review of planning and implementation is required (1) to the extent that changing circumstances so demand and (2) in accordance with an assessment of municipal performance. This third *review* considers the implementation of the IDP 2022-2027 and is documented as the *IDP 25/26*. The following are the key elements of preparing an IDP and of the annual review — a process led by the Municipality:

Analysis of development trends and institutional realities to better understand the context within which the IDP is prepared.
Collaboration and work sessions between councillors and officials of all tiers of government.
Stakeholder involvement, and community consultation and reporting on the planning and implementation of prioritised needs.

Formulating strategies and making changes to planning and implementation based on (1) changed circumstances (2) municipal performance in achieving IDP targets and strategic objectives, and (3) changes to relevant government policy directives. Statements on financial viability and management with reference to the medium-term expenditure framework.

This IDP does not represent a complete overhaul of what has been planned and implemented as a result of the adopted IDP 2022-2027. The purpose of this municipality-driven *IDP* can thus be summarised as follows:

Municipal commitments

Ensuring compliance with relevant legislation and policy.
Planning to ensure effective allocation and optimum use of resources.

Assessing and reporting on implementation and if required, implementing corrective actions and measures.

Ensuring alignment within the municipal operational system between the IDP, budget, SDBIP and performance management.

Commitment of National and Provincial Government

Creating a platform for inter-governmental cooperation regarding municipality-wide planning and implementation.

STRUCTURE OF THIS IDP DOCUMENT (*IDP 2025/26*)

As mentioned, this document represents the *second of four reviews* of the IDP 2022-2027 with the review process resulting in certain changes thereto. These changes are explained in the table below.

Structure of IDP Document		
Chapter	Chapters in IDP 2022-2027	Changes made in the *IDP 2025/26 (as third review)*
	Description of chapters	Description of chapters
1	Introduction	Introduction and Overview: Explaining the concept of integrated development planning and the legislative and policy context.
2	Municipal profile	Profile of the municipal area
3	Spatial development context	Institutional analysis of the municipality
4	Governance and community needs	Governance and Public Participation: Explaining the governance structures and provide feedback on the public participation process and community needs by ward
5	Strategic direction	Strategic Agenda: An explanation of the strategic agenda that guides municipal operations
6	IDP implementation	IDP implementation: Action plans for the 2025/26 financial year PLUS projects by other tiers of government and the private sector
7	-	Municipal financial planning: Providing an overview of municipal financial viability and management as well as capital and operational expenditure
8	-	Municipal institutional development and transformation
9	Outcomes 88	Municipal performance

Structure of IDP Document

CHAPTER 1

The rationale for changing the structure of the IDP 2022-2027 is to facilitate a sequential approach to integrated development planning. In this regard, the local context within which government performs integrated development planning is explained in the first four chapters. Thereafter, a vision statement is presented as a municipal vision, objectives and strategies linked to similar statements by other tiers of government. In this regard, the first step – see **Chapter 5** – is to formulate a shared vision and mission with associated municipal strategic objectives. These serve as directives to guide municipal operations within a framework of key performance areas and key performance indicators. **Chapter 5** also includes reference to elements of an integrated approach to development, for example, municipal sector plans.

The second step – see **Chapter 6** – is to prepare municipal action plans linked to the vision statement and to the strategies/projects of other tiers of government. **Chapter 7** provides an overview of municipal financial viability and management as well as capital and operational expenditure. Finally, institutional development and transformation are discussed based on various performance measurement instruments, for example, the Service Delivery and Budget Implementation Plan (SDBIP) and the Municipality's Performance Management System Framework. Please note that **Annexure 1** contains maps of each ward, with **Annexure 2** as the municipal scorecard required by National Treasury to address the interface between the IDP and the SDBIP.[1]

IDP STRUCTURES

The process of integrated development planning includes the establishment and functioning of the following committees to ensure stakeholder consultation and inter-governmental cooperation.

IDP Budget and Steering Committee

An IDP and Budget Steering Committee exists to oversee the process of integrated development planning by assisting the Executive Mayor in discharging his/her responsibilities as set out in section 53 of the MSA. The committee comprises the following members: (1) Executive Mayor, (2) Chairpersons of the Finance Portfolio Committee and the IDP, Budget and Performance Management Committee, (3) Municipal Manager, (4) Chief Financial Officer, (5) Executive Directors, (6) Project Management Unit Manager, (7) BTO Manager and the (8) IDP Manager

IDP Representative Forum

The IDP Representative Forum also plays an important role in the process of integrated development planning. This committee, chaired by the mayor serves as link between the municipality and all other stakeholders through formal engagements and by providing relevant information and feedback.

[1] This scorecard will be completed in the next IDP review.

Ward Committees

In brief, ward committees function as the link between the municipality and communities by ward. These committees exist to identify and prioritise needs, oversee implementation and to create awareness of the process. See table below for a description of each of the 33 ward and **§4.5** for prioritised needs by ward.

Description of Wards	
Wards	**Suburbs**
1	Roodepan, Sunset Manor, Begonia Shacks, Platfontein
2	Roodepan
3	Homevale, Homelite
4	Homestead, Vergenoeg Ext 3, Vergenoeg Ext 4, Vergenoeg Ext 9
5	Thusanong, Redirile, Vergenoeg Ext 2
6	Vergenoeg Ext 2, Vergenoeg Ext 9, Vergenoeg Ext 10, Boikhutsong
7	Vergenoeg, Vergenoeg Ext 1, Vergenoeg Ext 2, Ubuntu
8	Donkerhoek, Kirstenhof, Riviera, Verwoerd Park
9	Retswelele, Ipopeng
10	Tshwaragona, Vergenoeg Ext 5, Vergenoeg Ext 6, Vergenoeg Ext 7
11	Vergenoeg Ext 6, Vergenoeg Ext 8, Agisanang
12	Galeshewe Ext 2, Galeshewe Ext 3, Vergenoeg Ext 6, KwaNobantu, Galeshewe Proper, China Square
13	Galeshewe Ext 1, Galeshewe Proper, Galeshewe Ext 6, China Square
14	Homestead, North view, Colville, Gemdene, Floors, Square Hill Park, Utility, Ashburnham, Moghul Park
15	Phutanang, Phomolong, Ipeleng
16	Promise Land, Lindelani, Snake Park, Tswelelang
17	Ipeleng, Tlhageng, John Mampe, Kutlwanong, Kagiso
18	Verwoerd Park, Kirstenhof, Greater No. 2, Galeshewe Ext 7
19	Latlhi Mabilo, Galeshewe Ext 5, Galeshewe Ext 4, Galeshewe Ext 3
20	Verwoerd Park, Diamant Park, West End, Kestelhof, New Park, Albertynshof, Kimberley Central, Kimberley Mine, Cecil Sussman, Kimberley North, Utility, Square Hill Park
21	De Beers, Moghul Park, De Beers Mine, Herlear, Cassandra, Ernestville, Beaconsfield, Memorial Road area
22	South Ridge, Fabricia, Green Point
23	El Toro Park, Royldene, Monument Heights, New Pak, Labram, Kimberley Central, Hadison Park, Memorial Road area
24	Carters Glen, Rhodesdene, Hadison Park, Heuwelsig, Kestelhof
25	Diamond Park, Diskobolos, Beaconsfield, Klisserville, Memorial Road area, De Beers Mine
26	Hillcrest, Rietvale, Ritchie, Ikageng, Motswedimosa
27	Platfontein, Rietvale
28	De Beers Mine, Kenilworth, Kimdustria, Colville, Floors, Beaconsfield, Greenside
29	Roodepan, Ivory Park, Langley & Riverton
30	Lerato Park, Kamfersdam, Roodepan, Jacksonville

Description of Wards	
Wards	**Suburbs**
31	Soul City, Kutlwanong, Riviera
32	Platfontein, Phutanang
33	Diamant Park, Thambo Square, West End, Gemdene, China Square

Description of Wards

MUNICIPAL POWERS AND FUNCTIONS

The powers and functions performed by local government are defined primarily in Section 156 and 229 of the Constitution. The functions listed in the table below are ascribed to Category-B municipalities.

Municipal Functions			
Municipal function	**Municipal function Yes / No**	**Staff allocated**	
Constitution Schedule 4, Part B functions:		**Yes**	**No**
Air pollution	No	√	
Building regulations	Yes	√	
Childcare facilities	No		√
Electricity and gas reticulation	Yes	√	
Firefighting services	Yes	√	
Local tourism	Yes	√	
Municipal airports	Yes		√
Municipal planning	Yes	√	
Municipal health services	No	√	
Municipal public transport	No		√
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	No	√	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No		√
Storm water management systems in built-up areas	Yes	√	
Trading regulations	Yes	√	
Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems	Yes	√	
Constitution Schedule 5, Part B functions:			
Beaches and amusement facilities	No		√
Billboards and the display of advertisements in public places	No	√	

Municipal Functions			
Municipal function	Municipal function Yes / No	Staff allocated	
Cemeteries, funeral parlours and crematoria	Yes	√	
Cleansing	Yes	√	
Control of public nuisances	No	√	
Control of undertakings that sell liquor to the public	No	√	
Facilities for the accommodation, care and burial of animals	No		√
Fencing and fences	Yes	√	
Licensing of dogs	yes		√
Licensing and control of undertakings that sell food to the public	yes	√	
Local amenities	No	√	
Local sport facilities	Yes	√	
Markets	No	√	
Municipal abattoirs	No		√
Municipal parks and recreation	Yes	√	
Municipal roads	Yes	√	
Noise pollution	No	√	
Pounds	No	√	
Public places	Yes	√	
Refuse removal, refuse dumps and solid waste disposal	Yes	√	
Street trading	Yes	√	
Street lighting	Yes	√	
Traffic and parking	Yes	√	

Municipal Functions

The functions performed by the Sol Plaatje Municipality that are not listed in Schedule B are the following: (1) provision of primary health care, (2) the operation and maintenance of Rekaofela and Transka Resorts and (3) operation of libraries. These functions are funded through grant funding received from the respective provincial departments, but unfortunately, this funding stream is no longer available and own funds are used.

LEGISLATIVE AND POLICY CONTEXT

The next section describes, in brief, the legislative and policy context within which the Sol Plaatje Municipality prepares this third review as the IDP 2025/26. Please see the IDP 2022-2027 for detailed explanations of all relevant legislation and policy directives, including sector plans, applicable to operations in the municipal area.

Local government operates and delivers services to communities within a governance framework applicable across government. A key governance imperative is that all plans should be aligned in content, coordinated in process, integrated in output, transformative in outcomes and consistent in the monitoring and evaluation thereof. *The drafting and implementation of the IDP is but one component of this suite of plans.* These plans also include national, provincial and district plans, the most important of which is described below. Please note that implementation by national and provincial government is presented in the State of the Nation Address and the State of the Province Address respectively (see **§1.6.5** and **§1.6.7**), as well as municipal sector plans that consider the relevant legislative and policy context (see **§5.4**).

NATIONAL

National Development Plan 2030

The National Development Plan (NDP) was adopted in 2012 as the programme through which South Africa can advance inclusive socio-economic transformation through development planning. Eliminating poverty and reducing inequality were set as objectives with the following targets:

Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero. Reduce inequality; the national Gini coefficient should fall from 0.69 to 0.6. *(The Gini Coefficient for South Africa was 0.69 in 2010, 0.68 in 2015, and 0.67 in 2021, i.e a decreasing income gap).*

Medium Term Strategic Framework 2019-2024

This Medium-Term Strategic Framework 2019-2024 is a culmination of the move government has taken towards integrated national planning and monitoring. It serves as a five-year building block towards achieving the NDP Vision 2030 and to address, in particular, the triple challenges of poverty, inequality and unemployment. Government also identified growth and investment as issues to be addressed and created intermediate 2024 targets for these issues. Government also acknowledged the negative impact of the COVID-19 pandemic.

Medium Term Expenditure Framework: Intermediate 2024 targets (national)		
Issue	**Target for 2024**	**Target for 2030**
Poverty (food poverty)	20%	0%
Poverty (lower bound)	28%	0%
Inequality (Gini coefficient)	0,66	0,60
Unemployment (formal rate)	20%-24%	6%
Growth (GDP growth)	2%-3%	5,4%
Investment (% of GDP)	23%	30%

Medium Term Expenditure Framework: Intermediate 2024 Targets (National)

Back To Basics

The 'Back to Basics' programme was introduced in 2014 to improve the functioning of municipalities by addressing the basics of service delivery and to serve communities better, i.e. to put people first. A municipality submits monthly and quarterly monitoring reports to the national Department of Cooperative Governance and Traditional Affairs (COGTA) based on the implementation of the approach. Please note that the strategic objectives of the Sol Plaatje Municipality are in line with the expectations of the programme.

District Development Model

The District Development Model (DDM) was announced in the 2019 State of the Nation Address. This intergovernmental relations mechanism was created to facilitate joint planning and implementation by all three tiers of government. The rationale for the initiative is twofold: (1) to address the lack of coherence in planning and implementation that has made monitoring and oversight of government programmes difficult and (2) to ensure the effective implementation of government's seven priorities. The DDM of the Frances Baard district has been included in the list of investments/projects by other tiers of Government within the municipal area.

State of the Nation Address 2025 (SONA)[2]

President Cyril Ramaphosa delivered the State of the Nation Address (Sona) in February 2025 and highlighted the following:-

In many cities and towns across the country, roads are not maintained, water and electricity supply is often disrupted, refuse is not collected and sewage runs in the streets. In part, this has happened because many municipalities lack the technical skills and resources required to meet people's needs.

Many municipalities have not reinvested the revenue they earn from these services into the upkeep of infrastructure. Starting this year, government will work with municipalities to establish professionally managed, ring-fenced utilities for water and electricity services to ensure that there is adequate investment and maintenance.

Many of the challenges in municipalities arise from the design of the local government system. Government will therefore undertake extensive consultation to develop an updated *White Paper on Local Government* to outline a modern and fit-for-purpose local government system.

Government will review the funding model for municipalities, as many of them do not have a viable and sustainable revenue base. It will continue to work with traditional leaders in the implementation of local development programmes. It will expand its support to municipalities that require assistance, drawing on the lessons of the Presidential eThekwini Working Group.

[2]https/www.gov.za/news/Sona2025- highlights

MEDIUM-TERM DEVELOPMENT PLAN (MTDP)

Government has adopted the MTDP, which sets out a clear and ambitious programme for the next five years.

The actions contained in the MTDP will advance three strategic priorities:

Firstly, to drive inclusive growth and job creation;

Secondly, to reduce poverty and tackle the high cost of living; and

Thirdly, to build a capable, ethical and developmental state.

NORTHERN CAPE PROVINCE

Northern Cape Provincial Growth and Development Strategy

The Northern Cape Growth and Development Strategy identify the following primary development objectives to be achieved province-wide:

Promoting the growth, diversification and transformation of the provincial economy.
Poverty reduction through social development.

Northern Cape Spatial Development Framework, 2018[3]

The provincial Spatial Development Framework (PSDF) includes the vison of sustainable urban and rural spatial development based on a modern space economy supported by an integrated national and provincial infrastructure network and the responsible use of natural resources providing sustainable livelihoods for all.

It is stated that the PSDF, as a spatial land use directive, strives to eradicate poverty and inequality and protect environmental integrity through applying sustainability principles to land use management. A finding in the study is that poverty is concentrated in larger urban areas while limited growth and job creation result in higher poverty rates and more informal settlements.

Four development/growth scenarios are (qualitatively) defined and mapped. The Sol Plaatje municipal area *is* demarcated or identified as a development growth point, (2) emerging corridor, (3) core development focus area, and (4) an administrative zone. The proposed municipal growth and development path (or the how, when, where and what type) is built around a diversification and maintenance strategy promoting specific development initiatives. We comment that these initiatives are all in line with the strategic objectives of the Sol Plaatje Municipality.

[3] Northern Cape, Draft Spatial Development Framework, September 2018.

FRANCES BAARD DISTRICT

Frances Baard District Growth and Development Strategy

The Frances Baard District Growth and Development Strategy aims to achieve growth and development within the district by setting the following three strategies:

Providing basic services in all municipal areas in the district through joint programmes by all tiers of government.
Strengthening human capital through education and training.
Create a new economy by establishing partnerships, nurturing networks, and building interconnected regions that can compete globally for jobs and services.

District IDP Framework

The District IDP Framework is being prepared by the Frances Baard District Municipality. However, it is stated that the preparation of the Sol Plaatje Municipality's IDP is aligned to the district-wide planning process.

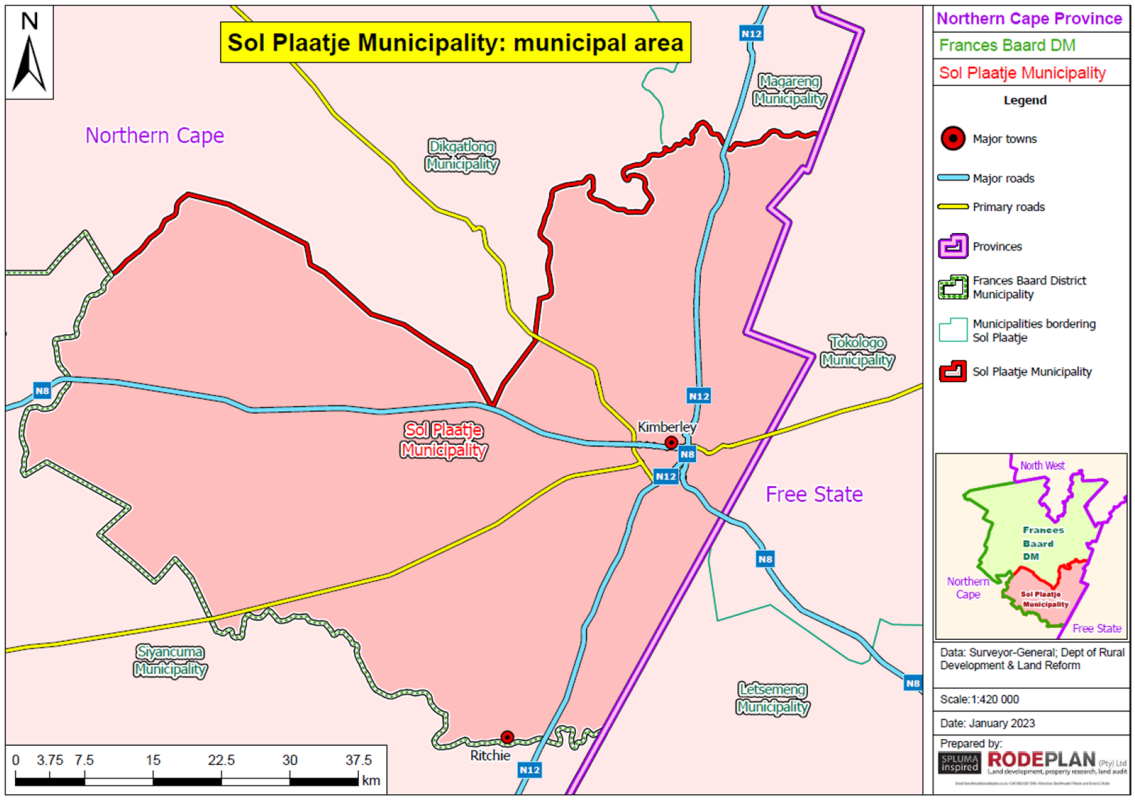
CHAPTER 2: PROFILE OF THE MUNICIPAL AREA

This chapter includes a detailed analysis of spatial, social, environmental and economic elements that shaped the pattern of development in the municipal area. *We used 2022 Quantec data unless otherwise indicated.*

The purpose of profiling the municipal area is threefold: (a) to serve as reference framework for integrated development planning, (b) to better understand and report on the urban and rural context, and (c) to track, measure and consider change over time. The work done includes a situational analysis which informed our understanding of the environment within which government operates.

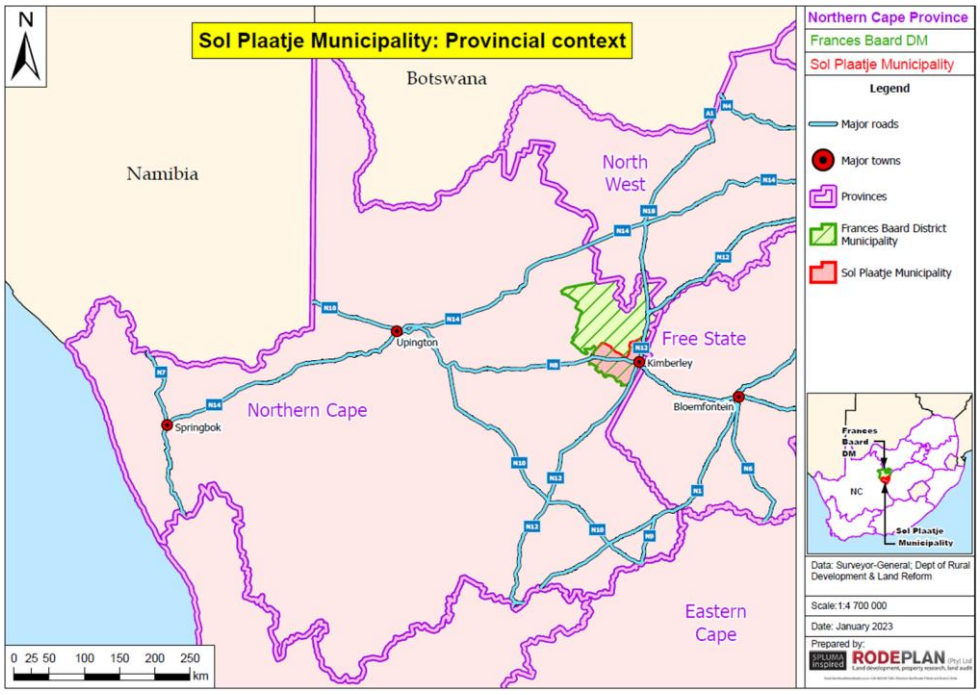
GEOGRAPHIC CONTEXT

The Sol Plaatje municipal area is one of the 'pearls' of the Northern Cape sub-regions, characterised by a mix of unique and high-quality assets. A key challenge is to conserve and enhance these assets in a changing setting. The land extent of the Sol Plaatje municipal area is about 3145 km² and includes the urban areas of Kimberley, Ritchie and some villages as well as rural farmland. Kimberley is the administrative centre of the Frances Baard District Municipality and the seat of the Northern Cape Provincial Administration. The municipal area is bordered by the Dikgatlong and Magareng Municipalities to the north, the Siyancuma Municipality and Pixley ka Seme District Municipality on the southern and western sides, and the Free State Province to the east (see map below).

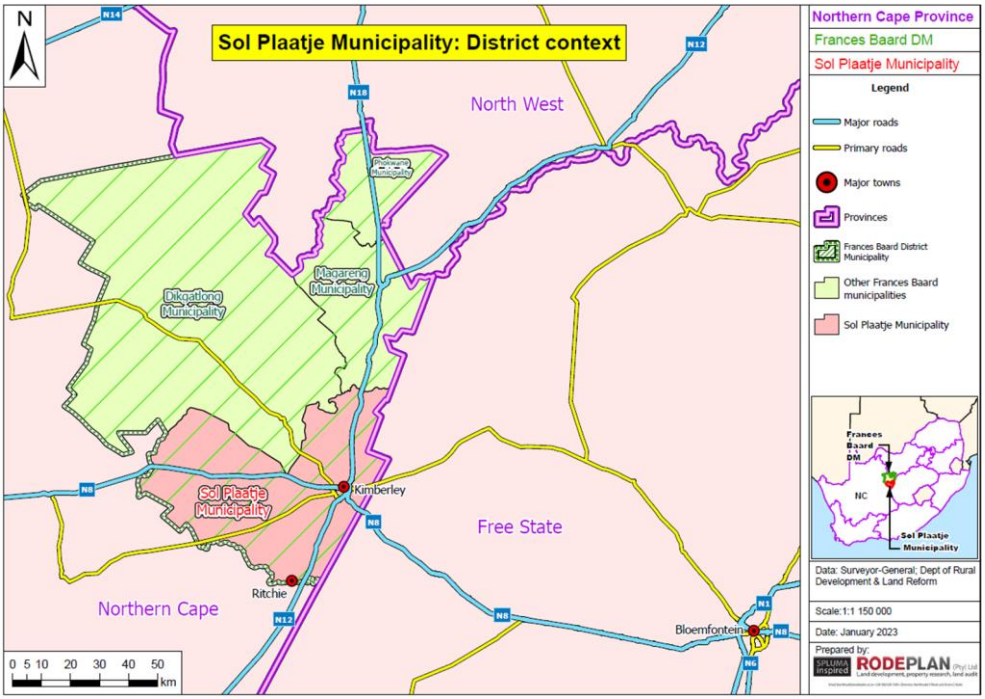


Municipal Area

The municipal area has a very strategic location in terms of the road and rail national transport corridor with several higher-order roads (including the N12 and N8) criss-crossing the area and converging at Kimberley (see **Map 2**). See maps below for the location of the municipal area in the provincial and district context.



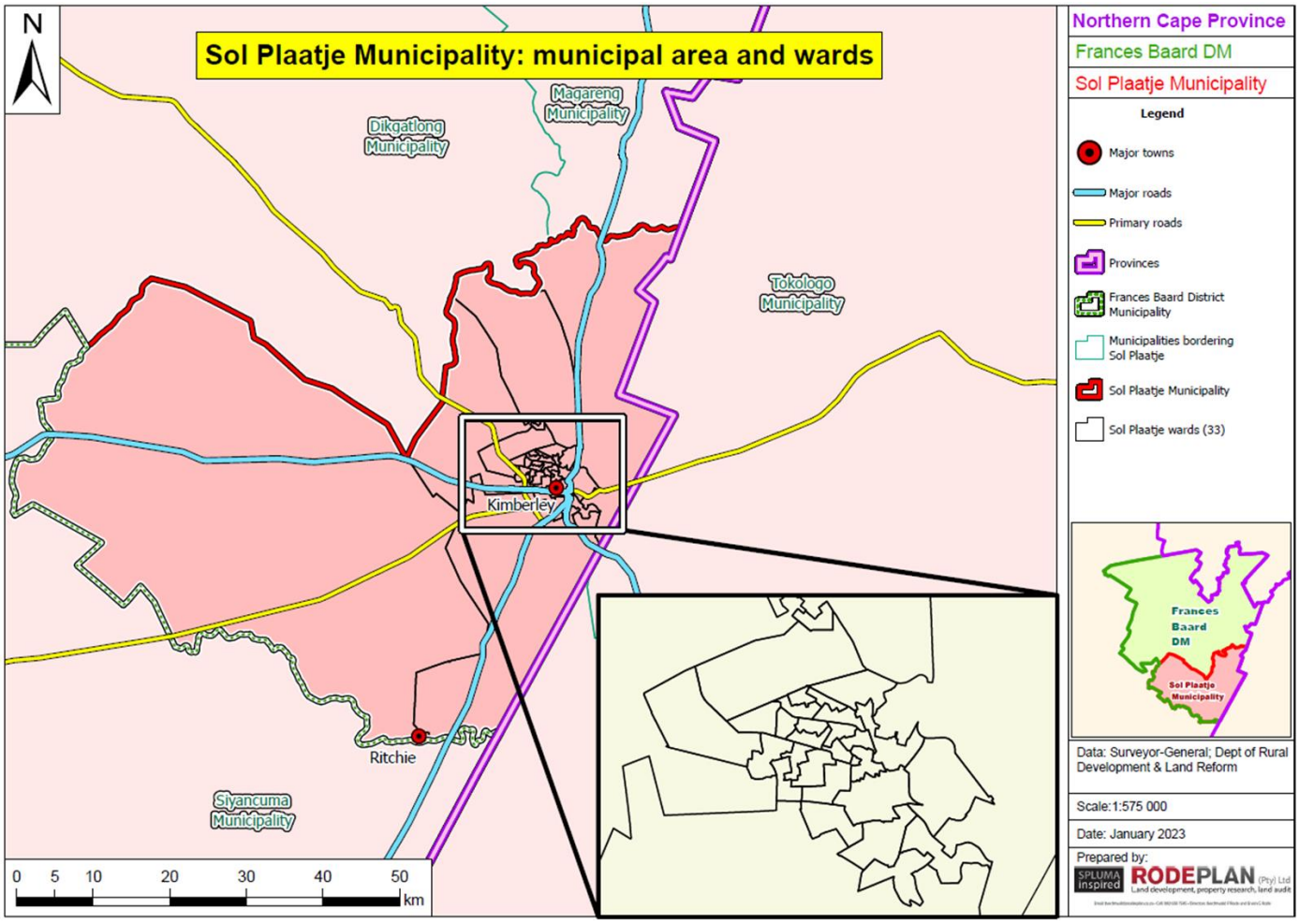
Provincial Context



District Context

Ward Delineation

The Sol Plaatje Municipality consists of 33 wards of which most have an urban population (see map below).



Ward Delineation

POPULATION

The table below includes the size of the population and the number of households in the municipal area in 2015, 2020 and 2022 respectively. It is estimated that 275 614 persons currently resides in the Sol Plaatje municipal area.

Population of Sol Plaatje Municipality			
Indicator	**2015**	**2020**	**2022**[4]
Number of people	248 680	262 049	270 078
Percentage increase/decrease over a 5-year and a 7-year period respectively		5,3%	11%
Number of households	60 543	63 552	65 194
People per household (approximate)	4.1	4.1	4.2

Population of Sol Plaatje Municipality

The Northern Cape Province experienced population growth of 9% between 2015 (1 206 798 persons) and 2022 (1 315 512 persons).[5] About 20% of the number of people living in the province in 2020 lived in the Sol Plaatje Municipality. This share increased to almost 21% in 2022 if the projected population totals are considered, i.e. significantly more people live in the municipal area as a result of in-migration and organic population growth. Note that the primary driver of migration is the perception of employment, attracting hopeful jobseekers to nodes with higher economic activity, who then generally do not find a job. The population growth rate in Sol Plaatje Municipality for the 2015−2022 period was 11%, with a marginally lower increase (7,7%) in the number of households over the same period. This increase in the number of households is coupled with an increase in people per household in recent years, i.e. more people live together as a single household. Interestingly, in 2022, only 1,4% or 896 of all households lived in non-urban areas which also represents a 12% increase since 2015.

Population by Race Grouping

Population by Race Grouping								
Indicator	**Black-African**		**Coloured**		**White**		**Asian**	
	2015	**2022**	**2015**	**2022**	**2015**	**2022**	**2015**	**2022**
Population size	159 941	185 839	68 296	70 825	17 319	15 888	3125	3062
Proportional share of total population (rounded)	64%	67%	27%	26%	7%	6%	1%	1%

Population by Race Grouping

The Black-African population grouping comprised 64% of the Municipality's population in 2015, increasing to 67% in 2022. The percentage share of the Coloured and White population groupings decreased over this period while the share of the Asian grouping remained the same. Hence, there are structural changes occurring in the demographic structure of Sol Plaatje Municipality. Urban planning and management should cater not only for increased numbers, but also for changes in the

[4] Population total projected for Sol Plaatje Municipality.

[5] The 2022 population total for the Northern Cape Province is projected.

composition of the population, with specific reference to the Black-African grouping. Together, the Black-African and Coloured groupings comprise 93% of the total population in 2022. In 2010, the share of these groupings of the total population was 90%.

Population by Age Grouping

Population by Age Grouping		
Indicator	**2015**	**2022**
Age grouping: 0-14	73 408	76 404
Proportional share of total population (rounded)	30%	28%
Age grouping: 15-64	160 724	180 477
Proportional share of total population (rounded)	65%	65%
Dependency ratio	35%	34%

Population by Age Grouping

Comparing the number of persons in the age group 0-14 and the proportional share of the total population in 2015 and 2022, there was an increase in numbers but a slight decrease in proportional share. For the 15-64 age group (or working age population), the numbers increased but the proportional share of the total population remained 65%. The dependency ratio, which is an indicator of the potential dependency burden of children and elderly on those who are of an economically productive age, was 35% in 2015 and 34% in 2022 (the lower, the better).

HOUSEHOLD INCOME

The *Gini Coefficient* for the Sol Plaatje Municipality (and for South Africa) in 2021 was stubbornly high at 0,676 (current income per capita). A Gini Coefficient of 1 represents perfect income inequality and perfect equality has a value of 0. Thus, relative income inequality exists in the municipal area with the general long-term trend from 2010 (0,681) until 2019 (0,671) being positive but a worsening situation in 2020 (0,679) with a slight recovery in 2021. Interestingly, the Frances Baard district and the Northern Cape Province have lower income inequality measurements for 2021, i.e. 0,651 and 0,643 respectively. These measurements are also slightly better than in 2020.

In Sol Plaatje Municipality, the average household income (current rand prices) is about R350 000.[6] This compares well with a household income of between R250 000 and R300 000 for all households in South Africa (R286 738), the Northern Cape Province (R256 365) and the Frances Baard district (R295 848) respectively. The household income in Sol Plaatje has increased by 36% over the 7-year period since 2015 (R259 607), but not surprisingly, in 2020 the income decreased from the previous year due to the impact of the COVID-19 pandemic. However, in 2021 and 2022 there were year-on-year increases of 8% and 6% respectively.

Considering household income and expenditure by using 2015 prices, current income and expenditure reflect pre-2015 levels (see table below).

[6] Household income is all receipts by all members of a household, in cash and in kind, in exchange for employment, or in return for capital investment, or receipts *obtained* from other sources such as pension.

Household Income and Expenditure	
Indicator	**Comparing income/expenditure over the 2015–2022 period by using 2015-prices**
Current income	The amount available to households increased since 2015 but decreased in 2020 and again in 2022 (a significant decrease) after a slight increase in 2021. Current income is at pre-2015 levels.
Disposable income (Current income less taxes on income and wealth)	The amount available to households had the same trajectory as 'current income' but with disposable income now at pre-2010 levels.
Durable goods (e.g. furniture, computers, recreational goods)	Purchase of durable goods increased since 2015 but in 2020 and 2022 the spending decreased to pre-2012 levels.
Semi-durable goods (e.g. clothing)	Purchase of semi-durable goods increased steadily up to 2019 but in 2020 and in 2022 the spending decreased significantly to about 2013 and 2011 levels respectively.
Non-durable goods (e.g. food, beverages, tobacco)	Purchase of non-durable goods increased since 2015 but in 2020 and 2022 the spending decreased to 2015 and 2004 levels respectively.
Services (e.g. rent, transport, medical)	Spending on 'services' increased since 2015 but in 2020 the spending decreased slightly and in 2022 decreased significantly to pre-2010 levels

Household Income and Expenditure

Concerning is the fact that the current average household income for 50% of all households is less than R100 000, and for 80% it is less that the average income of R350 000. In this regard, about 35% of households do not qualify for a free government subsidy as part of the Finance Linked Individual Subsidy Programme and fall in the RDP/BNG (or 'give-away') housing programme, and for about 50% it is not possible to qualify for a (commercial) home loan. Also of concern is the erosion of the municipal tax base and whether people can pay for services impacting on the Municipality's self-generated revenue.

It is reported that a stagnant or declining national economy has had a negative impact on the incomes of South African cities and that the country has yet to bounce back to pre-2020 levels post the Covid lockdowns, and that climate change and the continuing energy crisis will affect the metros.[7]

HEALTH

Health care facilities

In 2019, there were 57 health facilities in the municipal area which is fewer than in 2016 (60). The health care facilities in the municipal area are indicated in the table below.

Health Care Facilities (in 2019)	
Indicator	**Number**
Provincial Tertiary Hospitals	1
Specialised Psychiatric Hospitals	1

[7] Poor municipal management erodes willingness to pay for... (dailymaverick.co.za), viewed on 23.11.2022.

Health Care Facilities (in 2019)	
Indicator	**Number**
Specialised TB Hospitals	1
Other Hospitals	2
Private Hospital	2
Community Health Centre	1
Clinics	13
Satellite Clinic	1
Other Primary Health Care Centres	7
EHS Provincial Service	1
Mobile Service	2
Non-medical site	4
Other Health Facilities	31
Correctional Centre	1
EMS Station	3
General Practitioner	4
Nurse Practitioner	19
Pharmacy	1
Pharmacy/Clinic	4
Private Clinic	1

Health Care Facilities (in 2019)

Persons with AIDS / HIV

The 2022 estimation is that 27 155 persons (all genders) or 10% of the total population in Sol Plaatje Municipality are HIV positive. Most of these persons (23 982) are between the ages of 20 and 54. It is estimated that there will be 265 AIDS-related deaths (all genders) in 2022 which is fewer than the number of similar deaths in previous years.

SAFETY AND SECURITY

The table below provides a summary of the crime statistics in the Sol Plaatje Municipality in 2019 and 2021 respectively.[8] The crime situation can be described as volatile due to the number of certain crimes committed in 2021 being higher than the year before and others lower than in 2019.

Interestingly, the percentage share of any specific crime committed in the Sol Plaatje Municipality in 2021 of the totals of that specific crime committed in the province in the same year varies significantly. For example, 69 of the 343 murders in the

[8] Statistics for 2022 were not analysed although statistics for the first two quarters in 2022 were available.

province were committed in Sol Plaatje. However, only 5% of stock theft in the province occurred in the Sol Plaatje Municipality due to stock theft being a crime committed mostly in rural areas.

Safety and Security: Sol Plaatje Municipality		
Indicator	**2020**	**2021**
Murder	61	69
Sexual Offences	339	323
Common assault	1 283	1 436
Common robbery	559	434
Carjacking	6	5
Contact-related crimes	949	1 044
Property-related crimes	3 120	2 490
Stock theft	54	48
Drug-related crime	268	195
Driving under the influence of alcohol or drugs	112	126
Kidnapping	20	23

Safety and Security: Sol Plaatje Municipality

EDUCATION

In 2022, 29,4% of the population in the Sol Plaatje municipal area have either matric or higher education, while 8,9% have no schooling. There has been an improvement in the number of persons with matric, and as a proportional share of the total population since 2015 (see table below). The biggest success, however, is the number of functionally illiterate persons as a share of the total population, which for each of the last 7 years was below 29% (79 537 persons in 2022), while the functional literacy rate increased from 60,4% in 2015 to 61,9 % in 2022.

Education		
Indicator	**2015**	**2022**[9]
Number of persons with Grade 12/Matric	49 072	58 057
Proportional share of total population (rounded)	20%	21%
Number of functionally illiterate persons	70 918	79 537

Education

ACCESS TO SERVICES AND HOUSING

[9] Projected number for the Sol Plaatje Municipality.

The table below indicates that about 81% of all households in the Sol Plaatje Municipality live in formal housing (brick or concrete block structures). This percentage of households increased by 1% between 2015 and 2022, while the proportion of households occupying backyard and/or informal structures decreased by 1% to about 18% over the 7-year period.

There has also been an improvement in the delivery of services between 2015 and 2022. Piped water, electricity and a flush or chemical toilet are available to more than 90% of households. However, only 75% of households — down from 81% in 2015 — have refuse removal at least once a week (see table below). The number of households with a pit latrine or bucket system has decreased substantially since 2015.

Access to Services and Housing (number of households)				
Indicator	**2015**	**% of HHs**	**2022**	**% of HHs**
Dwelling				
House/ brick structure/ Flat/ Cluster/ Semi-detached	48 653	80%	53 019	81%
Backyard dwelling (House/ Flat/ Room/ Informal dwelling/ Shack)	3 428	6%	3 645	6%
Informal dwelling/ Shack (not in backyard)	7 649	13%	7 954	12%
Electricity				
Electricity (including generator)	53 084	88%	59 555	91%
Refuse / Solid Waste				
Refuse removed by local authority at least once a week	48 752	81%	49 256	75%
Sewage				
Flush or chemical toilet	53 354	88%	60 429	93%
Pit latrine/ bucket system	4 028	7%	2 942	5%
Water				
Piped water inside dwelling or yard	53 591	89%	57 995	90%
Public/ communal/ neighbour's tap	6 703	11%	6 964	10%

Access to Services and Housing

GRANT DEPENDENCY

The number of social grants allocated in the Northern Cape Province in 2021 represents 497 773 cases. The number of grants allocated by type was as follow:

Social Relief of Distress: 16
Adult and Old-age Grants: 157 503
Children's Grants: 340 254

Considering that the current average household income for 50% of all households in Sol Plaatje is less than R100 000, it is estimated that the bulk of this population segment rely on grants as major source of income. Please note that the statistics for Sol Plaatje Municipality were not available.

CHAPTER 2

ECONOMIC OVERVIEW

The economic profile of any area largely determines its resource base and the level of development it can sustain. Linked to local demographics, population and economic variables determine the demand for infrastructure and services to maintain long-term growth. This section gives an overview of the local economy and will draw inferences based on information regarding long-term growth and development prospects. This section addresses several economic issues on a comparative geographical basis and includes the value of economic production of goods and services, employment, and household income and expenditure. This primarily descriptive section will be followed by a section dealing with relationships and performance in the economic environment. The main issues are the drivers in the local economy and specialisation levels in the economy. Local and district municipalities are not demarcated as functional economic entities but as political-administrative units. This leads to several challenges in economic assessment. Amongst others, the following limitations should be considered:

Economies, like a specific municipal area, are open and cannot be ring-fenced or isolated. Economic growth is affected by internationally linked markets; hence, supply and demand for goods and services cannot be determined locally alone. National fiscal policies are outside the control of local economies and are impossible to predict over the long term. National and local politics impact local and national economies, and political stability levels are impossible to predict. Economic growth tends to follow cycles. These cycles are difficult to discount over the longer term. It is not possible to accurately discount the current COVID-19 crisis's long-term impact at a local level. South Africa has a highly interventionist economy, and continuous efforts are made to manipulate economic development and growth. These interventions are not always based on rational economic decision-making but on socio-political agendas, such as the government's economic transformation agenda and the so-called “pro-poor” policies. The aim of these non-economic agendas is also specifically to alter the current or natural course of the economy. It becomes, therefore, virtually impossible to predict economic development outcomes based on existing trends and tendencies.

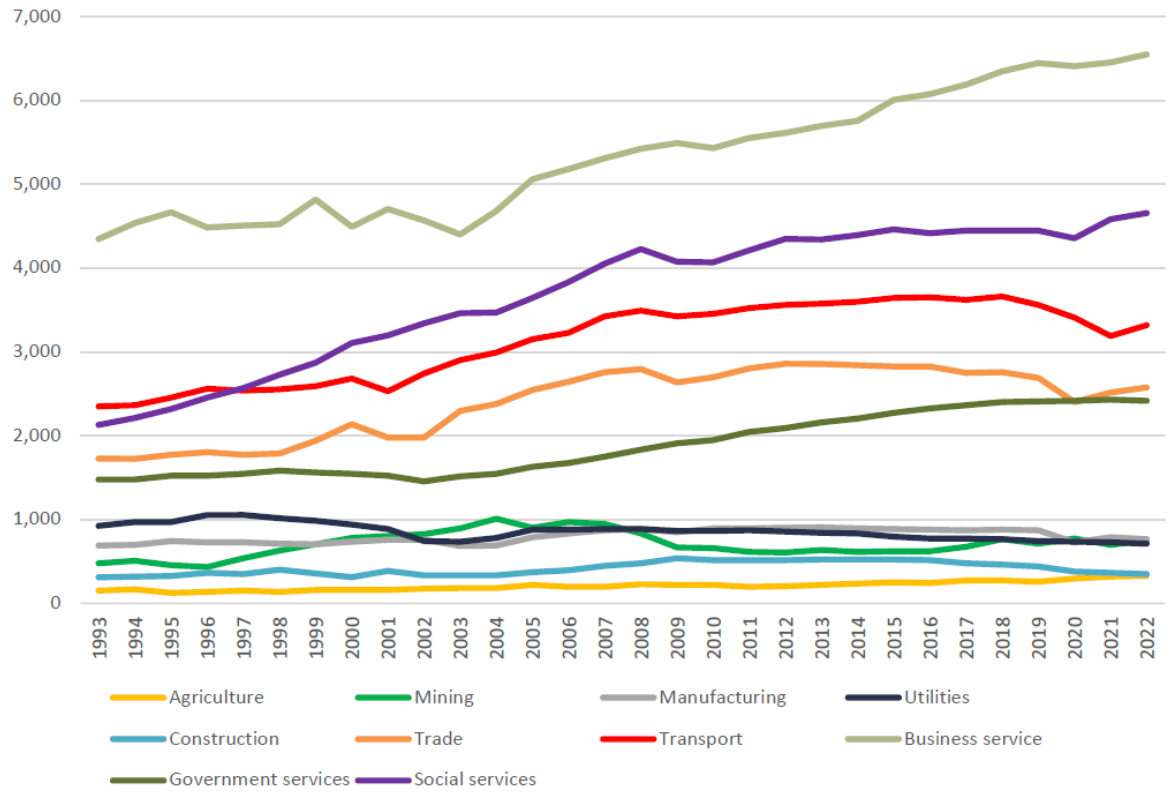
The value of economic production, good and services Gross value added (GVA) is a measure of the value of goods and services produced in an area, industry, or economic sector. GVA is linked to gross domestic product (GDP), as both are output measures. Simplistically, GVA is the total of all revenues. The relationship is defined as: GVA = GDP – (taxes+ subsidies). The table below shows the GVA per sector in the municipality from 1993 to 2022.

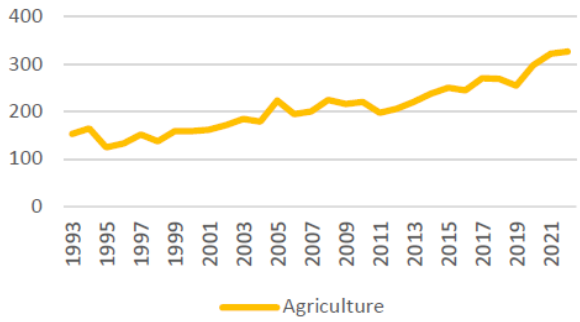
Agriculture	Mining	GVA	Manufacturing	Utilities	Construction	Trade	Transport and Telecommunications	Business service	Government services	Social services	Total
153	474	1993	687	927	313	1 726	2 349	4 346	1 474	2 129	14 578
165	507	1994	701	971	319	1 724	2 364	4 539	1 480	2 212	14 981
125	452	1995	742	973	328	1 775	2 452	4 666	1 521	2 318	15 350
134	433	1996	728	1 054	366	1 805	2 563	4 480	1 524	2 451	15 538
152	535	1997	727	1 054	350	1 775	2 541	4 510	1 542	2 566	15 752
138	632	1998	714	1 019	400	1 788	2 554	4 518	1 585	2 724	16 073
159	703	1999	704	985	353	1 938	2 591	4 821	1 564	2 869	16 687
160	777	2000	738	941	312	2 134	2 682	4 489	1 546	3 102	16 880
161	807	2001	756	883	388	1 977	2 527	4 700	1 524	3 197	16 920
172	828	2002	755	746	332	1 978	2 741	4 563	1 455	3 341	16 911
184	891	2003	685	737	330	2 295	2 901	4 399	1 512	3 463	17 397
180	1 009	2004	693	784	333	2 382	2 993	4 680	1 543	3 472	18 068

Agriculture	Mining	GVA	Manufacturing	Utilities	Construction	Trade	Transport and Telecommunications	Business service	Government services	Social services	Total
223	904	2005	789	879	371	2 547	3 149	5 056	1 626	3 646	19 190
195	968	2006	836	877	394	2 643	3 223	5 177	1 677	3 829	19 819
201	947	2007	869	884	444	2 758	3 425	5 310	1 746	4 051	20 636
225	836	2008	890	886	481	2 798	3 489	5 426	1 831	4 225	21 086
217	671	2009	847	863	538	2 639	3 425	5 491	1 912	4 073	20 676
220	661	2010	892	863	519	2 699	3 455	5 427	1 949	4 070	20 756
198	617	2011	896	869	513	2 801	3 518	5 548	2 044	4 208	21 212
207	604	2012	900	856	518	2 858	3 558	5 615	2 092	4 345	21 552
221	637	2013	907	842	526	2 854	3 574	5 691	2 157	4 338	21 746
238	613	2014	895	831	523	2 839	3 596	5 753	2 206	4 394	21 887
251	621	2015	887	795	520	2 828	3 646	6 006	2 273	4 459	22 287
245	621	2016	880	776	515	2 826	3 652	6 077	2 323	4 419	22 334
271	673	2017	873	772	477	2 753	3 618	6 187	2 363	4 445	22 432
269	762	2018	878	766	459	2 754	3 660	6 346	2 399	4 442	22 735
255	709	2019	874	741	440	2 686	3 559	6 446	2 410	4 442	22 563
298	774	2020	727	734	382	2 403	3 405	6 407	2 416	4 357	21 904
322	701	2021	789	727	366	2 512	3 187	6 452	2 430	4 582	22 068
327	753	2022	766	712	347	2 578	3 320	6 547	2 417	4 655	22 422
1,46%	3,36%	% contribution	3,42%	3,18%	1,55%	11,50%	14,81%	29,20%	10,78%	20,76%	100,00%
3,90%	2,03%	Average growth	0,40%	-0,80%	0,37%	1,70%	1,43%	1,75%	2,20%	4,09%	1,86%

Source: Quantec Regional Indicators 2021

The local Municipality has had an average annual economic growth rate of 1.86% during the period assessed. The most significant contributing sector is business services, contributing 29.2% to the local economy. The second-largest sector is social services at 20.8%, followed by the transport sector at 14.8%. Most sectors declined between the year 2019 to 2021 due to the Covid- 19 crisis, which is noticeable, except for business services, which continued to grow. On the other hand, the agriculture and social services sectors are the largest growing sectors in the municipality, with a growth rate of 3.9% and 4% respectively. These patterns are illustrated in the Figures below.

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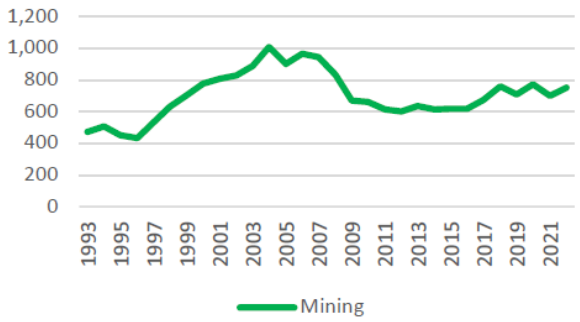
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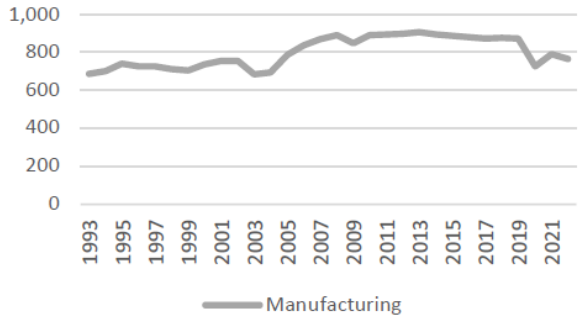
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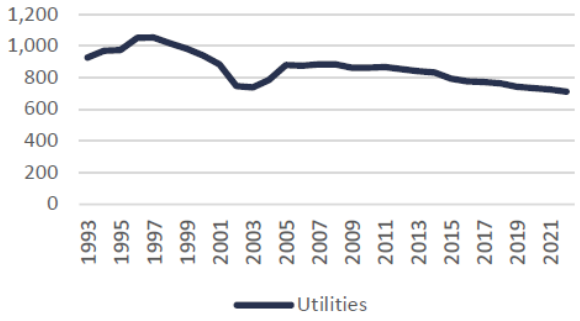
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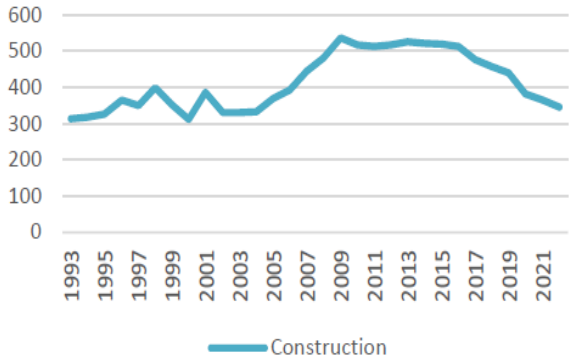
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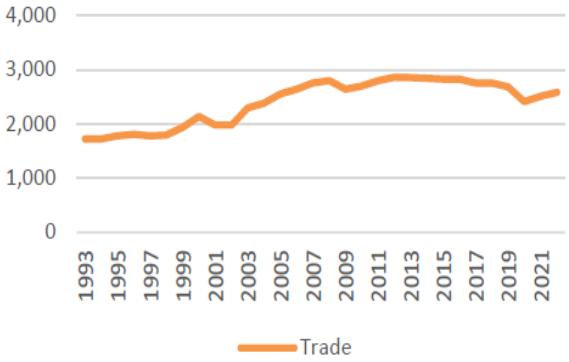
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Trade

EMPLOYMENT

In the Sol Plaatje Municipality, 55 743 (or 30,8%) of the working age population was formally employed in 2022, compared to 51 801 (or 32,2%) in 2015 and 52 621 (or 31%) in 2020, i.e. a constant percentage decrease in formal employment since 2015 (see **Table 14**). Similarly, but more severe was the decrease in the number of informally employed, leading to a growth rate of -37% for the same 7-year period. The current unemployment rate (percentage) is estimated at 36,3% (or 35 468 persons) which is significantly higher than in 2015 when the rate was 25,6% (or 24 537 persons). The table below includes the employment status of the working-age population in the Sol Plaatje Municipality for 2015, 2020 and 2022.

Employment/Unemployment			
Indicator	**2015**	**2020**	**2022**
Working age population: 15-64	160 724	169 266	180 477
Proportional share of total population (rounded)	65%	65%	65%
Labour force participation rate (%)	59.6%	55.5%	60.6%
Employed – formal	51 801	52 621	55 743
Employed – informal	19 443	13 717	12 249
Unemployment rate (%)	25.6%	29.4%	36.3%

Employment Status of the Working-age Population

The unemployment rate of the youth (persons aged between 15 and 34) in 2021 was a massive 52,2%, which is a drastic increase from 37,6% in 2015 (see **Table 15**). In this regard, the number of employed persons in the same age grouping in 2021 (21 601) was significantly fewer than in 2015 when 28 374 persons were employed, and as can be expected, the number of unemployed persons has increased almost every year since 2015.

Youth Employment/Unemployment		
Indicator	**2015**	**2021**
Working age population: 15-64	160 724	170 645
Working age population: Youth 15-34	86 888	90 364
Employed (15-34)	28 374	21 601
Unemployed (15-34)	17 060	23 881
Not economically active (15-34)	38 495	43 925
Unemployment rate (%)	37.6%	52.5%

Youth Employment/Unemployment

BUILDING ACTIVITY

Please note that statistics on building plans passed do not represent actual building activity in the Sol Plaatje Municipality, hence, buildings completed are used.

The square metreage of *new residential building space* completed in the municipal area over the period 2015 to 2021 averaged around 6 036m² per annum. As illustration of the variance between the two sets of data, the square metreage for building plans passed was 21 871m² per annum over the same period. No *new residential building space or units erected* were registered as completed in 2020 although several plans (330 in total) were passed during 2020. An annual average of 38 *new residential units* was erected over this period, with substantial building activity occurring in 2016 (69 units) and in 2019 (60 units) when compared to the other years measured as part of this 7-year period. Given this very low annual average of *new residential units*, it is unlikely that large-scale developments of low-cost housing have occurred since 2015.

Very concerning is the annual average for *new non-residential units* erected between 2015 and 2021, which is 1 unit per year, with zero units added since 2018. Hence, the square metreage of *new non-residential building space* completed in the municipal area over the same period averaged only 2 777m² per annum. Also, understandably, zero *new non-residential space* has been added since 2018, with the bulk of new space added in 2017 (18 378m²). The 18 378m² was made up of (1) office and banking space (250m²), (2) shopping space (1306m²), (3) industrial and warehouse space (374m²) and (4) schools, nursery schools, crèches and hospitals (16 448m²).

In addition to the very low building activity of new space, statistics indicate that limited residential and non-residential space were created through additions and alterations between 2015 and 2019 and in 2021. This situation is further explained by the relative low numbers of SPLUMA applications processed by the Municipality since 2016, i.e. an annual average of only 43 applications.

INVESTMENT TYPOLOGY

The Provincial Spatial Development Framework (PSDF) categorises the Sol Plaatje Municipality as having low social needs and high development potential. In addition, the PSDF identifies Kimberley as the only high-order regional economic centre and growth area in the Northern Cape, lending the municipal area to targeted and prioritised (public and private) investment in economic infrastructure.

The following initiatives to bolster development in the municipal area have been identified in the PSDF:

- Strengthen development corridors to Vryburg, Upington (N8 corridor through Groblershoop) and De Aar.
- Protect and expand the municipal tax base.
- Develop priority investment areas and liaise with the business community.
- Expand the nodal hierarchy and urban property markets.
- Diversify the local economy by focusing on forward and backward linkages.
- Consider investor sentiment in decision making to drive up business confidence.

Ensure effective municipal management and service delivery excellence.

Uphold public sector commitment, for example maintain and expand existing public infrastructure and amenities.

CLIMATE CHANGE

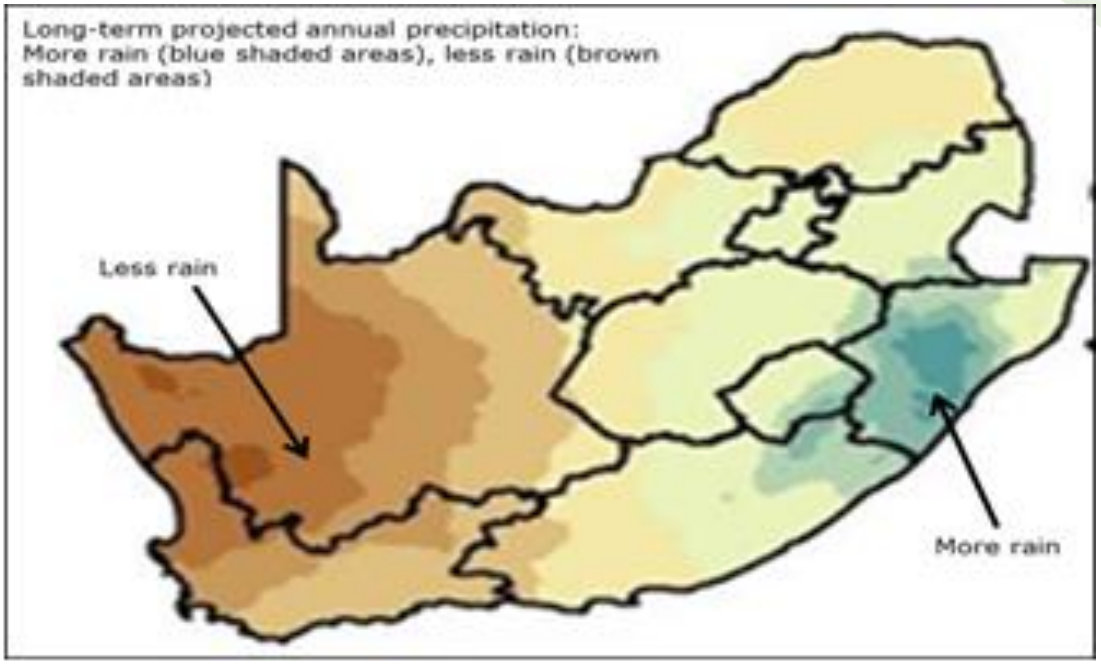
Climate change poses a systemic challenge to the sustainability, growth and development of urban areas and cannot be addressed separately from other socio-economic factors. Urban resilience is most successful when all levels of government have shared goals and mechanisms for vertical and horizontal integration to address disaster risk, sustainable development, environment protection and climate action.[10]

It is projected that there will be a general drying trend in the western part of the country over the period 2030–2045, including the Sol Plaatje municipal area (see map below). There is some agreement that areas where either increasing or decreasing rainfall volumes are expected, rainfall will be focused into a shorter timeframe. Some areas are exhibiting a shifting in the rainfall onset and cession timing and the rain season is decreasing in length. While it is generally expected that there will be a decrease in the number of rainfall days each year, it's highly likely that there will be an increase in precipitation intensity and the occurrence of more extreme events when it does rain. Urban resilience is seen as a disaster-risk reduction and mitigation intervention in the planning and management of urban areas. Exposure to hazards such as floods, earthquakes, fires, infectious diseases, industrial accidents, etc. in urban areas is increasing as a result of high concentrations of people, buildings and infrastructure.

Prevailing socio-economic conditions and the use and development of (urban and rural) land are key determinants of climate vulnerability. In this regard, the Municipality must respond to climate change by adopting and implementing specific adaptation options, i.e. avoid vulnerability to climate-change impacts or adjust the (urban) environment to minimise vulnerability. The avoidance-driven strategy entails the choice of location for different land uses (and people) as the *adaptive mechanism*. This approach relies on preventing development from compromising the capacity of ecological infrastructure to absorb the negative impacts of climate change. The other primary *adaptive mechanism* (minimisation strategy) is to optimise design (e.g. of neighbourhoods) to lower sensitivity to climate change impacts. It is also necessary that progressive planning and risk

assessment be done to minimize the effects of climate change.

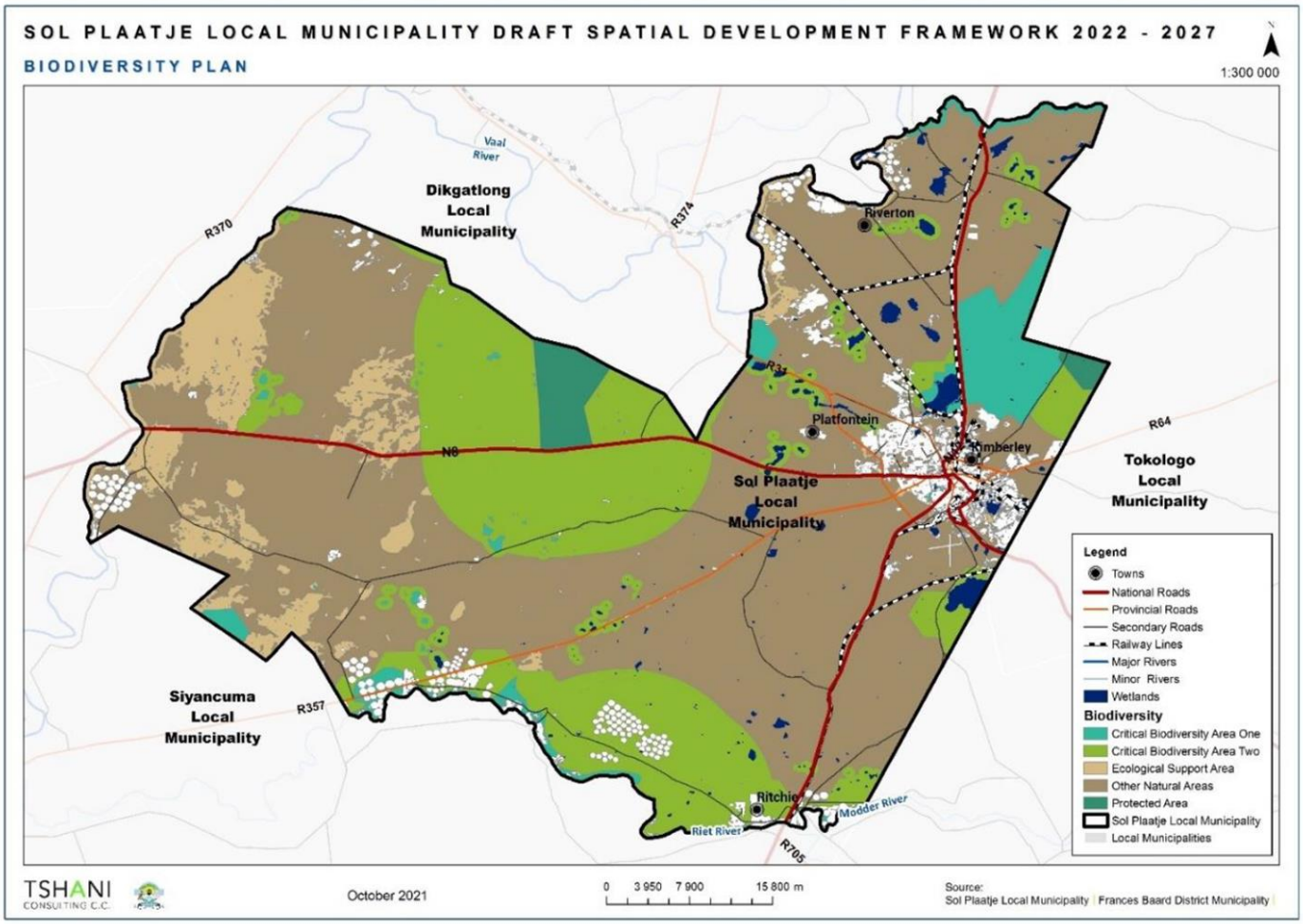
[10] Urban resilience is identified as a cross-cutting issue in the Integrated Urban Development Framework.



Climate Change

BIODIVERSITY

The municipal area is situated in the Savanna biome as the Eastern Kalahari Bushveld with Kimberley Thornveld and Vaalbos Rocky Schrubland the dominant vegetation. This type of vegetation is characterised by landscapes consisting of flat to slightly undulating plains with some smaller outcrops and occasional surface intrusions of dolerites and andesitic lavas. The Municipality falls within the catchment areas of the Vaal and Upper Orange rivers with the Vaal River flowing through the northern part of the municipal area with the Riet and Modder rivers to the south. There are numerous dams and wetlands across the jurisdiction area with significant wetlands in the Vaal River catchment area. The map below illustrates the Critical Biodiversity Areas as well as other areas of ecological significance within the municipal area.

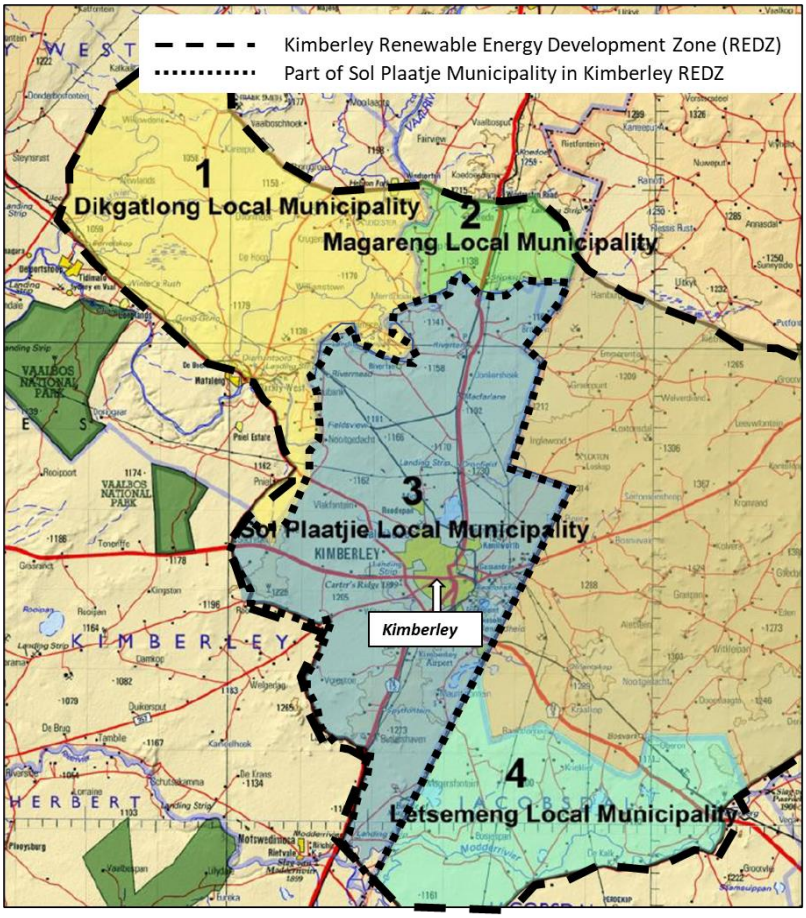


Biodiversity

The Sol Plaatje municipal area receives about 400 - 450 mm of rain on average per year. Rainfall is minimal from May to September, with most rainfall occurring from November to April, peaking between January and March. Temperatures in summer peak during December and January at a daily average of 33˚C to 37˚C, with an average of 17C˚to 20˚C for June. During July, night temperatures are on average -4˚C to 2˚C, with frosts common during winter.

RENEWABLE ENERGY DEVELOPMENT ZONE

Renewable Energy Development Zones (REDZ) are the preferred areas in the country for large-scale renewable energy development and the roll-out of supporting transmission and distribution infrastructure.[11] The REDZs were 'demarcated' based on high level integrated spatial analysis of the best available environmental, technical and social data. Eight zones were gazetted in 2018 as areas where certain procedural arrangements apply to renewable energy developments within these areas. Also in 2018, the (then) national Department of Environmental Affairs commissioned a Phase 2 Strategic Environmental Assessment for identifying more renewable energy development zones adding to the identified 8 (eight) areas. Part of the Sol Plaatje municipal area falls in the Kimberley REDZ that was one of the initial eight preferred areas. In this regard, parts of the municipal area lend itself to the land use of renewable energy generation, transmission and distribution with several approved and operational renewable energy facilities in the northern part of the municipal area. It is however, stated that suitable wind and solar PV development is also promoted outside the REDZ and any proposed development must be considered on its own merit.



Renewable energy development zone

[11] Strategic Environmental Assessment for wind and solar photovoltaic in South Africa, 2105 as published in Government Gazette No.41445, 16 February 2018.

CHAPTER 3: INSTITUTIONAL ANALYSIS OF THE MUNICIPALITY

This chapter provides a synopsis of the institutional profile of the municipality and baseline information on its capacity to deliver mandatory services as local government.[12] Please see IDP 2022-2027 for additional information regarding the current state of municipal infrastructure.

DEPARTMENTAL FUNCTIONING

The Sol Plaatje Municipality comprises five (5) directorates with the offices of the Municipal Manager and the Executive Mayor in the Directorate Corporate Services. The next section focusses on customer satisfaction, human resources, and the performance of each directorate.

Customer Satisfaction

The municipality has established various methods to receive and respond to community queries related to municipal services. A total of 31 108 calls were officially logged during the 2020/21 financial year with the calls per services shown in the table below. More than 80% of queries were related to electricity and water services.

Customer Calls per Service		
Service	**No of calls**	**Weighting per Service**
Community & Social Development	2	0.006%
Properties and Structures	6	0.028%
Electricity Distribution	8 890	28.66%
Metering & testing (Traffic lights & geysers)	181	0.58%
Potable water	6 282	20.25%
Prepaid metering	2 766	8.91%
Roads & potholes	656	2.11%
Stores Call-out (fuel, material, tyre bay, mechanical workshop, fitter and turner)	555	1.78%
Storm water	23	0.10%
Wastewater	11 657	37.58%
Grand Total	**31 018**	**100%**

Customer Calls per Service

[12] Most of the information obtained from the 2020/2021 (Draft) Annual Report.

Human Resources

The table below shows the number of employees and vacancies by directorate in 2023/24. Notably, more than a third of approved posts in the Directorate Infrastructure and Services (38%) and the Directorate Community Services (36%) were vacant.

Number of Employees by Directorate					
Description	2019/20	2020/21			
	Employees	Approved Posts	Employees	Vacancies	Vacancies (%)
Office of the Municipal Manager	21	29	23	6	20.7%
Infrastructure and Services					
Executive Director's Office	12	13	12	1	33.3%
Water & Sanitation	234	326	239	87	26.7%
Electricity Services	200	225	196	29	12.9%
Sustainable Energy and Climate Change Unit	0	2	0	2	100%
Housing	57	77	56	21	27.3%
Roads & Storm Water	113	161	114	47	29.2%
Average number (percentage) of vacancies (rounded)					38%
Strategy, Economic Development and Planning (SEDP)					
SEDP	125	179	132	47	26.3%
Community Services					
Clinics	20	98	21	77	78.6%
Emergency Services	81	140	80	60	42.9%
Environmental Health[13]	17	35	18	17	48.6%
Library Services	49	66	49	17	25.8%
Motor Vehicle Licensing & Registration	30	48	25	23	47.9%
Parks & Recreation	262	319	263	56	17.6%
Social Development HIV/Aids	3	3	3	0	0%
Traffic Law Enforcement	89	105	88	17	16.2%
Waste Management	172	349	175	174	49.9%
Average number (percentage) of vacancies (rounded)					36%
Corporate Services					
Corporate Services	166	220	166	54	24.5%
Financial Services					
Finance	218	247	217	30	12.1%

[13] Qualified Environmental Health Practitioners are appointed to assist with the workload.

Number of Employees by Directorate					
Description	2019/20	2020/21			
	Employees	Approved Posts	Employees	Vacancies	Vacancies (%)
ICT	16	20	16	4	20%
Supply Chain Management	33	39	34	5	12.8%
Average number (percentage) of vacancies (rounded)					15
Total	**1 918**	**2 701**	**1 927**	**772**	**28.7%**

Number of Employees by Directorate

The Municipality also invests in the capacitation of its employees and councillors regarding knowledge and skills. In this regard, the following table provides a summary of the number of beneficiaries that received training.

Summary of Training Opportunities for Municipal Officials	
Description	2020/21
Total number of beneficiaries	413
Black beneficiaries as % of total beneficiaries	91.77%
Total number of woman beneficiaries	142
Women beneficiaries as % of total beneficiaries	34.38%

Summary of Training Opportunities for Municipal Officials

The Sol Plaatje Municipality has most of the required human resource policies and plans in place. However, two of the biggest challenges remains the review of the organogram and the recruitment and retention of skilled technical staff in order to meet the resource requirements of the municipality.

Reporting on overall performance by directorate (to be updated before final adoption)

The Municipality received a qualified audit opinion for 2020/21 meaning the financial statements contain material misstatements in specific amounts, or there is insufficient evidence to conclude that specific amounts included in the financial statements are not materially misstated. The overall performance by directorate is reported in the table below.

Reporting on Overall Performance by Directorate	
Description	2020/21
Infrastructure and Services	
Water	The Municipality is making inroads in the maintenance and upgrading of the water network. In this regard, the percentage of households with piped water inside dwelling or yard are increasing year on year. However, key concerns are ageing infrastructure and water losses through leakages and water provided but unaccounted for.
Sanitation	The key objectives are the upgrading of the Homevale WWTW by 15ML, upgrading of the Gogga outfall sewer line from Galeshewe to Homevale WWTW, the Lerato Park link sanitation project and the construction of the Carters Ridge sewer pump station. Critical work includes maintenance projects to extend the operational life of the existing infrastructure.
Electricity Services	This directorate focusses on electrification (i.e. installing 11kV/400V/230V electrical network and infrastructure) and bulk upgrades of substations (66/11kV) to cater for expansion and growth within the electrical network. The Municipality has electrified 1,743 houses in townships and 750 in suburban areas between 2019 and 2021.

Reporting on Overall Performance by Directorate	
Description	**2020/21**
Sustainable Energy and Climate Change Unit	Sustainable Energy and Climate Change Unit is not functional. All SSEG applications are being processed by the Electrical Directorate. Biodiversity: The Biodiversity Section works with different stakeholders to ensure the environment and the natural resources are protected by raising awareness and through educational campaigns using social media, radio, flyers, banners, and pamphlets.
Housing	The Municipality targeted to construct 500 BNG houses (Breaking New Ground) with a total of 133 houses build under difficult conditions due to the COVID-19 pandemic
Roads & Storm Water	The Municipality is making inroads in the maintenance and upgrading of roads and the storm water system.
Free basic services	The challenge is to determine the number of eligible households for free basic services based on a (surprisingly high) R3750 monthly income per household (R4500 in 2023/2024 – see **Table 34**). The number of indigent households is estimated to be 11 784 (in March 2023) with the persons per household expected to be higher than the national norm.
Strategy, Economic Development and Planning (SEDP)	
SEDP	Strategy and Planning: The implementation of the Integrated Urban Development Framework (IUDF) programme and the Urban Renewal Programme (URP) led to the municipality receiving an IUDF grant. Key performance indicators regarding the URP in the SDBIP were achieved. A tender template for municipal owned land was approved while lease income improved significantly. Economic Development: About 158 jobs, including the Expanded Public Works Programme and Inner-City Revitalisation, were created as part of local economic development. Job opportunities are 'created' through the issuing of informal trading permits.
Community Services	
Clinics	A total of 170 226 patients were seen during 2020/2021 with this number decreasing due to patient hesitancy because of the COVID-19 pandemic. Other services rendered are childcare, reproductive health, maternal- and mental health, prevention of mother-to-child transmission, oral health, dispensing, communicable diseases, anti-retroviral therapy, and health education.
Emergency Services	The Sol Plaatje Municipal Disaster Management Advisory Forum and the Fire Protection Association are functional, and the Homevale Satellite Fire Station was completed. Also, the personnel were part of an international evaluation of the Kimberley Airport Emergency plan through the simulation of a full-scale air disaster.
Environmental Health	The COVID-19 pandemic increased the workload of this section and with personnel shortage the following functions were prioritised: (1) ensuring food safety, (2) water quality monitoring and (3) compliance (of, in particular, tuckshops) due to complaints and/or transgressions. An Service Level Agreement between the Municipality and the Frances Baard District Municipality is in place.
Library Services	The COVID-19 pandemic impacted negatively on both the opening hours and circulation statistics for all libraries. In addition, insufficient revenue because of the closures further restricted operations at all libraries as did cable theft at some libraries. However, the online service to library users continued.
Motor Vehicle Licensing & Registration	The directorate has been able to achieve the set performance objectives with limited resource availability. This achievement is largely due to the filling of critical vacancies and the improvement of staff morale to due to innovative team building exercises.
Parks & Recreation	All sport and recreational facilities, except cemeteries, were closed during the COVID-19 pandemic. This resulted in the loss of revenue and increased theft and vandalism leading to costly upgrades of security at most venues, including the appointment of controllers/security on a contractual basis. The section also manages the repair of infrastructure that was vandalised. The Municipality also created recreational infrastructure funded by national government as part of national incentive schemes.
Social Development HIV/Aids	Prevention programmes, awareness, counselling and testing is conducted with the assistance of non-governmental organisations. However, obtaining accurate statistics remains a challenge. All targets were met as set.
Traffic Law Enforcement	The COVID-19 pandemic and certain vacancies impacted negatively on the work of this section as well as training of personnel.

Reporting on Overall Performance by Directorate	
Description	**2020/21**
Waste Management	The Integrated Waste Management Plan is approved with the filling of vacant posts, ageing infrastructure and vehicle and equipment shortages the key challenges. Cleaning programmes were launched but a lack of funds hindered the reach of these programmes. A weekly refuse collection service and effective commercial collection service are provided. Some newly developed residential areas are serviced through communal waste collections.
Corporate Services	
Corporate Services	The Municipality is meeting its objectives with sound policy and strategy implementation that are continually monitored with timeously corrective measures where required.
Human Resources	The Municipality has managed to achieve an improving targeted ratio (33.52% in 2021) of employee costs against total expenditure.
Financial Services	
Finance	The municipality renders trading- and rates-related services. Trading services are provided through a cost recovery tariff structure with cross subsidisation and contributions to the rates funded services in line with the municipality's budget policy. The major revenue source is service charges, with sale of electricity being the largest contributor, followed by revenue from rates and taxes. The major cost drivers are bulk purchases and employee costs. Close monitoring of these cost drivers is done to ensure that over-spending does not occur. The municipality faces major challenges with cash flow being the most critical. In this regard, cost containment measures and strategies are implemented to collect outstanding debt. The Municipality receives the following grant funding: (1) Integrated Urban Development Grant, (2) Water Services Infrastructure Grant, and the (3) Neighbourhood Development Partnership Grant. Outstanding debtors point to a worrying trend and debt collection measures need to be put in place along with the implementation of the Credit Control and Debt Collection Policy. Also worryingly, the number of creditors has also increased.
ICT	The ICT section performed admirably during the COVID-19 pandemic despite personnel shortages with 47% more incident and service requests attended to during 2019/20, and several upgrades to ICT related infrastructure, e.g. to the Geographic Information System.
Supply Chain Management	A priority of the Supply Chain Management unit is to promote Section 4 of the PPPF Regulation. In 2020/2021, an amount of R219,256,210 was paid to suppliers of which R156,403,450 was paid to local SMMEs according to BBBEE guidelines. This reflects 72% of procurement and exceeds the set target of 60%. Other priorities include working towards a clean audit report and meeting the target of less than 4% annual stock losses.
Asset Management	Repair and Maintenance: The 2020/21 financial year was characterised by underspending partly because of the downscaling of operations during the COVID-19 national lockdown. Such spending can be improved with adequate maintenance plans in place, but the lack thereof impact negatively on service delivery and the availability of funds for routine and planned maintenance. This also leads to crises management which is exacerbated by ageing infrastructure. This urgently needs to be addressed to ensure the surety and sustainability of services.

Reporting on Overall Performance by Directorate

SWOT ANALYSIS (DIRECTORATES)

The following *Institutional SWOT analysis* relates to the Sol Plaatje Municipality and was discussed and completed at the strategic session in March 2023.[14]

[14] SWOT: Strengths, Weaknesses, Opportunities and Threats.

Description	Assessment of Impact[15]
STENGHTS	
Personnel adequately skilled with further training opportunities available.	
Capable, competent professionals and technical teams at management level, across directorates.	
Policies and bylaws are in place, albeit some need review.	
Professionals registered with relevant Councils, e.g. SACPLAN, HPCSA.	
Skilled GIS team with advanced knowledge of mapping and spatial data analysis	
Experienced technical team with a track record of effectively managing IT infrastructure and services	
Finance section has good and effective system for budgeting, forecasting and cashflow management	
WEAKNESSES	
Bad audit outcomes.	
Revenue-raising opportunities and sustainability of revenue generation undermined by external and internal factors.	
Revenue loss due to significant water and electricity losses.	
Ageing bulk infrastructure with inadequate capacity and high maintenance cost.	
Deterioration of quality of water and rising tariffs.	
Inadequate and ineffective security measures in place to curb theft and vandalism of municipal infrastructure. Lack of surveillance and security to curb theft of stock items in the yard, e.g. cables and transformers.	
Filling of vacant Section 56 posts.	
Dire financial situation. Inadequate funds to address all priority needs.	
Inter-directorate disconnects.	
Lack of bylaw enforcement.	
Lack of internal sector plans: Maintenance Plans, Fleet Replacement Plan, Plant and Equipment Maintenance Plan, etc	
Poor state of service delivery infrastructure, attributed to lack of focused and aligned investment and resources allocation.	
Dwindling staff compliment which is not aligned to current and future demands, and there is no career pathing nor succession planning in place.	
Very poor Operation & Maintenance practice and approaches (reactive than proactive). Even the reactive approach is poorly applied, while dealing with old infrastructure. Poor use of technology in Operation & Maintenance and management systems.	
Undocumented standard procedures leading to non-conformance with policies.	
Limited ability to implement new technologies and services due to outdated infrastructure and equipment.	
Manual reporting due lack of electronic system in place which might lead to mistakes.	
THREATS	
Insufficient bulk infrastructure to accommodate the expansion plan of the Sol Plaatje University.	
Heightened risk of service delivery collapse, due to poor condition of service delivery infrastructure.	
High levels of incidents related to Occupational Health & Safety non-compliance and poor maintenance of infrastructure	

[15] The possible impact of each factor has been assessed as strengths (green), weaknesses (red), opportunities (orange), and threats (black).

Description	Assessment of Impact[15]
and equipment.	
Deterioration of level and quality of services delivered, leading to litigations, community protests and eroded municipality reputation.	
Loss of professional and competent technical staff, due to internal instability and external competition.	
OPPORTUNITIES	
Improvement of service delivery infrastructure, through collaboration with sector departments, SOE's and potential investors.	
Review of organogram for alignment of functions.	
Upskilling and recruitment of competent staff at supervisory and operational levels.	
Formalisation of working relationships between Sol Plaatje Municipality's infrastructure directorate and district and provincial infrastructure related departments.	
Introduction of technology in Operation & Maintenance and infrastructure management systems.	
Application of dynamic funding models for infrastructure developments.	
Public-private partnership for resorts.	
Contribution to revenue enhancement, through local employment and investment in infrastructure development.	
Restoring consumer and community confidence towards Sol Plaatje Municipality.	

SERVICE DELIVERY BACKLOGS

One of the main focus areas of the Sol Plaatje Municipality is to upgrade bulk infrastructure capacity complementing basic service delivery and to expedite human settlement programmes. These programmes are ongoing with significant achievements. However, the increase in the number and extent of informal areas remain major challenges and outpaces the funding availed to eradicate service delivery backlogs. The table below indicates that there has been an improvement in the delivery of services between 2015 and 2022. Piped water, electricity and a flush or chemical toilet are available to more than 90% of households. However, only 75% of households — down from 81% in 2015 — have refuse removal at least once a week (see table below). The number of households with a pit latrine or bucket system has decreased substantially since 2015.[16]

Access to Services (number of households)				
Indicatora	**2015**	**% of HHs**	**2022**	**% of HHs**
Electricity				
Electricity (including generator)	53 084	88%	59 555	91%
Refuse / solid waste				
Refuse removed by local authority at least once a week	48 752	81%	49 256	75%

[16] Eradicating the bucket and chemical sanitation systems were prioritised at the Mayoral Strategic Planning Session on 22 and 23 March 2023.

Access to Services (number of households)				
Indicatora	2015	% of HHs	2022	% of HHs
Sewage				
Flush or chemical toilet	53 354	88%	60 429	93%
Pit latrine/ bucket system	4028	7%	2942	5%
Water				
Piped water inside dwelling or yard	53 591	89%	57 995	90%
Public/ communal/ neighbour's tap	6 703	11%	6 964	10%

Access to Services

The 2020/21 backlog by service are as follow:

Electricity: This backlog stands at 5 602. The relevant directorate currently electrifies on average 1 350 houses per financial year.

Water: The water backlog is 223 houses. The relevant directorate installed JoJo tanks and standpipes in informal settlements to meet the minimum access standards. The Jojo tanks are filled on a daily basis by hired water tankers.

Sanitation: This backlog stands at 814 houses with 375 chemical toilets placed in informal settlements.

Roads and stormwater: The backlog in upgrading gravel roads is 202.7 km and 260.7 km regarding periodic maintenance. Approximately 5.65 km of new stormwater infrastructure is needed for Galeshewe and upgrading of the Tlhageng Dam to a concrete structure is required.

Housing backlog

The table below indicates that, in 2022, about 18% of all households live in backyard and/or informal structures. The 2020/2021 housing backlog was estimated to be 12 000 units, but this number would be closer to 22 000 units when considering backyard dwellers and those who have given up applying for housing.

Access to Housing (number of households)				
Indicator	2015	% of HHs	2022	% of HHs
Dwelling				
House/ brick structure/ Flat/ Cluster/ Semi-detached	48 653	80%	53 019	81%
Backyard dwelling (House/ Flat/ Room/ Informal dwelling/ Shack)	3428	6%	3645	6%
Informal dwelling/ Shack (not in backyard)	7649	13%	7954	12%

Access to Housing

The following table includes all informal settlements and the number of erven *that has been or are planned to be formalised*.

Housing				
Place name	Erven formalised	Erven to be formalised / or in process to be formalised	Deficit / Surplus	Type
Lerato Park	462			

Housing				
Place name	**Erven formalised**	**Erven to be formalised / or in process to be formalised**	**Deficit / Surplus**	**Type**
Ramorwa	98	55		
Witdam	138			
Donkerhoek	111			
Jacksonville	267	200	40 (extension)	In-situ upgrading
Snake Park	1660			
Ivory Park	1174			
Santa Centre	139	24 (Back of Shoprite)		
Phomolong	269			
Kutlwanong	49			
Promised Land	792			
Lindelani 303 + 128	431			
Diamond Park	867			
Soul City	64	40 (Erf 24436)		
Motswedimosa	650	1100 (erf 454)	1150 (Erf 454)	Greenfield
Colville	130	150 (Erf 21535)		
Rietvale	458	620 (Erven 1&2)	1300 (Erf 2)	Greenfield
Homevale	128		55 (Erf 17177)	In-situ upgrading
Lethabo Park	1760		1100	In-situ upgrading
Duk-Duk (Relocation)	63			
Tswelelang	62		20 (Erf 1046)	In-situ upgrading
Fluffy Park (Mathibe)	38			
Frans Farm	1481		1500	Greenfield
Extension Golf Course/Riemvasmaak		200	820	In-situ upgrading
China Square (Erf 6373)		40		
Riverton		170	126	In-situ upgrading
Gwele & Stranger Nkosi Street Shacks		250		
Waterloo		550	570	
Phutanang		350		
Tshwraganyo		20		
Nkandla (Back of Legislature)		800	400	In-situ upgrading
Meriting Shacks		09		
Greenpoint (various)		163	931	In-situ upgrading
Rhythm City		550		
Scandal		220		

Housing				
Place name	**Erven formalised**	**Erven to be formalised / or in process to be formalised**	**Deficit / Surplus**	**Type**
West End/Kirstenhof (Silson Road)		320		
Day Hospital (Waterloo)		240		
Solly Legodi		10		
Retswelele (Cricket Pitch)		55		
Blikkies (Erven 132131,13214 &13215)		160		
Retswelele (Lesego Str/Solomon Mekgwe Str)		250		
Tlhageng (Supermarket) – Kokolohute Str		150		
John Mampe 1 – Churchhill Wotshela Str		300		
Begonia (Erf 17725)			12	In-situ upgrading
Xu & Khwe			6500	Greenfield
Total	15 491	6996		

In the 2019/20 financial year, the Municipality targeted to construct 500 Breaking New Ground (BNG) houses in Diamond Park with COGTA responsible to construct 300 of these houses, while only was 100 units due to the impact of the COVID-19 pandemic. Regarding municipal rental stock, the situation is dire with the demand for rental units exceeding the available 936 units and a high default on payment. The challenge of payment is addressed through implementing better revenue collection strategies. The implementation of the National Upgrading Support Programme (NUSP) brought about the upgrading of 5416 sites in 17 of the 29 informal settlements. In addition, the Neighbourhood Development Partnership Grant contributed to the upgrading of stormwater infrastructure in Galeshewe Phase 2 (Priority 2a Project) with the construction of 0,560 km of box culverts and 8,27km of the pipe culverts.

SERVICE DELIVERY CHALLENGES

The Sol Plaatje Municipality faces numerous challenges in achieving its strategic objective of 'Improved Service Delivery' coupled to the key performance areas of access to basic services and infrastructure development. The next section includes an analysis of service delivery challenges. The main challenges that impact negatively on the provision, maintenance and upgrading of infrastructure are (1) water and electricity losses, (2) lack of funds, (3) vandalism, (4) ageing municipal infrastructure and municipal vehicle fleet, (5), lack of plans for the (underground) infrastructure network, and (6) the need for reliable data.

Electricity: Electrification remains a challenge due to unplanned growth of informal settlements on (previously) vacant land. Please note that standard infrastructure and services can only be provided in formal township establishments. Other challenges are (1) vandalism and copper theft, (2) electrical supply interruptions and (3) possible fatalities to municipal employees or members of the public. These issues hamper effective maintenance and management of electrical infrastructure and lengthen response times to faults and complains.

Roads and stormwater: All residents have access to roads, but most streets, especially tarred roads, have sub-standard surface quality and stormwater infrastructure. This is due to insufficient maintenance over decades which caused an inability to do preventative maintenance but relying on reactive maintenance, e.g. the patching of potholes. The main challenge is a lack of funds for repairs. Stormwater management remains a challenge especially in low-lying areas and where developments have limited stormwater infrastructure. Maintenance, e.g. cleaning of storm water canals and unblocking of catch pits, is problematic due to a shortage of personnel and machinery. The upgrading, maintenance and repair of roads and storm water systems were identified as the ward-based need with the highest priority as a percentage share (21%) of all ward-based needs which is more than double the share of any other identified need (see **Graph 2**).

Water: Shortage of personnel, ageing infrastructure, the inability to manage maintenance crews, water losses, high water consumption (including the volume of unbilled water consumption) and demand that exceeds supply are all threats to reliable water supply.

Sanitation: Increased demand for wastewater services due to the mushrooming of informal settlements coupled with deficiencies in the reticulation and sewer collector system are risks that have to be addressed. In this regard, the construction of the Homevale WWTW allows for sufficient sanitation bulk services while the Municipality addresses sanitation in informal areas.

Waste Management: A weekly refuse collection service and commercial collection service are provided with 75% of households — down from 81% in 2015 — receiving refuse removal at least once a week. Some newly developed residential areas are serviced through communal waste collections. Key challenges are the filling of vacant posts, shortage and breakdown of vehicles, the ageing of relevant infrastructure as well as littering and illegal dumping.

Building control: The efficiency of this function was impacted during the COVID-19 pandemic (and thereafter) due to a shortage of personnel, a moratorium on appointments and the workload (due to mainly the number of 'new' tuckshops).

Fresh Market Produce: The three major challenges are ageing infrastructure, lack of security and vandalism.

Housing: In terms of section 26(1) of the Constitution of the Republic of South Africa, Act 108 of 1996 "Everyone has the right to have access to adequate housing", and section 26(2) requires that "the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right". This mandate requires that the Sol Plaatje Municipality works towards providing and supporting the development of adequate housing and eradication of inadequate housing.

In this context, housing provision is a function of the provincial government and is administered by the Department of Corporative Governance, Human Settlement and Traditional Affairs (CoGHSTA). However, Sol Plaatje Municipality is accredited at Level 02 and administers housing subsidies and implement housing development. This means that the municipality is responsible for ensuring housing development readiness status in accordance with the CoGHSTA housing strategy. This includes identification of projects as prioritized on the IDP which must then be budgeted for under the Division of Revenue Act (DoRA). At this functional level, the municipality performs the following:

Allocation of sites.

Transfer of property/properties to deserving beneficiaries.

Allocation of municipal rental stock.

Housing development.

Subsidy processing and construction of BNG houses.

The key issues for housing delivery are:

To transfer some municipal stock to the incumbent residents of such units.

Relocation of beneficiaries to land suitable and appropriate for human settlement.

Construction of BNG houses for deserving beneficiaries.

To build a substantial number of BNG houses as per allocation from provincial government.

Processing of complaints regarding pre-1994 houses.

Housing remains a major challenge. This is evident in the number of illegal and informal settlements that have mushroomed over the past decade. In 2023, the municipality had approximately 52 informal settlements and this number has increased significantly over the years (see **§3.3**). Furthermore, there is a greater need for the provision of serviced erven in Galeshewe and Kimberley, and in particular for members of the public who cannot qualify for a bond or neither FLISP (Financial Linked Subsidy Programme). In addition, further challenges have been experienced in the safeguarding of municipal land, as well as eviction of illegal occupants due to limited resources and insufficient municipal security personnel to enforce evictions. Lastly, these challenges are ultimately exacerbated by the shortage of suitable municipal-owned land for low- and middle-income housing.

The Sol Plaatje Municipality is faced with the continuous proliferation of informal settlements and land invasion, particularly on the periphery of the urban areas due to uncontrolled urbanisation. Most of these informal settlements have developed through the invasion of privately- or state-owned land which makes service delivery difficult for the municipality. The municipality acknowledges that many of its citizenry stay in these informal settlements. It also recognizes that many of these informal settlements offer shelter to the poor and destitute, but that it creates undesirable urban environments due to the lack of services and security of tenure.

The municipality has performed well in formalising informal settlements. In 2023, the municipality recorded approximately 28 formalised informal settlements which have been upgraded through internal funding and funding received from COGHSTA and the National Upgrading Support Programme (NUSP) (see **§3.3**). To date approximately **15 234 erven** have been provided to various informal settlement sites, however the challenge remains to provide basic services in these areas.

During this financial year, CoGHSTA decided to reinforce its project management capacity in housing delivery and established a Project Management unit (PMU) within the provincial department. Hence, some of the housing projects implemented by the Sol Plaatje Municipality was placed within the provincial department.

The municipality has rental stock of about 936 units in Kimberley, Roodepan, Kenilworth and Galeshewe. This consist of municipal-owned flats aimed at providing short-term accommodation to address the shortage of rental accommodation and affordable housing in the city. Furthermore, there is an on-going CRU project being implemented by COGHSTA providing 481

rental units in phases. In the financial year 2023/2024, the municipality will review its Restructuring Zones in order to increase rental stock as well as social housing provision.

The Sol Plaatje Municipality has significant challenges to improve the lives of those living in informal dwellings and to narrow the gap between rich and poor in terms of housing provision. Unfortunately, illegal occupation of land planned for future housing became a norm. This situation also compromised the municipality's housing readiness status.

SERVICE DELIVERY IMPERATIVES

The Sol Plaatje Municipality must consider the following imperatives to achieve the strategic objective of Improved Service Delivery (also see **Table 28**):

Ensure maximum participation, i.e. community engagement, cross-departmental, inter-governmental, in decision-making and implementation.
Obtain additional funds to provide bulk service infrastructure and ensure efficient allocation of municipal resources.
Coordinate private-and public-sector infrastructure spend.
Consider cost-effective methods and *innovations* in delivering services (e.g. inclusionary housing, development incentives, and development charges payable by the private sector to cover the capital costs of external services and infrastructure).
Ensure a workforce capable of delivering the required services.
Replace ageing infrastructure and vehicle fleet.
Provide security at all venues and at critical infrastructure to curb theft and vandalism.
Steer appropriate land use and expected land development, i.e. to optimise the use of existing infrastructure capacity.
Ensure proper and adaptive management when implementing strategies and plans.

Draft and approve the following *issue-specific service delivery plans*:

- Road Maintenance Plan
- Stormwater Management Plan
- Water Services Development Plan
- Sanitation Development Plan
- Integrated Transport Plan (in place)
- Water Master Plan (in place)
- Sewer Master Plan (in place)
- Electivity Master Plan (in place)
- Integrated Waste Management Plan (in place).

CHAPTER 4: GOVERNANCE AND PUBLIC PARTICIPATION

This chapter provides feedback on the public participation process, explains governance structures, and provide a list of prioritised community needs by ward.

4.1 IDP PROCESS PLAN FOR THIRD REVIEW

The IDP Process Plan for Sol Plaatje Municipality is annually approved in August in accordance with the MSA of 2000. The Process Plan details the steps in preparing the IDP and municipal budget and includes public meetings scheduled for public participation meetings. The table below represents the approved *2024/25 IDP (Review), planning for 2025/26 Budget Process Plan* and references the five phases of integrated development planning.

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2024/25 AND BUDGET FOR 2025/26 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
JULY 2024					
1	Briefing sessions with EMT to initiate the Annual Performance Report and Annual Audit processes	MM/CFO/IDP	Process Plan to complete the Annual Performance Report and Annual Audit (Audit File process)	Internal process	End July/ 5 Aug 2024
2	Constituting the IDP/Budget Steering Committee	MM/CFO	Legally constituted IDP/Budget Steering Committee	MFMA s53(1)	End July/ 5 Aug 2024
3	Consideration of the IDP and Budget Process Plan 2024/25 MTREF	MM/CFO/EMT	Process Plan for the 2024/25 IDP Review and Budget for 2025/26 MTREF	MSA 32 of 2000 & MFMA No. 56 of 2003	End July/ 5 Aug 2024
4	Conclude MM and s56 Managers Performance Agreements and Plans Upload the plans on the Municipal website	MM/Mayco/Corporate Services ED	Signed Performance Agreements and Plans for MM and s 56 Managers	MSA and Reg 805	29 July 2024
5	Submit 4th Quarter SDBIP 2023/24 Performance Report: 1. EMT 2. EM and BSC 3. IA & PAC, IDP Budget Com 4. Submission of Section 52 (d) Report to Council 5. NT/PT	All	4th Quarter SDBIP 2023/24 Performance Report	MFMA S52(d)	1. 15 Jul 2024 (EMT) 2. 20 Jul 2024 (EM & BSC) 3. 22 Jul 2024 IA & PAC, & IDP, Budget and PM Com) 4. Spec Council 26 Jul 2024 5. NT/PT 31 Jul 2024

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2024/25 AND BUDGET FOR 2025/26 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
AUGUST 2024					
6	Tabling of the IDP and Budget Process Plan to EMT	IDP, Budget and MM	Recommend the approval of the IDP and Budget Process Plan to Council	MSA of 2000	15 Aug 2024
7	Publish MM and 57 Managers Performance Agreements and Plans on Web and submit to CoGHSTA, NT and PT	Corporate Services	Published and submitted performance agreements and plans	MSA and Reg 805	7 August 2024
8	**Presentation of Final draft AFS & APR to:** EMT Audit Committee AGSA	MM/CFO/IDP Manager	Submission of annual financial statements as per section 126(1) of the MFMA. Draft Annual Performance Report 2023/24 as per section 46 of the MSA.	s126(1) of the MFMA s46 of the MSA.	19 Aug 2024 30 Aug 2024 30 Aug 2024
9	Submission of AFS and APR to Internal Audit for review	IDP / CFO	Submitted APR and AFS	s126(1) of the MFMA s46 of the MSA.	21 August 2024
10	Submit Annual Performance Report including Annual Financial Statements and Annual Performance Report to the Audit Committee	MM/CFO/Internal audit	Submission of annual financial statements as per section 126(1) of the MFMA. Final Annual Performance Report 2023/24 as per section 46 of the MSA.	MFMA Circular 63, Sep 12	26 Aug 2024
11	Approval of the IDP and Budget Process Plan	Executive Mayor	Council approves the IDP and Budget Process Plan	MSA 32 of 2000 & MFMA No. 56 of 2003	28 Aug 2024
12	Submission of the Financial Statements and Annual Performance Report to the AGSA	MM/CFO	Submission of signed AFS, Draft Annual Report and Final Annual Performance Report to AGSA		30 Aug 2024
13	Advertisement of time-schedule on website, local newspapers and notice boards	IDP/BTO	Notification to public on how and when the IDP and Budget preparation process will be rolled out	MSA and MFMA	30 Aug 2024
SEPTEMBER 2024					
14	Issue of Budget guidelines (operational budget)	CFO	Issue Circular on operational budget guidelines: - Confirm approved organogram	Budget Policy	16 Sept 2024

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2024/25 AND BUDGET FOR 2025/26 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
			- Vacant and funded positions - Maintenance Plans - Review of Long Term Borrowing Contracts and commitments of the next MTREF - Demand for services analysis - Review of Electricity Tariff Structure		
15	Commencement of IDP analysis of institutional, services and infrastructure provision, backlogs and priorities.	IDP/BTO/CFO	Assessment Report: An assessment of existing Priority Issues, present Gaps in the IDP as well as issues identified in various government policy documents, engagements with political structures, provincial CoGHSTA, NT and other stakeholders. Unaudited Annual Report 2022/23 as submitted to Auditor-General to be used as input into the IDP strategic phase process and community verification & input by MPAC on reported performance.	MSA Circular 63, Sep 2012 MSA Ch5 s 26 and IDP Guides	18 Sep 2024
16	Departmental pre-strategic planning sessions/ analysis of IDP	All Directorates	Departmental strategic planning outcome concept documents	N/A	25 sept 2024
17	Finalise Assessment Report	IDP/BTO	Discuss and agree on Assessment Report to inform planning and budget for the 2024/25 MTREF. 1. EMT 2. BSC	MFMA/Budget Regulations and Internal process	23 Sep 2024 30 Sep 2024
OCTOBER 2024					

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2024/25 AND BUDGET FOR 2025/26 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
18	Prepare and submit 1st Quarter SDBIP 2024/24 Performance Report to: 1. EMT 2. (IDP, Budget Com & IA & PAC 3. Executive Mayor 4. Special Council 5. NT & PT	EMT, IDP, Budget & PMS Com and IA & PAC Com Mayco Councillors	1st Quarter SDBIP 2024/24 Performance Report submitted	MFMA and MFMA Cir 15	1. 13 Oct 2024 2 17 Oct 2024 3. 19 Oct 2024 4. 25 Oct 2024 5. 27 Oct 2024
19	Strategic Planning sessions with: 1. EMT 2. IDP/Budget/PMS Committee 3. Mayco 4. Informal Council meeting	EMT, IDP, Budget & PMS Com Mayco Councillors	Finalising Key Priority Issues related to Assessment Report. Review Strategic Objectives for service delivery and development including backlogs aligned to district, provincial and national strategic plans and policies. Review financial and non-financial performance, analyse gaps between planned and actual performance. Determine financial position and assess financial/human resource capacity against possible future strategies.	Internal Process	1. 4 Oct 2024 2. 17 Oct 2024 3. 20 Oct 2024 4. 27 Oct 2024
20	Liaise with National and Provincial Sector Departments re alignment of Strategic Priorities and Budgets	IDP Task Teams	Liaise with sector departments to ensure that SPM priorities form part of their strategic plans and budgets	MSA	Oct 2024 – Dec 2024
JANUARY 2025					
21	Draft Annual Report to be tabled to Council, submitted to AG and relevant sector departments immediately after approval and made public	AC/MPAC/Council	Draft AR	MFMA Section 127, 128, 129 and 159	Nov 2024 to Jan 2025

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2024/25 AND BUDGET FOR 2025/26 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
22	Mayor tables audited Annual Performance Report and financial statements to Council Audited Annual Performance Report is made public, e.g. posted on municipality's website.	EM Web Master	Tabled audited AFS and APR	Section 129, 150 and 151. Tabling the audited Annual Performance Report within 5 or 6 months after the end of the financial year. Section 75 for publication on website.	22 Jan 2025
23	Finalise Mid-year Budget and Performance Assessment Report 2023/24 and submit to: 1. EMT 2. BSC 3. Mayor 4. Council 5. NT and PT	IDP/BTO	Mid-year Report with recommendations informing Adj Budget/SDBIP Targets	MFMA s72	1. 10 Jan 2025 2. 17 Jan 2025 3. 19 Jan 2025 4. 24 Jan 2025 5. 24 Jan 2025
FEBRUARY 2025					
24	MPAC finalises assessment on Annual Report	MPAC	This must be concluded within 7 days of receipt of AGs report. Council is expected to conclude on this matter before going on recess in December.	MSA Circular 63, Sep 2012	Feb to Mar 2025 (Oversight)
25	Presentation of drafts priorities: 1. EMT 2. IDP/Budget/PMS Com 3. Mayco 4. Informal Council meeting	EMT IDP/Budget/PMS Com Mayco Councillors	Present draft review of the IDP priorities linked to Budget allocations	Internal process	1. 03 Feb 2025 2. 06 Feb 2025 3. 14 Feb 2025 4. 21 Feb 2025
26	NT Mid-term visit	EMT	Sec 71 and 72 Reports Qtr. 2 Performance Report 2023/243 Audited AFS 2022/23 Audit Report MFMA Sec 32 Report Risk Management Issues	NT Prescribed	Between 10-17 Feb 2025

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2024/25 AND BUDGET FOR 2025/26 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
27	Adjustment budget proposal to EMT	BTO/CFO and EMT	MFMA of 2003		27 January 2024
28	Adjustment Budget 1. EMT 2. BSC 3. Council	MM/CFO	Tabling of Adjustment Budget MTREF	MFMA Sec 28	1. 17 Feb 2025 2. 20 Feb 2025 3. 28 Feb 2025
29	Conduct 2023/24 annual performance assessments for MM and Managers reporting directly to MM as well as lower-level managers up to job level 6	Corporate Services	Performance Assessment Reports for MM, senior and other managers	MSA and Regulations	3-07 March 2025
30	Note National/Provincial Government Budget for incorporation	IDP/BTO	Ensure what is contained in National and provincial Budgets for incorporation in local budget	MFMA	21 Feb – 13 Mar 2025
31	Draft reviewed Capital Project Schedule aligned with IDP Strategic Objectives and KPA's for prioritisation purposes – including Ward allocations submitted to EMT	IDP/Budget Office	Draft reviewed 3-year Capital Programme for 2025/26 aligned to IDP Key Priority Issues including Ward priorities	Internal Process	10 Jan – 13 Mar 2025
32	Conclude public hearings and adjust IDP, Budget and SDBIP taking cognisance of input received	IDP/BTO	Include input received from public consultation in IDP/Budget/SDBIP	MSA and MFMA	April / May 2025
MARCH 2025					
33	Draft Operating Budget submitted to EMT	Directorates/BTO/ IDP	Draft 3-year Operational Budget aligned to IDP Key Priority Issues	Internal Process	06 Mar 2025

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2024/25 AND BUDGET FOR 2025/26 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
34	Conduct Mid-year 2023/24 performance assessments for MM and Managers reporting directly to MM as well as lower-level managers up to job level 6	EM/MM/IDP/Human Resources	Performance Assessment Reports for MM, senior and other managers	MSA and Reg 805	Mar 2025
35	1. Council adopts Oversight report. 2. Oversight report is made public. 3. Oversight report is submitted to Legislators, Treasuries and CoGHSTA	Council CFO	The entire process, including oversight reporting and submission to provincial legislators is completed in December and not in March the following year.	MSA Circular 63, Sep 2012	27 Mar 2025 (SCM)
36	Present and discuss the draft review of IDP 2024/25 and Budget 2025/26 with: 1. EMT 2. Budget Steering Committee 3. Mayco & relevant committees 4. Informal Council 5. Special Council	EMT/Mayco/Budget Steering Committee	Present, discuss and receive input from the different structures	Internal process	1. 5-7 Mar 2025 2. 13 Mar 2025 3. 20 Mar 2025 4. 26 Mar 2025 5. 27 Mar 2025
37	Table the first draft review of IDP 2024/25and Planning 25/26 and Budget 2025/26 to Council for public consultation	IDP/BTO/Council	Council to approve the first draft review IDP & Budget for public consultation purposes	MSA and MFMA	27 Mar 2025 (Tabling)
38	Make public the first draft review IDP and Budget and submit (including draft SDBIP) to NT, PT and NC CoGHSTA	IDP/BTO/Council	First Draft Review IDP and Budget made public and submitted to relevant stakeholders for consultation purposes	MFMA	28 Mar 2025
39	Adoption of the oversight report on the Annual Report	MPAC/Council/MM	Adopted oversight report	MFMA	28 Mar 2025
APRIL 2025					
40	Conduct public hearings on the first draft Review IDP 2024/25 and Planning 2025/26, Budget and Top Layer SDBIP 2025/26 with constituted public participation structures	IDP/BTO/Speaker's Office/Service Providers	Consult and receive input from community and stakeholder groupings with regard to the first draft Review IDP & Budget	MSA and MFMA	April 2024 (Public Participation)

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2024/25 AND BUDGET FOR 2025/26 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
41	Confirm National and Provincial DoRA allocations and adjust draft budget	BTO	Ensure that DoRA allocations are included in the Budget	MFMA/DoRA	April 2025
42	Prepare and submit 3rd Quarter SDBIP 2023/24 Performance Report to: 1. EMT 2. (IDP, Budget Com & IA & PAC 3, Executive Mayor 4. Special Council 5. NT & PT	IDP/BTO/Mayco/ Council	3rd Quarter SDBIP Performance report submitted		1. 11 Apr 2025 2. 16 Apr 2025 3. 18 Apr 2025 4. 24 Apr 2025 5. 25 Apr 2025
43	Discuss adjusted first draft review of IDP 2024/25 and Planning 2024/25, Budget and SDBIP for 2024/25	IDP/BTO	Inform Mayco of input received from public consultation in IDP/Budget/SDBIP	Internal process	April / May 2025
44	National Treasury benchmarking Exercise	EMT/NT	NT's analysis of SPLM's IDP and Budget benchmarked against 21 secondary cities to improve IDP and Budget processes and products	MFMA	April 2025
MAY 2025					
45	Finalise review of IDP 2024/25 and Planning 2025/26, Budget and SDBIP 2025/26 documentation for final submission to Council	EMT	Finalise the reviewed IDP Budget and SDBIP 2024/25 documentation for final submission to Council	MSA and MFMA	08 May 2025
46	Present review of IDP 2024/25, Budget and Draft SDBIP 2025/26 to: 1. Budget Steering Com 2. IDP/Budget/PMS Com 3. Mayco 4. Informal Council	EM/MM/CFO	Present final reviewed IDP, Budget and SDBIP to Mayco, IDP/Budget/PMS Committee and informal Council before submission to Council for adoption	Internal process	1. 8 May 2025 2. 14 May 2025 3. 22 May 2025 4. 28 May 2025

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2024/25 AND BUDGET FOR 2025/26 MTREF					
NO	**ACTIVITY DESCRIPTION**	**ORGANISATIONAL RESPONSIBILITY**	**OUTPUT**	**LEGISLATIVE REQUIREMENT AND INFORMATION**	**TIME FRAME**
47	Council adopt IDP, Budget and "Top Layer" SDBIP by resolution, setting taxes and tariffs, approving changes to the IDP and budget related policies, approve measurable performance objectives for revenue by source and expenditure by vote before the start of the financial year	EM/MM/CFO	Council adopted third Reviewed IDP 2024/25 and Planning 2025/26, Budget and SDBIP 2025/25	MFMA	29 May 2025
JUNE 2025					
48	Notification of approved second review of IDP 2023/24 and Planning 2024/25 and Budget 2024/25 MTREF to public	BTO/IDP	Notify public of adopted budget & IDP Submit approved IDP to the MEC for local government and the District Municipality	MFMA	June 2025
49	Submit final 2024/25 SDBIP to Executive Mayor for approval, submit to Council for Notification and Make public 1. Executive Mayor 2. Council 3. NT & PT 4. Make public approved SDBIP 2024/25	IDP	Executive Mayor approved SDBIP 2025/26and published SDBIP	MFMA	1. 5 Jun 2025 2. 26 Jun 2025 3. 27 June 2025 4. 27 June 2025
50	Final Preparations for the implementation of mSCOA Version 6.8 (locked NT version)	BTO	mSCOA compliance	mSCOA Regulations	24 June 2025

Steps in IDP Review Process

4.2 POLITICAL GOVERNANCE

The Council of the Sol Plaatje Municipality performs legislative and executive functions of which the executive functions have been delegated to the Executive Mayor and the Mayoral Committee. Its primary role is to publicly debate issues as policy makers with councillors expected to be actively involved in community work and the various social programmes in the municipal area.

Political Governance

Description	Number
Total number of councillors	64
Ward councillors	48
Proportional councillors	16
Councillors by political party	ANC: 32/ DA: 14/ EFF: 6/ VF+: 3/ GOOD: 2/ PA: 3/ ACDP: 1/ SPSDF: 1

Political Governance

4.3 EXECUTIVE STRUCTURE

The Municipal Manager is the head of the administration and the Accounting Officer. He/she has extensive statutory and delegated powers and duties and is, amongst others, responsible for the following:

Formation and development of an economical, effective, efficient and accountable administration.

Ensuring that the municipal "machine" operates efficiently with the necessary controls and organisational structure in place that can perform the required tasks.

Fulfil a leadership role in the administration.

Implementation of the municipality's IDP and the monitoring of progress with implementation of the plan.

Financial responsibilities as accounting officer as determined by the MFMA.

Participation by the local community in the affairs of the Municipality.

Advising the political structures and political office-bearers and see to the execution of all decisions.

Ensuring a system whereby community satisfaction with municipal services can be assessed.

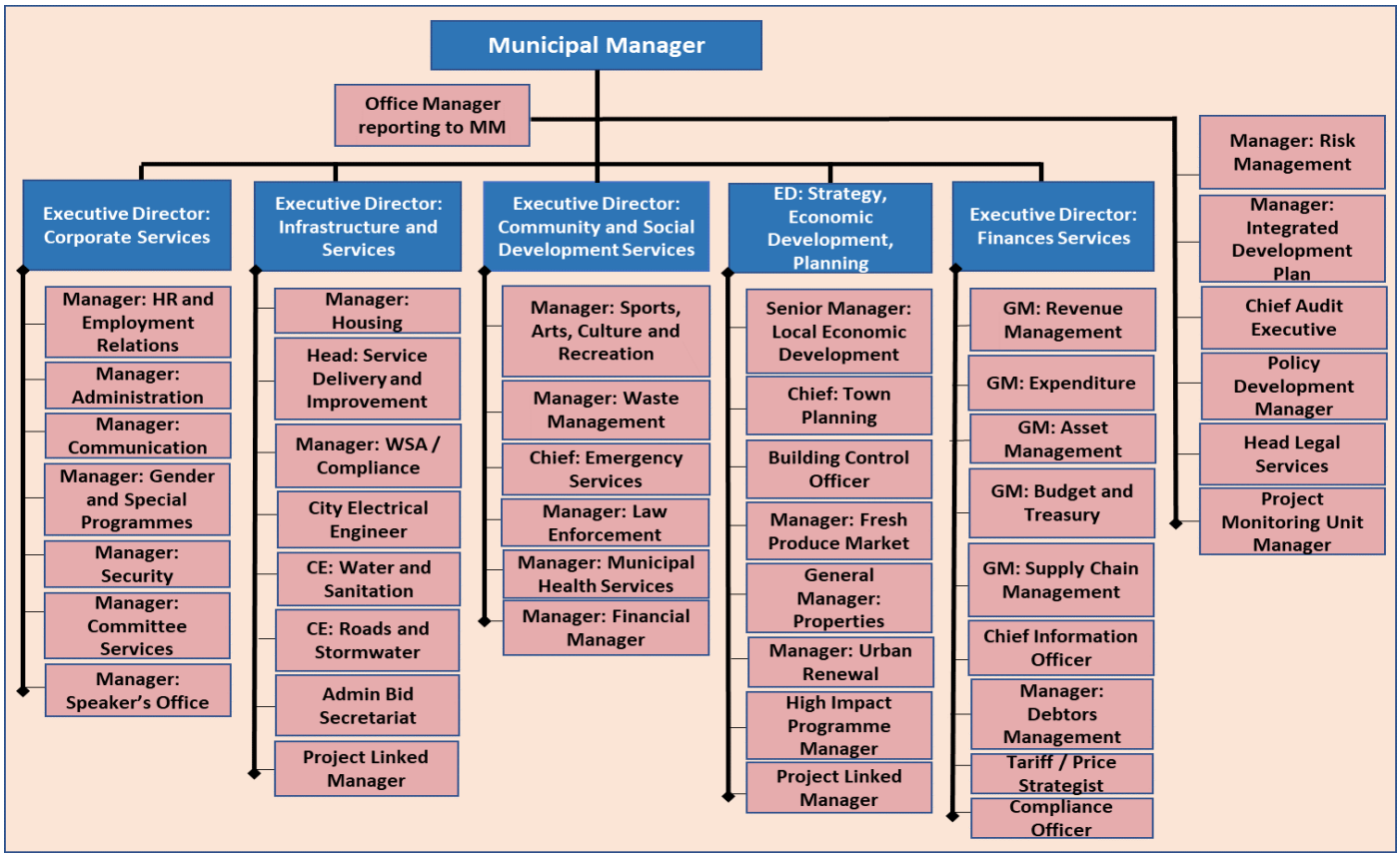
The table below represents the Executive Management Team (EMT):

Executive Structure		
Name of official	Position	Performance agreement signed
		Yes / no
Mr. Bartholomew Matlala	Municipal Manager	Yes
Ms. Nomonde Kesiamang	Executive Director: Strategy, Economic Development and Planning	Yes
Vacant	Executive Director: Corporate Services	n/a
Mr. Kgosiebonya Bogacwi	Executive Director: Community and Social Development Services	Yes
Mr. Kenneth Samolapo	(Acting) Chief Financial Officer	No
Mr Phetole Sithole	(Acting) Executive Director: Infrastructure and Services	No

Executive Structure

4.4 ADMINISTRATIVE STRUCTURE

The following graph shows the organogram of the Sol Plaatje Municipality comprising five (5) directorates.



Organogram

The graph above indicates that each directorate provides specialised services to either a municipal directorate (i.e. internal) or to the public. The Directorate Corporate Services provides support services to all directorates while the Finance Directorate,

which operates with seven (7) divisions, is responsible for the implementation and compliance with legislation that regulates income and expenditure of local government. The services rendered by the other three directorates are focussed on the public, by implication, shaping the growth and development path of the municipal area 'towards a cleaner growing city'. The performance of each directorate was discussed in **§3.1.3**, suffice to say that the Municipality performs admirably in trying circumstances.

The organisational reengineering and reconfiguration of the Municipality to ensure alignment with IDP strategic objectives will be a key focus area in the next budget year. The organogram is currently under review and is subject to change upon approval by Council.

4.5 WARD-BASED NEEDS AND UNFUNDED PRIORITIES (TO BE UPDATED)

The following table lists the prioritised needs of each of the 33 wards for the 2022/23 review, planning for 2023/24; and 2023/24 review, planning for 24/25. These are the ward-based needs identified and prioritised by the relevant communities during the ward-based public participation process .

Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	**Prioritised needs**	
1	Additional cemetery for Roodepan Lerato park toilets and water Provision and maintenance of recreational facilities (community hall & sports grounds) Pump station to be upgraded. Provide and upgrade houses in White City Paving of roads required. Maintenance of the flats.	Maintenance of the flats. Lethabo park toilets and water Provision and maintenance of recreational facilities (community hall & sports grounds) Additional cemetery for Roodepan Paving of roads required.
2	Upgrade pump stations in White City and Eagle Street. Provide additional land for cemetery. Pave the following streets: Finch, Weaver, Seeduif, and Parakiet and reseal white city & Erwe streets Upgrade Sonny Leon library and build community hall Upgrade Korhaan sports field and Albatros Park & a new park in White City.	Old age home and ECD centre for the disabled Upgrade korhan sportsfield and albatros park & a new park in white city Upgrade sonny Leon library and build a community hall Provide land for cemetery Paving and resealing of erwe and white city
3	Existing houses to be rebuild and shacks in Home Valley. Provide new houses (replace homevalley shacks). Paving of roads required. Build community clinic. Provide satellite police station. Library to be renovated and restored.	Existing houses to be rebuild and shacks in Home Valley. High masts lights. Adjacent to 13th street. Paving of roads required. Build community clinic. Water and sanitation in Homevalley shacks. Every shack to have their own tap. Sewer challenges 3rd street And to close man holes that is the yard. Letsepe childcare center. To be refurbished, it's on the property of sol Plaatje.
4	Provision of housing	Repairs of the damaged houses (36) & provision of houses in

Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	**Prioritised needs**	
	Pave the following streets: Zenzele, Otto, Ramorwa, Peme, Itumeleng, Magashula and Schularo. Provide water and sanitation at informal settlements. Complete renovations at old age home. Provide parks for recreation in Mphela and Thole Streets.	informal settlements Retention dam Provide water and sanitation in informal settlements Formalisation of Otto Provide parks and recreation Provision of stormwater facility
5	Provide high-mast lighting in Hutse Segodi. Build storm water channels in Mathibe and Makapane streets. Pave Jerry Ma Street. Improve and upgrade sanitation network. Upgrade Percival Jas Park.	Pave roads and fix potholes (including a speedhump in Goitsemang street). Provide high-mast lighting. Upgrade and repair sanitation and stormwater drainage network. Build a community hall and other recreational facilities. Maintenance of the clinic (solar lighting and security to avoid theft and break-ins)
6	Pave roads and fix potholes (including a speedhump in Goitsemang street). Provide high-mast lighting. Upgrade and repair sanitation and stormwater drainage network. Build a community hall and other recreational facilities. Maintenance of the clinic (solar lighting and security to avoid theft and break-ins)	Pave roads and fix potholes (including a speedhump in Goitsemang street). Provide high-mast lighting. Upgrade and repair sanitation and stormwater drainage network. Build a community hall and other recreational facilities. Maintenance of the clinic (solar lighting and security to avoid theft and break-ins)
7	Build a sports complex. Provide service centre at Masiza Flak. Provide bulk infrastructure at Riemvasmaak. Provide new houses. Paving of roads required.	Revitalisation and restrengthening of the taxi-rank in ward 7 with intensified security visibility. Provide service centre at Masiza Flak. Provide bulk infrastructure at Riemvasmaak. Provide new houses. Paving of roads required.
8	Jojo tanks for clean drinking water Paving of roads required. Formalise informal settlements, provide houses and toilets. Provide street lights. Provide sports facilities, clinic and library.	Jojo tanks for clean drinking water Paving of roads required. Formalise informal settlements, provide houses and toilets (e.g Aganang and Helen Joseph) Provide street lights (e.g Madiba Square) Provide sports facilities, clinic and library
9	Replace ageing infrastructure (e.g, water pipes). Fix streetlights and provide high-mast lighting. Provide houses for the middle-income grouping and prioritise ward residents. Fix drainage and storm water system. Fix potholes and provide speed bumps. Provide soccer and cricket facilities and Kitsong Centre.	Roads Stormwater sports and recreation Housing provision and maintenance Street lights and high mast lighting
10	Building of a school. Upgrade the library. Paving of roads and upgrading of storm water systems in Phetole, Moretele and Nkgare Streets. Refurbishment of RC Elliot Hall Provide sanitation.	Building of a school. Upgrade the library. Paving of roads and upgrading of storm water systems in Phetole, Moretele and Nkgare Streets. Refurbishment of RC Elliot Hall Provide sanitation.

Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	**Prioritised needs**	
	Formalisation of the informal settlements and relocation of settlers Provide fencing at clinic.	Formalisation of the informal settlements and relocation of settlers Provide fencing at clinic. Provision of street and high-mast lights
11	Provision of adequate housing and Renovate houses at Katimamolilo by removing asbestos roofs. Provide sanitation (eradication of bucket and shanti toilets) Provide high-mast streetlights. Fixing of roads required. Provide parks for recreation with security. Build School	Provision of adequate housing and Renovate houses at Katimamolilo by removing asbestos roofs. Provide sanitation (eradication of bucket and shanti toilets) Provide high-mast streetlights. Fixing of roads required. Provide parks for recreation with security. Build School
12	Renovate houses by removing asbestos roofs. Paving of Jabula, Tshabalala and John Daka Fix drainage and storm water system. Build new toilets at Tyala Drive. Install high-mast street lighting. Build a greenhouse.	Renovate houses by removing asbestos roofs. Paving of Jabula, Tshabalala and John Daka Fix drainage and storm water system. Build new toilets at Tyala Drive. Install high-mast street lighting. Build a greenhouse
13	Build toilets in informal settlement. Paving of internal streets. Provide streetlights. Provide electrification of informal settlements. Provide infrastructure.	Build toilets in informal settlement. Paving of internal streets. Provide streetlights. Provide electrification of informal settlements. Provide infrastructure.
14	Fixing of roads and storm water system required. Provide sanitation infrastructure (upgrade of sewage line and informal settlements). Provide water infrastructure. Provide recreation facilities.	Fixing of roads and stormwater system required. (including Hutton, Otto and Jan de Beer Streets) Provide sanitation infrastructure (upgrade of sewage line and fixing burst pipes). Informal settlements (formalisation, relocations and servicing). Provide water infrastructure. Provide recreation facilities
15	Provide toilets. Resolve recurring sewer and storm water blockages. Provide streetlights and high-mast lighting and maintenance of existing. Completion of paving project & fixing of roads and bridges (Peter Mokaba requires handrails) Formalisation of informal settlements	Provide toilets. Resolve recurring sewer and storm water blockages. Provide streetlights and high-mast lighting and maintenance of existing. Completion of paving project & fixing of roads and bridges (Peter Mokaba requires handrails) Formalisation of informal settlements
16	Paving of access roads in Promise Land. Provide high-mast lighting in Snake Park. Do repairs and maintenance at Gogga Pump station. Provide water and outside toilets in Snake Park Phases 1, 2 and 3. Pave all roads in Tswelelang. Provide electricity to 62 shacks. Upgrade retention pond at R31. Paving of Transit Camp and relocation of temporary site to	Paving of access roads in Promise Land. Provide high-mast lighting in Snake Park. Do repairs and maintenance at Gogga Pump station. Provide water and outside toilets in Snake Park Phases 1, 2 and 3. Pave all roads in Tswelelang. Provide electricity to 62 shacks. Upgrade retention pond at R31. Paving of Transit Camp and relocation of temporary site to

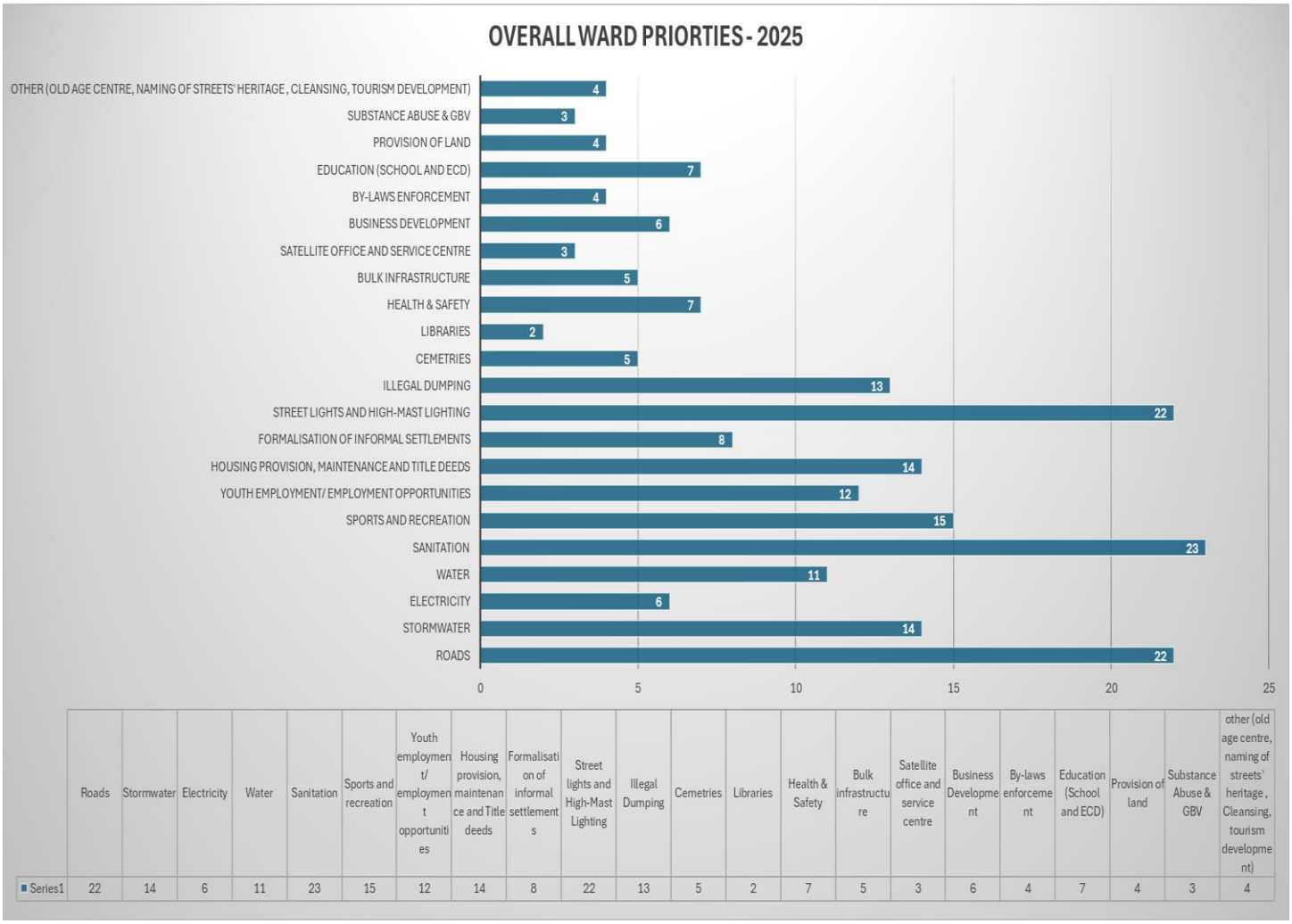
Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	**Prioritised needs**	
	permanent settlement.	permanent settlement.
17	Fixing of roads required. Provide storm water drainage systems. Provide sports field and facilities. Build toilets at King Senare shacks.	Fixing of roads required. Provide storm water drainage systems. Provide sports field and facilities. Build toilets at King Senare shacks Kwena Street needs lights A youth centre is needed and land must be availed for youth to start SMME's. Fencing for the park, handover of the structure to the community for recreational purposes and a caretaker and light for the park
18	Upgrade storm water and sanitation infrastructure. Relocation of informal settlements from Rhythm City and Kirstenhof to Fransfarm. Renovate dilapidated houses. Provide high-mast streetlights.	Upgrade storm water and sanitation infrastructure. Relocation of informal settlements from Rhythm City and Kirstenhof to Fransfarm. Renovate dilapidated houses. Provide high-mast streetlights.
19	Provide toilets in Saka. Provide high-mast lighting in Royal and Nyambane streets. Provide housing in Kammarkies. Renovate houses by removing asbestos roofs and replacing with corrugated iron sheets in Mokgeledi Street, Malunga Street, Modiakgotla Street and Moshoeshoe Street. Upgrade of the sewer main line in Moshoeshoe Street.	Provide toilets in Saka. Provide high-mast lighting in Royal and Nyambane streets. Provide housing in Kammarkies. Renovate houses by removing asbestos roofs and replacing with corrugated iron sheets in Mokgeledi Street, Malunga Street, Modiakgotla Street and Moshoeshoe Street. Upgrade of the sewer main line in Moshoeshoe Street. Repair roofing reconstruction of houses in Saka and repair toilets.
20	Do maintenance of infrastructure. Fixing of potholes required. Ensure a clean city. Fixing of leaking water pipes required. Resolve problems with sewerage.	Do maintenance of infrastructure Fixing potholes required (Resealing and resurfacing of road near the Tramway). Ensure a clean city Fixing of leaking water pipes required Resolve problems with sewerage Additional speed humps in Barkly Road and Green Street
21	Provide clinic for community. Provide swimming pool for community. Paving of roads required. Provide speed bumps. Build new houses for De Beers.	Provide clinic for community Upgrading of infrastructure Require a school in Hull Street Paving of roads required Provide speed humps in De Beers (Merriman and Hull Street). Establish a library Build new houses for De Beers
22	Ensure proper storm water drainage system in place. Fixing of roads required. Provide taxi rank and parking. Improve power station and electricity grid. Provide recreational facilities.	Ensure proper storm water drainage system in place. Fixing of roads required. Provide taxi rank and parking. Improve power station and electricity grid. Provide recreational facilities.
23	Provide quality water and roads. Complete an infrastructure impact assessment.	Provide quality water and roads Complete an infrastructure impact assessment

Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	**Prioritised needs**	
	Upgrade the electricity substation. Provide and maintain public open spaces.	Upgrade the electricity substation Provide and maintain public open spaces
24	Ensure maintenance of water network. Fixing of roads required, e.g potholes, road markings. Repair and do maintenance on streetlights. Upgrade capacity of electricity network. Provide public open spaces and maintain existing open spaces.	Ensure maintenance of water network Fixing of roads required. Eg. Potholes, road markings Repair and do maintenance on street lights Upgrade capacity of electricity network Provide public open spaces and maintain existing open spaces
25	Upgrade and refurbish municipal residential flats. Fix roads and storm water networks. Replace water meters and pipes. Upgrading and maintaining parks	Upgrade and refurbish municipal residential flats. Fix roads and storm water networks. Replace water meters and pipes. Upgrading and maintaining parks
26	Formalise informal settlements through surveying erven. Provide high-mast lighting. Maintenance of roads Upgrade sports stadium and parks. Complete electrification of Ronalds Vlei. Provision of housing	Formalise informal settlements through surveying erven. Provide high-mast lighting. Maintenance of roads Upgrade sports stadium and parks. Complete electrification of Ronalds Vlei. Provision of housing
27	Surveying of Riemvasmaak , Rietvale Operation of the satellite municipal office Upgrade of community hall Provision of recreational facilities (Swimming pool) Build community clinic Provide satellite police station.	Roads (for the entire ritchie area and stormwater for Old Rietvale, freedom park, oppermanstraat. Operation of a central satellite municipal office in Ritchie Upgrade of community hall Provision of a sports facility Build community clinic Provide land for police station. High-mastlights
28	Paving of roads required. Provide electricity, water and sanitation services. Provide sport and recreation facilities.	Electricity provision Water & Sanitation provision Housing (151 erven to be serviced and the Greenside area – De Beers open mines and the old Colville houses). Roads & Stormwater upgrades Small business development (SMME's).
29	Paving of streets in Ivory Park, Gregory Park and Riverton required. Ensure effective water and sanitation services in Lethabo Park Complete registration of houses in Riverton. Provide high-mast lighting in Harmony Park and Riverton. Formalisation of informal settlements in Riverton.	Surveying of land in Harmony Park and building houses in Ivory Park. Ensure effective water and sanitation in Lethabo Park. Paving of streets and high mast lighting in Riverton required. Formalisation of informal settlements – complete registration of houses in Riverton. High mast lights in Lethabo Park. Build a community hall. Paving of Soapberry Street.
30	Formalise informal settlements (Jacksonville) through surveying erven. Paving of roads in Jacksonville required. Upgrade main entrance to Lerato Park Provide high-mast lighting in Lerato Park.	Formalise informal settlements (Jacksonville) through surveying erven. Paving of roads in Jacksonville required. Housing for lerato park Provide high-mast lighting in Lerato Park.

Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	**Prioritised needs**	
	Provide a one-stop service delivery centre. Build a community hall.	Provide a one-stop service delivery centre. Build a community hall.
31	Build a combined school (ECD – high school). Installation of electricity and sanitation required. Paving and fixing of roads required from Soul City to Kutloanong. Refurbishment of a community hall Build a library.	Build a combined school (ECD – high school). Installation of electricity and sanitation required. Paving and fixing of roads required from Soul City to Kutloanong. Refurbishment of a community hall Build a library.
32	Paving of the following streets required: Gerald Sekoto, Frank Chikawe, Ellen Khuzwayo. Electrify Platfontein houses. Upgrade Platfontein toilets and Phutanang sink toilets to flush toilets. Build recreation hall in Phutanang. Provide satellite municipal office in Platfontein, e.g. to pay municipal accounts.	Paving of the following street required: Gerald Sekoto, Frank Chikawe, Ellen Khuzwayo. Housing in Platfontein. Upgrade Platfontein toilets and Phutanang sink toilets to flush toilets. Build a community hall in Platfontein. Provide satellite municipal office in Platfontein, e.g to pay municipal accounts.
33	Fomalisation of the informal settlements Provide water, electricity and sanitation for informal settlements. Provide streetlights. Rebuild asbestos houses in Chris Hani Park. Provision of roads Refurbishment of the Mayibuye precinct Clean illegal dumping area next to Sinothando.	Formalisation of the informal settlements Provide water, electricity and sanitation for informal settlements. Provide streetlights. Rebuild asbestos houses in Chris Hani Park. Provision of roads Clean illegal dumping area next to Sinothando and other areas. (high priority and must be considered for sports and recreation) Title deeds Upgrade stormwater channels

Prioritised Needs per Ward

In sum, **Graph 2** indicates the percentage share of the types of needs identified. Please note that the information does not distinguish between the action/service required to address the identified need, i.e. new build, repair and/or maintenance.



Percentage Share of the Types of Needs

CHAPTER 5: STRATEGIC AGENDA

This chapter includes the municipality's *statement of vision*, risk measures and a summary of certain sector plans.

5.1 INTRODUCTION

The first steps in preparing the municipality's *statement of vision* were to (1) complete a PESTLE analysis,[17] (2) to draft a shared vision and mission with associated strategic objectives and actions, and (3) to confirm alignment with national objectives. These (national and local) objectives serve as directives to guide municipal operations within a framework of key performance areas and key performance indicators. The next step was to prepare municipal action plans including key performance indicators and targets to measure performance over a five-year period (see **Chapter 6**).

5.2 PESTLE ANALYSIS

The following PESTLE analysis was discussed at the Mayoral Strategic Planning Session in March 2023. Please note that a category of 'spatial' has been added to the analysis to include those factors that impact spatial transformation within the municipal area.

PESTLE Analysis	
Description	**Assessment of Impact[18]**
Political	
No outright majority for any political party.	
Preference is given to investing public-sector funds in social infrastructure rather than economic infrastructure or both	
Interference of political leaders in municipal administration.	
Misappropriation of national grant funding allocated to a specific project.	
Sitting and attendance of governance committees (e.g. SPELUM and wards committees).	
Provide one-stop-shop regarding government services in Kimberley.	
Synergy between National and Provincial goals and objectives	
Economic	
An economy in decline with expected future sectoral economic growth limited to the tertiary sector, i.e. narrow-based economy.	
High unemployment rate (and specifically, youth unemployment) leading to high grant dependency and inability to pay municipal accounts.	

[17] Political, economic, sociological, technological, legal and environmental analysis of external and internal factors that impacts on the operations of the Sol Plaatje Municipality.

[18] The possible impact of each factor has been assessed as critical (red), moderate (orange) and favourable (green).

PESTLE Analysis	
Description	**Assessment of Impact[18]**
High levels of poverty, i.e. growth in the number of indigent households.	
Roads are in a bad condition with potholes to be eradicated.	
Businesses relocating from Kimberley (e.g. Coke and Sasko) while the city is not the preferred investment location, e.g. Curro build a school in Kathu rather than in Kimberley.	
In migration of hopeful low-skilled jobseekers to nodes with higher economic activity.	
Very little (or no) building activity of new residential and new non-residential space since 2018.	
Scarcity of municipal-owned land causes a hemmed-in city relying on private-sector initiatives to develop land.	
A local economy that is concentrated and vulnerable and/or susceptible to exogenous factors	
High property rates, municipal taxes and tariffs	
Lack of innovation.	
Lack of manufacturing industries. Deindustrialisation of industrial areas to storage depots, i.e. limited manufacturing.	
Lack of safety and security implementation, especially at National Key Points facilities.	
Narrow economic base and stagnation.	
Undefined alternative economies post-mining.	
Limited economic opportunities available in municipal area.	
Not enough economic opportunities created as spin-offs from the establishment of the Sol Plaatje University, for example, (1) University building own student accommodation rather than encouraging private-sector initiatives, ()2) only about 5% students are local residents, and (3) campus part of heritage precinct that should be strengthened.	
Decentralisation of businesses out of central business district leading to, for example, a job-housing mismatch, resulting in excessive commuting to job opportunities.	
Foreigners capturing economic opportunities (tuckshops).	
Limited funding available for SMMEs.	
Red tape hinders the unlocking of progressive economic opportunities.	
Increased office vacancy rate and non-used buildings.	
Position Kimberley as the provincial hub of bulk mining consumables	
Emerging industries do not attract associated industries that will be sustainable.	
Job opportunities created through the Expanded Public Works Programme.	
The possibility of renewable energy generation for own use through public private partnerships.	
Municipal Planning Tribunal and other committees deciding on land development are functional.	
Government Administration Hub	
Tourism attraction	
Leisure & conferencing facilities at Riverton & Langley	
Packaging, logistic hub around airport	
Position SPM as an Agricultural Hub as part of Agric. Belt (Douglas, Barkly West, Free State)	
Packaging of all heritage Resources - Tourism	
Availability of parastatal and private buildings, e.g. De Beers, for future developments.	

PESTLE Analysis	
Description	**Assessment of Impact[18]**
Upskilling of Local SMME's	
Investment opportunities	
Private sector leverage - skills empowerment.	
Demand for student accommodation within the urban edge.	
Sociological	
Early school dropout of learners.	
Minimal housing provision for middle income.	
Youthful population	
Sufficient health services available but used by entire province with impact on capacity. Specialised services only available in Bloemfontein.	
Availability of community facilities	
Technological	
Reliability of customer information and data.	
Risk of information technology.	
Lack of technology at the libraries.	
Limited cascading of information to external stakeholders (e.g. ward committees).	
No debate about ICT airspace, i.e. cloud technology storage.	
Sol Plaatje University is the first university that offers Information and Communication Technology (ICT) degree; data analysis	
Sol Plaatje University Research and Development to provide empirical data to aid service delivery	
Sol Plaatje University as a strategic growth point	
Environmental	
Degradation of environmental, heritage and agricultural assets.	
Low rainfall and extreme climate conditions.	
Loss, transformation and degradation of natural habitat: exploitation of natural resources (e.g. overgrazing, collection of wood), invasion of alien species.	
Contamination of groundwater, stressed water catchments (e.g. lack of water for irrigation), poor soil potential, outbreak of diseases.	
Environmental pollution, and compliance directives from enforcement authorities.	
Lack of protection for flamingos.	
Spatial	
Segregation along socio-economic class lines in the form of a race-based urban spatial configuration.	
Past insufficient new supply of housing by government.	
Increased population densities mostly in neighbourhoods with sub-standard quality of services and urban environment.	
Land invasions.	
Execution of revisionary clause- acquiring of land back.	

PESTLE Analysis	
Description	**Assessment of Impact[18]**
Lack of cross border projects with adjoining municipalities.	
Potential to become a Smart City.	
More than half of all Informal settlements (22 in total) have been formalised.	
Strategic location of Kimberley regarding national road network.	
Pockets of strategic land within the urban edge.	
Existing Restructuring Zones for social housing.	
Regional connectivity.	
Compact city.	
Uncoordinated alienation of land.	
Clear identified development corridors through the Spatial Development Framework i.e. land available for New Entry Economy.	

PESTLE Analysis

5.3 STATEMENT OF VISION

A vision statement is presented as a municipal vision, objectives and strategies that must be aligned to similar statements by other tiers of government.

VISION OF SOL PLAATJE MUNICIPALITY

"Towards a Cleaner Growing City "

MISSION OF SOL PLAATJE MUNICIPALITY

The mission of the Sol Plaatje Municipality is to:

Reclaim the city that sparkles.

Build public confidence and trust.

Provide economic infrastructure to foster private-sector investment.

Deliver sustainable uninterrupted services to all residents.

5.3.1 Strategic Objectives

The table below includes the FIVE strategic objectives of the Sol Plaatje Municipality together with linkages to key directives of the other tiers of government.[19] In this regard, these objectives serve as directives to guide municipal operations within a framework of key performance areas and key performance indicators. Also provided in the table are the seven apex priorities as identified in the Medium-Term Strategic Framework 2019-2024.

Municipal Strategic Objectives	Municipal Key Performance Areas	National Key Performance Areas	Medium Term Strategic Framework: Seven Apex Priorities
Economic growth through promoting Sol Plaatje Municipality as an economic hub	**Local Economic Development and Spatial Transformation**	**Local Economic Development**	Priority 2: Economic transformation and job creation Priority 5: Spatial integration, human settlements and local government
Improved service delivery	**Access to Basic Services and Infrastructure Development**	**Basic Service Delivery and Infrastructure Development**	Priority 4: Consolidating the social wage through reliable and quality basic services Priority 7: A better Africa and world
Good, clean and transparent governance and public participation	**Good Governance and Public Participation**	**Good Governance and Public Participation**	Priority 1: A capable, ethical and developmental state Priority 3: Education, skills and health Priority 6: Social cohesion and safe communities
Establishment of healthy financial management	**Sound Financial Management**	**Municipal Financial Viability and Management**	
Improved institutional management	**Institutional Development and Capacity Building**	**Institutional Development and Municipal Transformation**	
Provision of Community and Social Services	**Access to Community and Social Services**	**Provision of Community and Social Services**	Priority 6: Social cohesion and safe communities

Alignment of Strategic Objectives

Municipal strategic objectives must be aligned with the higher-order policy directives and associated outcomes (see table below). Various municipal action plans which are based on prioritised needs and available resources have been developed in support of this approach to implementation (see **Chapter 6** for action plans).

[19] The strategic objectives were considered and adopted at the Mayoral Strategic Planning Session held on 22 and 23 March 2023.

Alignment of Municipal Strategic Objectives	
Strategic Objective 1	**Economic growth through promoting Sol Plaatje Municipality as an economic hub**
National KPA	Local Economic Development
Provincial Strategic Goal	Create opportunities for economic growth and jobs
Municipal focus area(s)	Knowledge economy, Tourism and Services sectors, Logistics, Inner-city revitalisation, Mining sector, Town planning
Municipal actions	Draft Economic Development Strategy Economic diversification through drafting of Precinct Development Framework targeting primary and secondary sectors (e.g. reindustrialisation of Kimdustria, Fabrici, agro-processing, manufacturing, warehousing and logistics, renewable energy generation). Development and review of LED strategic documents Strategic Procurement and Sourcing Framework Growth Development Strategy Provision of economic Infrastructure Strategic partnerships and leverage by building social compact through establishment of strategic partnerships with private sector and social actors, mining houses, CBD property association, SPU business chambers. Place marketing through tourism (e.g. optimisation of tourism and heritage assets to develop the economy) Investments promotions by finalising the Investment Strategy and incentives policy Ensure SMME support and development; revitalise SMME's development opportunities Strengthen the knowledge economy Investigate opportunities in SPM becoming a logistics hub Implement an anti-red-tape approach Position SPM as an event hosting centre Provide incentives and do marketing – be investment friendly Investigate opportunities in partnerships regarding renewable energy generation and the township economy Clean-up, revitalise and modernise CBD – make it safe and address illegal occupants of buildings
Outcomes	A local economy that delivers on food security, job creation, education and skills development.
Strategic Objective 2	**Improved service delivery**
National KPA	Basic service delivery and infrastructure development
Provincial Strategic Goal	Enable a resilient, sustainable, quality and inclusive living environment
Municipal focus area(s)	Infrastructure maintenance and operational plans Quality and standard of municipal service delivery Affordability of municipal service Service delivery being timeous Ensure a clean and green city
Municipal actions	Maintenance of all municipal infrastructure and effective delivery of services related to water, sanitation, electricity and refuse removal Eradication of bucket and chemical sanitation systems Upgrading and maintenance of road infrastructure Upgrade water and electricity infrastructure (replace 8000 pre-paid water meters)

Alignment of Municipal Strategic Objectives	
	Effective delivery of (social) housing & (serviced) land Safeguarding of municipal assets Restrict vandalism of municipal infrastructure Improved response to service delivery complaints Fix water leaks and potholes Create schedule to clean chemical toilets Work towards formalising all informal settlements Land release, upscale social housing through the servicing of strategic parcels of land.
Outcome	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner.
Strategic Objective 3	**Good, clean and transparent governance and public participation**
National KPA	Good governance and public participation
Provincial Strategic Goals	Embed good governance and integrated service delivery through partnerships and spatial alignment
Municipal focus area(s)	Developmental municipality through leading and learning Build public confidence and trust User-friendly institution Quality and timeous communication Ensure cooperative governance
Municipal actions	Do what you have said you will do Implement Batho Pele principles Ensure, compliance, transparency, oversight and accountability Effective performance management Proper public participation with improved communication and information distribution Update and enforce policies and standards Rebranding and image change of SPM
Outcome	Good governance systems are maintained to support proper communication.
Strategic Objective 4	**Establishment of healthy financial management**
National KPA	Municipal financial viability and management
Provincial Strategic Goal	Embed good governance and integrated service delivery through partnerships and spatial alignment
Municipal focus area(s)	Clean audit report Revenue management and collection
Municipal actions	Strengthening internal financial controls and build capacity Ensure financial sustainability and accountability Adhere to Supply Chain Management processes and credit controls Refine strategies for debt collection and raising of revenue SPM to set fair and transparent tariffs (implement zero based budgeting) Ensure alignment and auditing of meters and billing Work towards 95% collection rate and ensure payment based on correct account
Outcomes	The municipality has a system in place to track spending in terms of budget allocations, is financially viable to deliver services to the community, and receives a clean audit.

Alignment of Municipal Strategic Objectives	
Strategic Objective 5	**Improved institutional management**
National KPA	Institutional development and municipal transformation
Provincial Strategic Goal	Embed good governance and integrated service delivery through partnerships and spatial alignment
Municipal focus area(s)	Becoming an Ideal Municipality where every worker is treated with respect and dignity Quality working environment Work ethic and professionalisation programme Inter-departmental communication and workstreams
Municipal actions	Accountability for under performance and ill-discipline Ownership of service delivery outcomes Address nepotism and favouritism in the workplace Implement consequence management correctly and consistently Document and distribute standard operation procedures for each directorate Promote good work ethics Change existing organisational culture Conduct work discipline and ethics training Provide all workers with relevant information Ensure the wellness of workers Ensure proper performance management Ensure a vibrant and effective Human Resource Directorate Ensure teamwork amongst officials Control interference of labour forums
Outcome	The municipality is structured to deliver the required services through skilled personnel and by using appropriate mechanisms and supporting administrative systems with regular monitoring of performance.
Provision of Community and Social Services	
Strategic Objective 6	**Improved institutional management**
National KPA	Provision of Community and Social Services
Provincial Strategic Goal	
Municipal focus area(s)	
Municipal actions	
Outcome	

Alignment of Municipal Strategic Objectives

MUNICIPAL SECTOR PLANS[20]

[20] In this section the municipality's response to gender-based violence and femicide in the municipal area is addressed as well as the Spatial Development Framework and Disaster Management Plan as core components of the IDP. In addition, the discussions regarding the other listed sector plans were copied from the municipal SDF.

5.4.1 Spatial Development Framework, 2018 - 2023

The Spatial Development Framework (SDF) represents the primary policy directive to transform the spatial structure of Kimberley. A spatial structure that was created by *apartheid* spatial planning which was based on segregation by class and race. The SDF references various pieces of legislation and policies through which a remedial approach is advocated to transform the urban space by taking raced-based segregation out of the equation. However, this approach (and the SDF) does not address the underlying economic and social drivers of spatial segregation. In this regard, the SDF is formulated from a qualitative perspective and does not consider the financial, economic and social consequences of implementing spatial proposals (see **§3.5.7** in SDF and below).

The SDF developed a single spatial growth scenario stating that the western portion of the municipal area has potential for densification because it has large pockets of (municipality-owned) vacant land within the existing built-up area. This conceptual scenario is limited in application due to (local) economic growth/decline not considered at all, whereas, as we know, economic growth drives the likely demand for built space or developable land. The 20-year planning horizon of the SDF in contrast to the five-year IDP cycle, further complicates the tracking and monitoring of spatial transformation over time.

The SDF references two key dimensions of spatial transformation, namely (1) a series of integrated and well-connected economic corridors and nodes and (2) mixed-use/mixed-income sustainable human settlements of varying densities. Interestingly, the SDF acknowledges but does not articulate the role of the economy and the market in determining the demand for developable land (see **§5.1.2.2** and **§5.1.2.3** in SDF). The SDF does however identify the Sol Plaatje University as a catalyst for the knowledge economy. In strengthening the planning concepts of corridor development and densification, the SDF identifies the campus as a precinct with a mix of student accommodation, middle-class apartments as well as retail facilities with densification possible in New Park, Labram, Memorial Road Area and Albertynshof. The SDF also list the following types of development areas:

Spatial transformation zones in Kimdustria, Casandra, South Ridge, Fabricia, Phomolong, and Herlear.
Functional areas with the following five (5) sub areas: (1) Urban Mixed-use Concentration subfunction with Carters Glen as the priority area for development, (2) Urban Commercial Concentration subfunction with the University precinct as the priority area for development, (3) Urban Industrial Concentration subfunction, (4) Urban Residential Expansion subfunction, and (5) Urban Priority Housing Development Areas (Department of Human Settlements),
Urban Restructuring Zones as 13 preferred areas for social housing.
Densification areas along corridors and at Kimberley Airport.

In this context, the IDP 2022-2027 includes a section outlining the strategic spatial direction of which a summary is provided in the following paragraphs. It is stated that spatial governance and local economic development programmes determine the transformation of the spatial landscape to be achieved through the following interventions:

Provide subsidised housing in areas with economic opportunities.
Improve intergovernmental relations to accelerate the delivery of houses.

Create inclusive and sustainable settlements/ neighbourhoods.

Grow the economy and involve the informal sector and SMME's.

Address service delivery backlogs.

In addition, the IDP 2022-2027 includes six (6) catalytic projects to change the growth and development trajectory in the municipal area:

Carters Glen Precinct.

The Big Hole Tourism Precinct.

Adventure Precinct.

Riverton Leisure and Conferencing Precinct.

Heritage Precinct.

Kamfersdam Precinct.

Disaster Management Plan, 2004

The available document representing the municipality's Disaster Management Plan is dated July 2004. It is proposed to review the document in line with the prevailing circumstances and management requirements. In this regard, the 2004 plan does refer to the Disaster Management Act, 2002 (No 57 of 2002) which includes the following objectives aimed at implementing appropriate disaster risk reduction strategies:

The compilation of a Disaster Management Framework (DMF).

The execution of comprehensive disaster hazard, vulnerability and risk assessment.

The compilation of disaster management plans.

Establishment of a Disaster Management Centre.

Municipal approach to Gender Based Violence and Femicide

The Sol Plaatje Municipality acknowledges the role of local government as set out in the National Strategic Plan (NSP) on Gender-Based Violence and Femicide (GBVF).[21] In this regard, the Municipality will play a decisive role to ensure accountability and delivery on policy and programmes to address the concerns about gender-based violence and femicide in the municipal area.

The NSP proposes six (6) pillars as central to bringing about specific changes to GBVF (see table below). These changes include the strengthening of accountability and a multi-sectoral response, facilitating healing at all levels, making spaces safe and choices real, and rebuilding the social fabric. The pillars are also designed to include five-year outcomes as measurable indicators (see table below).

[21] Republic of South Africa, National Strategic Plan on Gender-Based Violence and Femicide.

Water Service Development Plan

Pillar	Five-year Outcome
Pillar 1: Accountability, Coordination and Leadership	Bold leadership, strengthened accountability across government and society that responds to GBVF strategically with clear messaging and adequate technical and financial resources. Strengthened multi-sectoral coordination and collaboration across different tiers of government and sections of society based on relationships of trust that give effect to the pillars of the NSP.
Pillar 2: Prevention and Rebuilding Social Cohesion	Strengthened delivery capacity in South Africa to roll out evidence-based prevention programmes. Changed behaviour and social norms within key groups as a result of the rollout of evidence-based prevention interventions. Shifts away from toxic masculinities towards embracing positive alternative approaches for expressing masculinities and other sexual and gender identities, within specific communities/groups. Optimally harnessed VAC programmes that have an impact on GBV eradication. Increased cross fertilisation and integration of prevention interventions on violence against LGBTQIA+ persons with broader GBVF prevention and violence prevention interventions. Strengthened programming that addresses the restoration of human dignity, build caring communities and responds to historic and collective trauma. Public spaces are made safe and violent free for all, particularly women and children.
Pillar 3: Justice, Safety and Protection	All GBV survivors are able to access efficient and sensitive criminal justice that is quick, accessible, responsive and gender inclusive. Strengthened capacity within the criminal justice system to address all impunity, effectively respond to femicide and facilitate justice for GBV survivors. Amended legislation related to GBV areas that build on legislative reforms initiated under the Emergency Response Action Plan.
Pillar 4: Response, Care, Support and Healing	Strengthened existing response, care and support services by the state and civil society in ways that are victim-centred and survivor-focused to facilitate recovery and healing. Secondary victimisation is eliminated through addressing specific individual and systemic factors that drive it. Victims feel supported by the system to access the necessary psychosocial, material and other support required to assist them with their healing. Strengthened community and institutional responses to provide integrated care and support to GBVF survivors and their families that takes into account linkages between substance abuse and HIV and AIDS.
Pillar 5: Economic Power	Accelerated initiatives that address women's unequal economic and social position, through access to government and private sector procurement, employment, housing, access to land, financial resources and income other generating initiatives. Safe workplaces that are free of violence against women and LGBTQIA+ persons, including but not limited to sexual harassment. Demonstrated commitment through policy interventions, by the South African state, private sector and other key stakeholders to eliminate the impact of economic drivers of GBV.

Pillar	Five-year Outcome
	Strengthened child maintenance and related support systems to address the economic vulnerability of women.
Pillar 6: Research and Information Management	Improved understanding of the extent and nature of GBVF, broadly and in relation to specific groups and forms in South Africa. Adoption of GBV policies and programming interventions that are informed by existing evidence-based research. GBVF related information across different government management information systems, is readily used to address systemic challenges and facilitate effective solutions and responses.

NSP Central Pillars for Gender Based Violence and Femicide

The next section includes some of the identified activities through which local government can partake in the roll out of relevant programmes in the municipal area.

Pillar 1

Put mechanisms and processes in place to hold state and societal leadership accountable for taking a firm stand against GBV.

Development of a partnership model, funding and resourcing plan to respond to the crisis by locating the response in locally based structures, activism and agency within communities.

Hold private and public sector accountable for the development and roll out of sexual harassment policies and workplace strategies.

Integration of NSP priorities in all relevant departmental and municipal plans and frameworks.

Adoption of zero tolerance to policies on cyber violence and sensitive reporting of GBVF.

Strengthen leadership within and across government and non-government sectors to strengthen the national response to GBVF.

Roll out of a national response to GBVF through provincial and local structures with optimal institutional arrangements and resources across government, private sector, media, NGOs, CSOs religious and cultural institutions with a specific focus on prevention and psychosocial support.

Establish feedback mechanisms to support the multi-sectoral approach to dealing with GBVF.

Mobilisation through common interest groups for policy advocacy and grassroots sensitisation on GBVF to enhance women's ability to access, protect and promote their rights.

Pillar 2

Train and support community capacity to deliver GBVF prevention interventions.

Adapt and roll out school based GBV prevention programmes.

Implement evidence-based behaviour change interventions with targeted communities.

Commission studies to better understand how to intervene in the development of toxic masculinities in South Africa.

Integrate GBV prevention into various programmes.

Make public spaces violent free for women and children.

Facilitate community interventions that promote social connectedness and healing.

Pillar 3

Humanising service delivery and address unequal and inequitable spread of victim services.

Provide funding to survivors of GBVF to meet specific needs such as legal aid costs.

Pillar 4

Strengthening of the local level coordination to address current fragmentation and build cooperative relationships of trust between government stakeholders, civil society organisations and communities in responding to GBVF.

Establishment of local level rapid response teams in every municipality with clear protocols for week day, weekend, after hours' services (to consider danger and rural allowance), and protocols for child protection (all departments) to amplify the response to the needs of victims.

Pillar 5

Develop, implement, support and monitor programmes for equitable job creation, representation and ownership by women.

Public private partnerships are established to facilitate economic opportunities for women leaving abusive relationships.

Put shelters and interim housing in place.

Put policy mechanisms in place to address range of gender related inequalities in the economy.

Workplace interventions for GBV support developed and rolled out in public and private sector.

Develop sexual harassment policies in workplaces across the public and private sectors.

Ensure the implementation of the Employment Equity Act to eliminate gender and race wage disparity.

Public employment opportunities with a specific focus on youth and women and persons with disabilities.

Broaden ownership for women, youth and SMME.

Support and encourage the role of women, persons with disabilities and LGBTQIA+ persons as leaders in all sectors of society.

Pillar 6

Establish partnerships between research institutions, government, academia, NGOs, activists and communities that facilitate and enhance complementarities in their roles and responsibilities within research processes.

This IDP review included the consideration of those activates that can provide maximum gains through municipal intervention, such as advocacy via ward committees and other public platforms. In this regard, the Municipality will place emphasis on addressing socio-economic issues that pose a threat to the safety of the community and the well-being of GBVF victims. The development of a Sexual Harassment Policy and elimination of gender and race wage disparity through job reservation in municipal projects, will be prioritised.

Other sector plans

Discussion of Sector Plans	
Integrated Waste Management Plan – reviewed 2018	The aim of the Integrated Waste Management Plan is to guide the effective management of waste within the municipal area with the following focus areas: Review waste collection system and management of waste disposal sites.

Discussion of Sector Plans	
	Compliance with relevant legislation. Encouraging community participation through mobilization, education and awareness programmes. Facilitation of effective waste minimization projects through recycling, avoidance, reduction and proper disposal with the focus on entrepreneurship development. Eradicate illegal dumping and littering on municipal, public and private property.
Local Economic Development Strategy, 2009	The 2009 Local Economic Development Strategy investigates options and opportunities in broadening the economic base to create employment opportunities and other spin-off effects benefitting the local economy.
Housing Sector Plan, 2014	The drafting of the Integrated Human Settlements Plan, 2014 was guided by the following principles: Housing to be closer to employment opportunities. Provide access to well-located land for the urban poor. Ensure and provide a mix of housing typologies. Prioritise housing for the indigent and affordable housing. Promote integrated planning, e.g. transport and land-use planning. Promote racial, social, economic and physical integration of urban space. Develop a system of inter-connected nodes and dense, mixed-use settlements. Promote establishment of social and economic viable commitments. Facilitate the active involvement of relevant stakeholders. The Plan uses Census 2011 data to reference the rate of occupation of the different types of housing as well as housing backlogs. In this regard, the recentness of the data is questioned and not repeated here.
Environmental Management Plan (EMP)	The EMP aims to integrate environmental concerns in the development of municipal strategies and projects to ensure environmental sustainability.
Urban Network Strategy	The Urban Network Strategy targets spatial transformation of the Kimberley Central Business District and the Galeshewe hub by applying Transport Orientated Development principles such as strengthening linkages, higher densities and mixed land use precincts.
Growth Development Strategy	
Capital Expenditure Framework	
Development of a Draft Investment Promotion Strategy	

Discussion of Sector Plans

INTEGRATED APPROACH TO SERVICE DELIVERY

Two of the key outcomes of the Mayoral Strategic Planning Session held on 22 and 23 March 2023 were an integrated but changed approach to service delivery and the consolidation of municipal operations within a strategic framework. This strategic framework was informed by (1) analysing trends of the local development context, municipal finances, and municipal performance, (2) considering higher-order policy directives (e.g. SONA), and (3) developing strategic objectives with associated actions. Please note that the existing vision and mission were confirmed at the planning session.

The next step is to formalise these outcomes in municipal action plans that will be implemented by the municipality during the 2025/26 financial year but monitored over a five-year period.

CHAPTER 6: IDP IMPLEMENTATION

INTRODUCTION

This chapter describes the various action plans that will be implemented by the municipality during the 2025/26 financial year but monitored over a five-year period. These actions are also aligned to the top-layer SDBIP. This chapter also includes projects — known to the writers of this report — to be implemented within the municipal area by the sector departments from the other two tiers of government and by the private sector.

MUNICIPAL ACTION PLANS

In the table below, the municipal actions are listed by strategic objective and are linked to key performance indicators and targets to measure performance over a five-year period. These indicators are mostly "inside of the control" of the Sol Plaatje Municipality, i.e. data is accessible.[22] Please note that these actions represent mostly the collective and not individual projects, and also include performance targets regarding the five (5) community needs with the highest priority, i.e (1) roads and stormwater, (2) housing-related services, (3) sanitation, (4) streetlights and high-mast lighting, and (5) sport and recreation facilities (see **§4.5**).

[22] See National Treasury, Appendix D – Guidance note for outcome indicator planning & reporting for MFMA Circular No. 88.

Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub

Strategic Objective 1 Economic growth through promoting Sol Plaatje Municipality as an economic hub												
National KPA: Local Economic Development												
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Office of Municipal Manager	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.1	Create full-time equivalents through EPWP initiatives by 30 June	Number of full-time equivalents created by 30 June	All	870.51	552	553	553	553	553
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.2	Development of the Draft Local Economic Development Strategy by 30 June	Draft Local Economic Development Strategy completed by 30 June	SPM	1	-	1	-	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.3	Development of the Draft Investment Promotion Strategy by 30 June	Draft Investment Promotion Strategy completed by 30 June	SPM	1	-	1	-	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.4	To process 80% category 1 land-use applications received until 30 April through Municipal Planning Tribunal by 30 June	% of category 1 land use applications processed	All	92%	80%	80%	80%	80%	80%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.5	Number of processed building plans received before 1 July	Number of building plans processed	All	206	200	200	200	200	200
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.6	Ensuring a response time of 11 weeks for building plans submissions received in the current financial year for buildings / architectural buildings less than 500m2 (number of plans received / divided by number of weeks to process	Average response time in weeks to process building plans	All	9,71 weeks	11 weeks	11 weeks	11 weeks	11 weeks	11 weeks
Strategy, Economic	Planning and Development / Economic	A local economy that delivers on food security, job creation, education and	SO1.7	Ensuring a response time of 11 weeks for building plans	Average response time in weeks to process	All	6,50	11	11	11	11	11

Strategic Objective 1 Economic growth through promoting Sol Plaatje Municipality as an economic hub National KPA: Local Economic Development												
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Development, Planning	Development/Planning	skills development.		submissions received in the current financial year for buildings / architectural buildings greater than 500m2 (number of plans received / divided by number of weeks to process	building plans		weeks	weeks	weeks	weeks	weeks	weeks
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.8	Number of SMMEs supported through the implementation of the business incubation developmental programme	Number of developmental programmes provided to SMMEs	All	10	10	10	13	13	13
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.8	Number of workshop provided by he SMMEs	Number of workshop provided to SMMEs	All	10	0	0	10	10	10
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.9	Capital Expenditure Framework (CEF)	Approved CEF	SPM	1	-	1	-	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.10	Number of erven planned and surveyed	Number of erven planned and surveyed	All	5 292	1 000	5 500	1 000	1 200	1 200
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.11	Number of marketing and promotion of tourist attractions conducted annually	Number of programmes conducted	All	0	0	0	4	4	4
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.12	% Completion of the feasibility study for various industrial precincts in Sol Plaatje Municipal area	% Completion of the feasibility study	All	0	0	100%	0%	0%	0%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.12	Conduct studies for the regeneration of industrial precincts	Market research report & urban design framework	All	0	-	-	2	-	-

Strategic Objective 1 Economic growth through promoting Sol Plaatje Municipality as an economic hub National KPA: Local Economic Development												
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.13	Percentage completion for the CBD Urban design plan by 30 June 2025	% Completion of the CBD Urban Design Plan	SPM	0	0	0	0	100%	0%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.14	Percentage upgrade of tourism facilities	% Completion as per the annual plan	All	0	-	-	100%	100%	0%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.15	Review of the Growth and Development strategy	Approved strategy	SPM	0	-	-	1	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.16	Review of the Land-use Management Scheme	Approved Land-use Management Scheme	SPM	0	-	-	1	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.17	Number of Signage upgraded	Number of signs upgraded	All	9	0	10	10	10	10
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.18	% Implementation of the ease of doing business project (BEAR) as per the annual implementation plan by 30 June 2024	% Progress as per the annual project plan	All	80%	100%	100%	0	0	0

strategic Objective 1: Economic Growth through promoting Sol Plaatje Municipality as an economic hub

Strategic Objective 2: Improved Service Delivery

Strategic Objective 2 Improved Service Delivery												
National KPA: Basic Service Delivery and Infrastructure Development												
Directorate	**mSCOA Function – Sub function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**				
								22/23	**23/24**	**24/25**	**25/26**	**26/27**
Finances	Water Management / Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1	Number of residential properties which are billed for water by 30 June	Number of residential properties which are billed for water by 30 June	All	46 685	46 685	46 685	46 685	46 685	46 685
Finances	Finance and administration/ Finance	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.2	Number of residential properties which are billed for electricity or have pre-paid meters by 30 June (excluding Eskom areas)	Number of residential properties which are billed for electricity (conventional metres and pre-paid meters) by 30 June (excluding Eskom areas)	All	69 166	69 166	69 166	69 166	69 166	69 166
Finances	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.3	Number of residential properties connected to the municipal wastewater sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) which are billed for sewerage by 30 June	Number of residential properties which are billed for sewerage by 30 June	All	50 844	50 844	50 844	50 844	50 844	50 844
Finances	Waste Management / Solid waste	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.4	Number of residential properties which are billed for refuse removal by 30 June	Number of residential properties which are billed for refuse by 30 June	All	50 844	50 844	50 844	50 844	50 844	50 844
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.5	Limit unaccounted for electricity to less than 15% by 30 June {(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased)x 100}	% unaccounted for electricity by 30 June	All	24,42%	15%	15%	15%	15%	15%

Strategic Objective 2 Improved Service Delivery												
National KPA: Basic Service Delivery and Infrastructure Development												
Directorate	**mSCOA Function – Sub function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**				
								22/23	**23/24**	**24/25**	**25/26**	**26/27**
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.6	Number of households in Lethabo Park to be connected to the electricity network, Phase 2	Number of households to be connected to the electricity network	1,29	555	3 272	634	-	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.7	Review of the WSDP	1 Adopted WSDP	SPM	1	-	1	-	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.8	Percentage upgrading of the bulk water supply infrastructure (BFI)	% upgrade as per annual project plan	All	0%	0%	100%	100%	100%-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage replacement of water pipes	Percentage replacement of water pipes	All	52,50%	-	100%	100%	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.10	Completion of a substation for Lerato park link services	% completion	30	50%	-	50%	50%	-	-

Strategic Objective 2 Improved Service Delivery												
National KPA: Basic Service Delivery and Infrastructure Development												
Directorate	**mSCOA Function – Sub function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**				
								22/23	**23/24**	**24/25**	**25/26**	**26/27**
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Construction of a Ring Main Unit (RMU) in Collville	% completion of construction	14	50%	-	100%	100%	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.12	Construction of a 11 KV line in Ronald's Vlei	% completion of construction	22	90%	-	100%	100%	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.13	Upgrade of the Hadison park substation	% upgrade	23, 24	-	-	50%	50%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.14	Limit unaccounted for water (Non-Revenue Water) to less than 40% annually {(Number of Kilolitres Water Purified - Number of kilolitres Water Sold) / Number of kilolitre's Water Purified Ã- 100}	% unaccounted for water (Non-Revenue Water) annually	All	66%	40%	40%	40%	40%	40%
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.15	99% water quality level achieved as per SANS 241 annually	% water quality level achieved as per SANS 241 criteria annually	All	89,98%	95%	98%	99%	99%	99%
Infrastructure	Wastewater	All communities have access to basic	SO2.16	80% waste water effluent quality	% waste water effluent	All	66,17%	65%	75%	80%	80%	80%

Strategic Objective 2 Improved Service Delivery												
National KPA: Basic Service Delivery and Infrastructure Development												
Directorate	mSCOA Function – Sub function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
and Services	Management / Sewerage	services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		level achieved as per National Effluent Quality Standards annually	quality level achieved as per National Effluent Quality Standards, annually							
Infrastructure and Services	Roads	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.17	90% spent of the budget to upgrade roads and stormwater by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)	Percentage of budget spent by 30 June	All	100%	90%	90%	90%	90%	90%
Infrastructure and Services	Roads	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.18	Number of square metres of roads to be resealed	Square metres of road to be resealed	All	150 000 m²	100 000 m²	150 000 m²	140 000 m²	250 000 m²	300 000 m²
Infrastructure and Services	Roads	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.19	Distance of kilometres of residential roads upgraded from gravel to a paved surface	Number of kilometres paved	All	7,50 km	4km	5km	5km	5km	5km
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.20	90% spent of the budget to provide sanitation by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)	Percentage of budget spent by 30 June	All	-	90%	90%	90%	90%	90%

Strategic Objective 2 Improved Service Delivery												
National KPA: Basic Service Delivery and Infrastructure Development												
Directorate	**mSCOA Function – Sub function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**				
								22/23	**23/24**	**24/25**	**25/26**	**26/27**
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	90% spent of the budget to provide streetlights and high-mast lighting by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)	Percentage of budget spent by 30 June	All	-	90%	90%	90%	90%	90%
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Replace 250W HPS luminaires with 100W LED luminaires	Number of luminaires replaced	All	311	-	262	262	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Replace 70W MV luminaires with 36W LED luminaires	Number of luminaires replaced	All	293	-	200	200	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Replace 400W MV luminaires with 276W LED luminaires	Number of luminaires replaced	All	262	-	315	315	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Replacement of 125W MV luminaires with 36W LED luminaires by 30 June 2025	Number of luminaires replaced	All	0	-	300	300	-	-

Strategic Objective 2 Improved Service Delivery												
National KPA: Basic Service Delivery and Infrastructure Development												
Directorate	**mSCOA Function – Sub function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**				
								22/23	**23/24**	**24/25**	**25/26**	**26/27**
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.22	Percentage progress on the construction phase for the Carters Ridge sewer pump station building with all electrical and mechanical equipment	Percentage progress as per project plan	All	47,60%	60%	-	100%	-	-
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.23	Percentage completion for the installation of electrical and mechanical components in Lerato Park sewer pump station	Percentage completion as per project plan	All	62,80%	100%	100%	100%-	-	-
Infrastructure and Services	Water Management / Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	Percentage progress on the construction of the foundations for two elevated water tanks	Percentage progress on the construction as per project plan	All	50%	100%	-	-	-	-
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.25	Percentage completion on the number of old zinc toilets to be replaced	Percentage completion on the number of old zinc toilets replaced	All	100%-	-	-	100%	100%	100%
Infrastructure and Services	Fleet	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.26	100% procurement of identified fleet as per the fleet replacement plan (number of vehicles delivered out of the number of vehicles identified for purchase x100)	Percentage of identified fleet delivered	SPM	100%	100%	100%	100%	100%	100%

Strategic Objective 2 Improved Service Delivery												
National KPA: Basic Service Delivery and Infrastructure Development												
Directorate	**mSCOA Function – Sub function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**				
								22/23	**23/24**	**24/25**	**25/26**	**26/27**
Infrastructure and Services	Water Management / Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.27	Upgrade water infrastructure (replace 8000 water meters)	Number of water meters replaced by 30 June	All	0	-	8 000	2 000	2 000	2 000
Infrastructure and Services	Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.28	Upgrade electricity infrastructure (replace 8000 prepaid electricity meters)	Number of electricity meters replaced by 30 June	All	0	-	8 000	2 000	2 000	2 000
Corporate Services	Health and Safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.29	Safeguarding of municipal assets to restrict vandalism of municipal infrastructure	Percentage of municipal assets provided with security	All	0%	90%	90%	90%	90%	90%
Infrastructure and Services	Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.30	Number of households in Colville to be connected to the electricity network	Number of households to be connected to the electricity network	14	0	0	138	0	0	0
Infrastructure and Services	Waste Water Management / Stormwater Management	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.31	Percentage progress for the upgrading of storm water channels in various areas of Sol Plaatje municipal area by 30 June 2025	Percentage progress on upgrading of storm water channels	SPM	0	0	0	100%	100%	100%

Strategic Objective 2 Improved Service Delivery National KPA: Basic Service Delivery and Infrastructure Development												
Directorate	mSCOA Function – Sub function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Office of the MM	Administration	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.32	Number of Project Management meetings held	Number of meetings conducted	SPM	0	0	0	12	12	12
Office of the MM	Administration	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.33	Number of monthly reports tabled at the Executive Management Team meetings	Number of reports submitted	SPM	0	0	0	12	12	12
Infrastructure and Services	Waste Water Management / Stormwater Management	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.34	Percentage completion on the defects for the Homevale Fire Station	Percentage progress on the completion of the defects	SPM	97,00%	0	0	100%	0	0
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.35	Percentage progress on the refurbishment of the Kamfersdam sewer and water lines	% Progress as per the annual project plan	SPM	0%	100%	0%	0%	0%	100%
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.36	Percentage progress on the construction of Phomolong sewer pipeline	% Progress as per the annual project plan	SPM	0%	100%	0%	0%	0%	100%

Strategic Objective 2: Improved Service Delivery

Strategic Objective 3: Good, clean and transparent Governance and Public participation

Strategic Objective 3 Good, clean and transparent governance and public participation National KPA: Good Governance and Public Participation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Office of the MM	Finance and Administration	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.1	Compile the final Annual Report for submission to council by 31 March	Final Annual Report for submitted to council by 31 March	SPM	1	1	1	1	1	1
Office of the MM	Finance and Risk management	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.2	Develop a Risk Based Audit Plan and submit to the audit committee for consideration by 30 June	Risk Based Audit Plan developed and submitted to the audit committee by 30 June	SPM	1	1	1	1	1	1
Office of the MM	Finance and Administration / Risk management	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.3	Report quarterly on the progress of risk mitigation to the MM and EMT	Quarterly reports on strategic risk register	SPM	4	4	4	4	4	4
Office of the MM	Internal audit	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.4	Number of audits conducted as per the internal audit plan	Number of internal audits conducted	SPM	14	20	10	20	20	20
Office of the MM	Internal audit	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.5	Number of audit committee meetings conducted annually	Number of audit committee meetings conducted	SPM	6	4	4	4	4	4
Office of the MM	Finance /Risk management/ internal audit	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.6	Develop and submit an audit action plan to the MM to address matters raised by the auditor general within 60 days after the end of the audit	Developed and submitted audit action plan	SPM	1	1	1	1	1	1
Office of the MM	Planning and Development / Corporate Wide Strategic Planning	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.7	Compile the final IDP and submit to council by 31 May annually	Final IDP submitted to Council by 31 May	SPM	1	1	1	1	1	1
Office of the MM	Finance and Administration / Administrative	Good governance systems are maintained in order to support proper communication and a healthy administration working	SO3.8	Investigate the possibility to update all municipal policies and standards	Investigation report	SPM	1	0	1	0	0	1

Strategic Objective 3 Good, clean and transparent governance and public participation National KPA: Good Governance and Public Participation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
	and Corporate Support	towards a clean audit										
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.9	To disseminate on a monthly basis the electronic municipal newsletter through social media platforms	Monthly distribution	SPM	0	12	12	12	12	12
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.10	To respond to all media enquiries and issue media statements within 24hrs after an occurrence	Response times after an event has occurred	SPM	24hrs	24hrs	24hrs	24hrs	24hrs	24hrs
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.11	Number of quarterly reports submitted on gender activities (mainstream values of moral regeneration movement, child centered governance approach, women empowerment and gender equity and quality)	Number of reports submitted	SPM	0	0	0	4	4	4

Strategic Objective 3: Good, clean and transparent Governance and Public Participation

Strategic Objective 4: Establishment of healthy financial management

Strategic Objective 4 Establishment of healthy financial management National KPA: Municipal Financial Viability and Management												
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Finance	Finance and Administration / Finance	The municipality is financially viable to deliver services to the community	SO4.1	Provide free basic water to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic water by 30 June 2024	All	11 633	15000	11800	11800	11800	11800
Finance	Finance and Administration / Finance	The municipality is financially viable to deliver services to the community	SO4.2	Provide free basic electricity to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic electricity by 30 June 2024	All	11 633	15000	11800	11800	11800	1 800
Finance	Finance and Administration / Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.3	Provide free basic sanitation to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic sanitation by 30 June 2024	All	11 633	15000	11800	11800	11800	11800
Finance	Finance and Administration / Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.4	Provide free basic refuse removal to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic refuse removal by 30 June 2024	All	11 633	15000	11800	11800	11800	11800
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.5	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations by 30 June (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease)	Debt to revenue by 30 June	SPM	6%	25%	10%	10%	10%	10%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.6	Maintain the debt coverage ratio of 2:1 against net assets of the municipality by 30 June 2023 (Current Assets / Current	Debt coverage ratio	SPM	1.61:1	2:1	2:1	2:1	2:1	2:1

Strategic Objective 4 Establishment of healthy financial management National KPA: Municipal Financial Viability and Management												
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
				Liabilities)								
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.7	Reduce net debtor days to 300 days by 30 June ((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Net debtor days	SPM	304	300	300	300	300	300
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.8	Financial viability measured in % in terms of the total amount of outstanding service debtors in comparison with total revenue received for services by 30 June {Net Service debtors to revenue - (Total outstanding service debtors minus provision for bad debt)/ (revenue received for services) x100}	% outstanding service debtors by 30 June	SPM	28,2%	14%	14%	14%	14%	14%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.9	Financial viability measured in terms of the available cash to cover fixed operating expenditure {Cost coverage ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Cost coverage ratio by 30 June	SPM	0.57:1	01:01	01:01	01:01	01:01	01:01
Finance	Finance and Administration /	The municipality has a system in place to track spending in terms of budget	SO4.10	To improve the SCM turnaround time to 12 weeks for annual	Average time in weeks to award tender	All	10 weeks	12 weeks	12 weeks	12 weeks	12 weeks	12 weeks

Strategic Objective 4 Establishment of healthy financial management National KPA: Municipal Financial Viability and Management												
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
	Budget and Treasury Office	allocations and is financially viable to deliver services to the community		contracts from closing date to date of award by 30 June (Number of tenders received divided by number of weeks awarded.								
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.11	To improve the SCM turnaround time to 6 weeks for annual contracts from closing date to date of award by 30 June (Number of tenders received divided by number of weeks awarded.	Average time in weeks to award tender	All	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.12	Number of planned BSC meetings conducted to process bids	Number of meetings conducted	All	30	-	24	24	24	24
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.13	95% collection rate and ensure payment based on correct account (receipts/ billingx100)	95% collection rate achieved	SPM	73%	95%	95%	95%	95%	95%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.14	Perform an annual cost analysis for each trading services for the new budget by 31 march	Cost analysis reports	SPM	1	4	1	1	1	1
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.15	75% reduction of irregular expenditure by 30 June	% Reduction of irregular expenditure after condonement (Current year – Prior year) / Prior year	SPM	0%	25%	75%	75%	75%	75%

Strategic Objective 4 Establishment of healthy financial management National KPA: Municipal Financial Viability and Management												
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.16	100% elimination of Fruitless & wasteful expenditure by 30 June	% Elimination of Fruitless and Wasteful expenditure after condonement (Current year – Prior year) / prior year	SPM	0%	0%	100%	100%	100%	100%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.17	Elimination of Unauthorised expenditure by 30 June	% of Unauthorised expenditure after condonement against total operational expenditure x100	SPM	100%	0%	100%	100%	100%	100%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.18	% Submission of financial, non-financial mSCOA data strings and documents on the Go Muni web-based application by the set deadlines provided by National Treasury by 30 June (All reports to be uploaded within 10 working days after the month-end)	% of reports loaded on the GoMuni application	SPM	100%	100%	100%	100%	100%	100%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.19	Reduce Trade Creditors payment period to 300 days by 30 June (Trade Creditors Outstanding / Credit Purchases/(Operating and Capital) x365)	Creditors Payment Period (Trade Creditors)	SPM	384	-	300	300	300	300
Finances	Finance and Administration / Budget and	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to	SO4.20	The percentage of the municipal capital budget actually spent on capital projects by 30 June (Total	% of Capital budget spent by 30 June {Actual amount spent on capital projects	All	68,87%	90%	90%	90%	90%	90%

Strategic Objective 4 Establishment of healthy financial management National KPA: Municipal Financial Viability and Management												
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
	Treasury Office	deliver services to the community		actual amount spent on capital projects/Total amount budgeted for capital projects)X100	/Total amount budgeted for capital projects)X100}							
Finances	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.21	The percentage of the total municipal operational budget spent by 30 June ((Actual amount spent on total operational budget/Total operational budget)X100)	% of the total municipal operational budget spent by 30 June	SPM	97,76%	90%	90%	90%	90%	90%
Finances	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.22	Prepare and submit the Asset Register for the Financial Year to the Auditor General by 31 August	Approved Asset Register submitted to the Auditor General	SPM	0	0	0	1	1	1

Strategic Objective 4: Establishment of healthy financial management

Strategic Objective 5: Improved Institutional Management

Strategic Objective 5 Improved Institutional Management National KPA: Institutional Development and Municipal Transformation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27

Strategic Objective 5 Improved Institutional Management National KPA: Institutional Development and Municipal Transformation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.1	Percentage of people from employment equity target groups appointed in the three highest levels of management during the 2023/24 financial year in compliance with the municipality's approved employment equity plan	% of people that will be appointed in the three highest levels of management in compliance with a municipality's approved employment equity plan	SPM	72%	72%	72%	72%	72%	72%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.2	Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure (employee related costs and councillors remuneration/total operating expenditurex100	Employee cost as a percentage of total operating cost	SPM	37,71%	33%	33%	33%	33%	33%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.3	Percentage of municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2024 ((Total Actual Training Expenditure/ Total personnel Budget)x100))	(Total expenditure on training/total personnel budget)/100	SPM	100%	100%	100%	100%	100%	100%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.4	Limit vacancy rate to 20% of funded post by 30 June 2024 {(Number of funded posts vacant divided by budgeted funded posts)x100}	(Number of funded posts vacant divided by budgeted funded posts)x100	SPM	20%	20%	20%	20%	20%	20%
Corporate Services	Finance and Administration /	The municipality is internally transformed to deliver the services	SO5.5	Review the Workplace Skills Plan and submit plan to the LGSETA	Workplace Skills Plan submitted to LGSETA by 30	SPM	1	1	1	1	1	1

Strategic Objective 5 Improved Institutional Management National KPA: Institutional Development and Municipal Transformation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
	Human Resources	required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		by 30 April	April							
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.6	Review organogram to be aligned with strategy and comply with R890 by 30 June 2024	Organogram reviewed by 30 June 2025	SPM	0	0	1	1	0	0
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.7	Document and distribute standard operation procedures to every municipal directorate by 30 June 2024	Standard Operating Procedures documented and provided to municipal directorates by 30 June 2024	SPM	1	0	1	0	0	0
Corporate Services	Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.8	Coordinate Bi-annual performance assessments of the MM and managers reporting directly to the MM	Performance assessments conducted twice per year	SPM	2	2	2	2	2	2
Corporate Services	Administration /Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.9	% Completion of the appointed Sec 56 & 57 Managers performance agreements by 16 August	% Performance agreements developed, submitted and publicised	SPM	3	6	6	100%	100%	100%
Office of the MM	Administration	The municipality is internally transformed to deliver the services	S05.10	To implement ICT systems and technology to enable the	Percentage implementation of the ICT	SPM	0%	100%	100%	100%	100%	100%

Strategic Objective 5 Improved Institutional Management National KPA: Institutional Development and Municipal Transformation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
		required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		municipality to deliver excellent customer experience	operational plan							

Strategic Objective 5: Improved Institutional Management

6.2.6 Strategic Objective 6: Provision of Community and Social Developmental Services

Strategic Objective 6 Provision of Community and Social Services National KPA: Provision of Community and Social Services												
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Community Services	Community and Social Services / Libraries and Archives	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.1	95% spent of the library operational conditional grant by 30 June {(Actual expenditure divided by the total grant received) x 100}	% of the library operational conditional grant spent by 30 June {(Actual expenditure divided by the total grant received) x 100}	All	95%	95%	95%	95%	95%	95%
Community Services	Community and Social Services / Libraries and Archives	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver	SO6.2	Number of reading outreach programmes conducted at all libraries	Number of outreach programmes held	All	107	60	60	60	60	60

Strategic Objective 6 Provision of Community and Social Services National KPA: Provision of Community and Social Services												
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
		such services in a sustainable manner										
Community and social development	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.3	90% spent of the budget to provide sport and recreation facilities by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)	Percentage of budget spent by 30 June	All	-	90%	90%	90%	90%	90%
Community and social development	Cemeteries	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.4	Percentage maintenance of cemeteries as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%
Community and social development	Cemeteries	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.4	Percentage progress on the upgrading and building of ablution blocks at Kenilworth and Phutanang cemeteries	Percentage progress as per project plan	All	-	-	-	100%	-	-
Community and social development	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.5	Percentage maintenance of municipal recreational facilities (swimming pools, stadia and caravan park) as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%
Community and social development	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.5	Number of swimming pools to be upgraded in various wards	Number of swimming pools upgraded as per the project plan	All	0	0	0	4	0	0

Strategic Objective 6 Provision of Community and Social Services												
National KPA: Provision of Community and Social Services												
Directorate	**mSCOA Function /Sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**				
								22/23	**23/24**	**24/25**	**25/26**	**26/27**
Strategy, economic development and planning	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.6	Percentage completion on the refurbishment of the community halls (as per the annual plan)	% Completion	All	0	0	100%	100%	100%	0
Strategy, economic development and planning	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.6	Percentage progress on the refurbishment of the RC Elliot Community Hall (Phase 1)	Percentage progress on the refurbishment	All	0	0	100%	0	100%	0
Community and social development	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.7	% Maintenance of municipal pleasure resorts as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%
Community and social development	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.8	% Maintenance of usable community parks as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.9	Plan and conduct roadblocks	Number of roadblocks conducted	All	33	8	8	8	8	8
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver	SO6.10	Plan and conduct stop and check points to improve road safety	Number of stop and checkpoints conducted	All	13,583	6 000	6 000	6 000	6 000	6 000

Strategic Objective 6 Provision of Community and Social Services National KPA: Provision of Community and Social Services												
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
		such services in a sustainable manner										
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.11	Conduct quarterly awareness for HIV, STI and TB	Number of awareness campaigns conducted	All	4	4	4	4	4	4
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.12	Conduct monthly inspections of food premises to ensure compliance to legislation	Number of inspections	All	2 739	1 800	1 800	1 800	1 800	1 800
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.13	Conduct monthly inspections at non-food premises to ensure compliance to legislation	Number of inspections	All	1 122	1 200	1 200	1 200	1 200	1 200
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.14	Number of water samples collected and submitted to the Laboratory	Number of water samples collected and submitted to the Laboratory	All	638	960	960	600	600	600
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.15	Review of the Indigent Burial Policy	Draft Indigent Burial Policy	All	0	0	0	1	0	0

Strategic Objective 6 Provision of Community and Social Services												
National KPA: Provision of Community and Social Services												
Directorate	**mSCOA Function /Sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**				
								22/23	**23/24**	**24/25**	**25/26**	**26/27**
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.16	Review of the Integrated Waste Management Plan (IWMP) and municipal waste by-laws to align with the National Waste Management Strategy by 30 June 2025	Draft IWMP and municipal waste by-laws	All	0	0	0	1	0	0

MUNICIPAL RISK MANAGEMENT

Risk Management is one of management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis and (preferably) before such risks can impact negatively on the service delivery capacity of the Sol Plaatje Municipality. The following risks have been identified with actions to mitigate these risks being considered.

Risk Management		
Risk description	**Risk background**	**Action/controls**
Backlog and ageing infrastructure	Growing population and demand for municipal services. Highest population densities are in lower-income neighbourhoods with sub-standard quality of services. Limited upgrading and maintenance of infrastructure due to a lack of funds. High water and electricity losses.	Densification of urban areas. Timeous spending of funds. Seek alternative sources of funding. Implement fleet management policy. Efficient staff and equipment utilisation.
Deteriorating socio-economic conditions	High rate of unemployment, poverty and social grant dependence. Housing backlogs, overcrowding and increase of informal dwellings.	Support to SMMEs/private sector. Implementation of supply chain as local economic lever.

Risk Management		
Risk description	**Risk background**	**Action/controls**
	Disparate levels of services/opportunities in urban areas. Decline in economic growth and business environment in CBD Immobility of communities and access to information. Limited building activity, i.e. construction of residential and non-residential buildings. Theft and vandalism of infrastructure in the entire municipal area.	Provide training programmes for youth and unemployed. Seek alternative sources of funding. Provide well-located serviced erven. Budget allocations must be based on prioritised needs. Utilising national government poverty alleviation programmes. Revitalise CBD through focussed inner-city upgrading programmes.
Sustained municipal financial viability[23]	Fluctuating grant allocations to Sol Plaatje Municipality. Changing patterns in revenue. Sustainability of revenue generation due to reduced electricity demand. Ability to meet short- and long-term obligations. Increasing levels of compliance for Municipality. Low collection rate that is not improving. Non-payment culture of municipal services. Under-funded mandates such as resorts, health and libraries. Inability to improve qualified audit outcome since 2017/18. Over expenditure on capex performance. Total borrowing to Operating Revenue is 7.9% Current assets/current liabilities ratio: 1.9 Solvency ratio (total assets/total liabilities) 2.75 Liquidity ratio (cash + investments/current liabilities) 0.16	Align priority projects and associated budgets to strategic objectives. Prepare and approve a long-term financial plan. Regular performance monitoring and evaluations (performance management system). Dedicated revenue and debt collection. Capital budget investment must be between 10-20% of the total budget. Capital expenditure must not be less than 85%. Effective reporting on municipal finances. Ringfence conditional grants money and refrain from using conditional grants on operations. Improve collection rates on outstanding debt. Personnel budget must be limited to 25 and 40%. Make affordable repayment arrangements with creditors. Develop a budget funding plan where budget is unfunded and closely monitor the plan.
Environmental sustainability	Degradation of environmental and agricultural assets. Decreasing water resources and contamination of groundwater. Extreme climate conditions.	Address climate vulnerability through adopting and implementing adaptation measures. Implement Water Master Plan together with water demand management and conservation.
Municipal transformation	Resignation of skilled officials. Turnover of personnel. Limited number of professionals worsened by recruitment of unqualified officials.	Train and recruit local people. Appropriate HR policies in place.

[23] Some of the information obtained from a presentation by National Treasury at the Mayoral Strategic Planning Session on 22 and 23 March 2023.

INVESTMENT/PROJECTS OF OTHER TIERS OF GOVERNMENT AND THE PRIVATE SECTOR

The following three projects are to be implemented in the municipal area and funded through external sources:

1. Tyre recycling project: Department of Economic Development and Tourism (see **§1.6.7**).
2. Growth Development Strategy: Development Bank of South Africa (see **Table 28**).
3. Precinct Plans (seven): Development Bank of South Africa (see **Table 28** and **§5.4.1**).
4. Planning and construction of a new level 3 primary school (platfontein) :Department of Education
5. Kimberley New English medium primary level 4 School: Department of Education
6. Kimberley New English medium secondary level 5 School: Department of Education
7. Hull street Housing Project – Cogsta

CHAPTER 7: MUNICIPAL FINANCIAL PLANNING

This chapter provides an overview of the financial viability of the municipality. It also includes multi-year budgets with a 3-year commitment and a strategy for municipal revenue generation.

FINANCIAL VIABILITY

An important consideration for investors in relocating to or investing in an area, would be the ability of the local authority to adequately provide services. In addition, the following aspects of (local municipal) governance would also determine investor sentiment: (a) financial discipline, (b) affordable tariffs, (c) compliance with statutory requirements, (d) timely preparation and production of financial statements, (e) adherence to generally accepted accounting practices and (f) unqualified audit reports.

Revenue Raising Strategies

The municipality will strive to increase its revenue by implementing the following strategies:

Strategy 1:	Implement a credit control and debt management policy.
Strategy 2:	Facilitate economic growth to provide opportunities for increased household income enabling households to pay for services.
Strategy 3:	Ensure that information regarding indigent households is correct.
Strategy 4:	Install pre-paid meters to secure payment by users.
Strategy 5:	Ensure effective property rates revenue generation.
Strategy 6:	Audit own property investment opportunities to generate revenue.

Expenditure Management Strategies

The municipality will strive to curb its expenditure by implementing the following strategies:

Strategy 1:	Reduce expenditure on non-core functions.
Strategy 2:	Limit operating and capital expenditure to essential items.
Strategy 3:	Investigate and limit water and electricity losses.
Strategy 4:	Limit employee related expenditure.
Strategy 5:	Reduce interest and redemption expenditure by using borrowing as a last resort.
Strategy 6:	Identify biggest expenditure loss leaders and address gaps.

FINANCIAL MANAGEMENT

Total Revenue

The projected total revenue amounts to about R3,229,581 million (excluding capital transfers and contributions) for the 2025/26 financial year . The major revenue items are as follows:

Major Revenue Item				
Revenue Source (R'000)	**2024/25**	**2025/26**	**2026/27**	**2027/28**
Property rates	687,320	717,920	766,250	809,856
Service Charges	1,611,046	1,757,112	1,893,915	2,043,763
Operational grants	311,530	323,469	337,400	355,070
Other own revenue	361,142	431,080	460,837	489,594
Total operational revenue	2,971,037	3,229,581	3,458,401	3,698,283
Capital transfers and subsidies	570,097	684,166	662,581	572,128
Total revenue incl Capital transfers and subsidies	3,541,134	3,913,747	4,120,983	4,270,411

Major Revenue Item

Property rates

Total projected revenue derived from Property rates amounts to R717,920 million with a projected tariff increase of 4.4%. The current General Valuation Roll became effective from 1 July 2023 and is valid for four years. The municipality no longer apply an average increase on Rates and each category is assessed taking into consideration the ratio and the cents in the rand which is applied. This may result in some categories increasing more or some even seeing a reduction in Property rates.

Service charges

Services charges relating to electricity, water, sanitation and refuse removal constitutes 54.41% of the total revenue (excluding capital transfers) of the Municipality.

Revenue by source

These are the proposed tariff increases: Water (4.4%), Sanitation (4.4%), Refuse removal (4.4%) and Electricity (9.6%). These increases are aligned to inflationary forecast by National Treasury. The municipality is waiting for allowable tariff increase for Electricity.

Macro-economic performance and projections, 2023 - 2028					
Fiscal year	2022/23	2024/25	2025/26	2026/27	2027/28
	Actual	Estimate	Forecast		
CPI Inflation	5.9%	4.6%	4.4%	4.5%	2.5%

Expenditure by type

Total expenditure excluding capital expenditure amounts to R3,197,899 million.

Major Expenditure Item				
Expenditure Item (R'000)	2024/25	2025/26	2026/27	2027/28
Employee Related Cost	952,667	1,013,332	1,070,358	1,127,015
Councillor remuneration	37,077	37,083	38,937	41,079
Bulk purchases - Electricity	910,118	990,000	1,089,000	1,197,900
Inventory consumed	318,837	322,777	333,672	350,611
Debt impairment	475,246	437,149	470,069	493,169
Depreciation and amortisation	89,700	90,200	95,157	100,093
Interest	78,695	15,880	13,737	11,318
Contracted services	66,516	42,961	45,503	51,971
Transfers and subsidies	3,660	3,550	3,858	3,967
Operational costs	172,011	175,966	181,491	193,117
Water Losses	91,938	69,000	72,795	76,799
Total operational expenditure	3,196,465	3,197,899	3,414,576	3,647,039

Major Expenditure Item

Employee related costs

Employee related cost increased from R952,667 million from 2024/24 Adjusted budget to a projected expenditure of R1,013,332 billion for the 2025/26 financial year. This represents 31.69% of the total operating expenditure.

CAPITAL AND OPERATIONAL BUDGET ESTIMATES

Capital Budget (summary)

The table below indicates the capital expenditure budget per Key Performance Area with a summary of the accompanying funding source:

Medium Term Capital Budget				
Capital expenditure by Strategic objective	**2024/25 (R'000)**	**2025/26 (R'000)**	**2026/27 (R'000)**	**2027/28 (R'000)**
Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	8,011	12,065	9,845	8,100
Strategic Objective 2: Improved Service Delivery	598,297	689,366	678,289	590,633
Strategic Objective 3: Good, clean and transparent Governance and Public Participation				
Strategic Objective 4: Establishment of healthy financial management				
Strategic Objective 5: Improved Institutional Management	5,000	8,800	6,500	6,500
Strategic Objective 6: Community Health and Safety	10,210	11,200	9,792	13,895
Total Capital Expenditure - Funding source	621,518	721,431	704,426	619,128
Capital transfers and subsidies	570,097	684,166	662,581	572,128
Borrowing	-	-	-	-
Internally generated funds	51,421	37,265	41,845	47,000

Medium Term Capital Budget

FUNDED AND UNFUNDED PROJECTS

The following table lists all the funded projects by municipal strategic objective.

FUNDED: Capital Expenditure by Municipal Strategic Objective (R'000)	2025/26	2026/27	2027/28	Total over 2025/26 MTREF
Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	**12,065**	**9,845**	**8,100**	**30,010**
CORRIDOR REVITALISATION - ALONG N12		2,000	2,000	4,000
DEV OF THE CITY IMPROVEMT DISTRICT - CBD	1,000	-	-	1,000
GREENPOINT BUSINESS DEVELOPMENT CENTRE	2,500	-	-	2,500
LAND SCAP/URBAN DESIGN/ARCH IMPRES (CHP)	500	-		500
MARKET AND BILLING PARKING CBD		1,000	3,000	4,000
PHDA PLANNING & SURVEYING	1,500	-	-	1,500
PLANNING & DEVELOPMENT	1,000	-	-	1,000
PREPARATION OF A SOL PLAATJE FLOOD LINE	845	-	-	845
PROP CADASTRAL RECTIFIC/SURV IN RIVERTON		1,000	-	1,000
REDEVELOPMENT OF RC ELLIOT HALL	100	1,500	1,600	3,200
RUFURBISHMENT OF THE VINTAGE TRAM	1,620	-	-	1,620
TOWNSHIP ESTABLISHMENT	2,000	1,500	1,500	5,000

FUNDED: Capital Expenditure by Municipal Strategic Objective (R'000)	2025/26	2026/27	2027/28	Total over 2025/26 MTREF
TOWNSHIP REVITALISATION		845	-	845
MIXED-USE DEVELOPMENT GREENBELT	1,000	2,000		3,000
Strategic Objective 2: Improved Service Delivery	**689,366**	**678,289**	**590,633**	**1,958,288**
ACQ - CARTERS GLEN SEWER PUMP STATION	10,000	-	-	10,000
ACQ-FLEET REPLACEMENT	5,000	15,000	20,000	40,000
BEACONSFIELD WASTE WATER TREATMENT WORKS	12,500	-	-	12,500
BFI PROJECTS WATER PIPE UPGRADING		579,000	490,000	1,069,000
BULK 1200 ND STEEL PIPELINE MAT: MBSC1/6	83,400			83,400
CAPITAL SPARES-ACQ-PREPAID METERS	500	1,000	2,000	3,500
CARTERS GLEN SEWER PUMP STATION	8,000			8,000
CONSTRUCTION OLD SINK TOILETS	5,000	5,000	-	10,000
DSITRBUTION-ACQ-WAT METER REPLACEME	500	1,000	2,000	3,500
ELECTRIFICATION OF BLIKKIES	4,050		-	4,050
ELECTRIFICATION OF JACKSONVILLE	2,725		-	2,725
ELECTRIFICATION OF MADIBA PARK			14,633	14,633
ELECTRIFICATION OF WEST END		7,000	-	7,000
EMERGENCY METER INSTALLATIONS (PHASE 1)	1,500			1,500
GALESHEWE TRANSFORMER	9,000		-	9,000
HIGH MAST LIGHTS	2,000	2,000	2,000	6,000
KBY BULK METERS & PRESSURE MANAGEMENT	2,753			2,753
KBY NETWORK LEAK DETECTION & REPAIR PH 1	29,032			29,032
KBY NETWORK LEAK DETECTION & REPAIR PH 2	7,204			7,204
LINING OF STORMWATER CHANNELS WARD 16	6,283	6,289	10,000	22,572
MR LEAK AND SLEAK DATA SYSTEM	817			817
NETWORKS ACQ - ELECTR SANTA CENTRE	3,225		-	3,225
NEW WTP CLHORINE & DOSING WORKS UPGRADE	4,057			4,057
NEW WTP MAJOR REFURBISH&AND BUILD WORKS	7,063			7,063
NEW WTW FILTER REFURBISH&BACKWASH SYSTEM	78,131			78,131
NEWTON RESERVOIR COMPLEX OHS & SECURITY	15,696			15,696
NEWTOWN RESERVOIR EMERGENCY LEAK REPAIRS	28,140			28,140
OHS & SECURITY MNGMNT (NEWTON) ELECTRIC	9,686			9,686
OLD WTP CLHORINE & DOSING WORKS UPGRADE	29,843			29,843
PHUTANANG ELECTRIFICATION		7,000	-	7,000
POWER; ABSTRACTION & PUMPSTATION REPAIRS	8,035			8,035
REFURBISHMENT OF HOMEVALE WWTW	5,000	10,000	10,000	25,000
RESEALING OF ROADS	18,304	20,000	20,000	58,304
RITCHIE WTW UPGRADE AND BULK PIPELINE	81,324			81,324
RIVERTON TO MIDSTATION BULK PIPELINE REP	125,788			125,788
SEC3 1200NEW STEEL MIDSTATION-NEWTON RES	45,822			45,822
STREETLIGHTS AND HIGH MAST RETROFITTING	5,000	5,000	-	10,000
UPGRADE GRAVEL ROADS WARDS VARIOUS	18,280	20,000	20,000	58,280

FUNDED: Capital Expenditure by Municipal Strategic Objective (R'000)	2025/26	2026/27	2027/28	Total over 2025/26 MTREF
WTW OHS & SECURITY MANAGEMENT	15,708			15,708
Strategic Objective 5: Improved Institutional Management	**8,800**	**6,500**	**6,500**	**21,800**
ACQ-COMPUTER EQUIPMENT REPLACEMENT	7,800	4,500	4,500	16,800
ACQ-FURNITURE AND OFFICE EQUIP REPLACEM	1,000	2,000	2,000	5,000
Strategic Objective 6: Community Health and Safety	**11,200**	**9,792**	**13,895**	**34,886**
EXTENSION OF ROODEPAN CEMETERY	-	4,792	-	4,792
REFURBISHMENT OF HALLS	4,000	5,000	-	9,000
SPECIALISED FLEET REPLACEMENT	5,200	-	6,500	11,700
UPGRADE OF RITCHIE SPORTS GROUNDS	2,000	-	7,395	9,395
Total Capital Expenditure	**721,431**	**704,426**	**619,128**	**2,044,985**

Capital Expenditure by Strategic Objective

The following table lists unfunded projects.

Unfunded projects	Budget Year 1 (rand)	Budget Year 2 (rand)	Budget Year 3 (rand)
	2025/26	2026/27	2027/28
Structural Integrity assessment of various municipal-owned buildings			√
Industrial Revitalization Strategy			√
TPBAMS & BPAMS AFLA ESRI			√
Township Revitalisation (Expansion of business corridor -Galeshewe)			√
Mixed Use Development - Riverton			√
Nkandla Informal settlement upgrading			√
Greater No 2 `			√
Flood line studies		√	
Urban design & architectural Impression – Civic Centre		√	√
Street naming project		√	√
Link Services South Ridge			√
Land Preparation Business Precinct (along R31 & N8)			√
Specialist Studies			√
Mixed Use Development – Greenbelt			√
Market and billing of parking within the CBD		√	√
Corridor revitalisation along N12		√	√
Kimberley West Wastewater Treatment Works: 30ML/day Gogga WWTW		√	√
Ritchie Ground Level Reservoir 4,5ML		√	√

Unfunded projects	Budget Year 1 (rand)	Budget Year 2 (rand)	Budget Year 3 (rand)
	2025/26	2026/27	2027/28
Ritchie W&S Motswedimosa Network upgrading		√	√
Ritchie W&S Fraser Moleketi Network		√	√
Ritchie Elevated Reservoir Motswedimosa 1,6 ML		√	√
Beaconsfield WWTW repairs: Mechanical Screen and SST Repairs.		√	√
Water and sanitation fleet replacement		√	√
Ritchie WWTW Repairs		√	√
Roodepan Sewer Network Upgrading: Watershed Breakpoint		√	√
Riverton WPP, Beaconsfield WWTW and Newton Reservoir complex fencing		√	√
Upgrading of security at all key water and sanitation facilities.		√	√
Electrification of Motswedimosa, Rietvale and Riverton		√	√

Unfunded projects

OPERATIONAL EXPENDITURE BY MUNICIPAL STRATEGIC OBJECTIVE

Strategic objective	Budget 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	69,420	73,201	76,862
Strategic Objective 2: Improved Service Delivery	1,946,415	2,095,787	2,259,370
Strategic Objective 3: Good, clean and transparent Governance and Public Participation	171,968	180,828	192,662
Strategic Objective 4: Establishment of healthy financial management	152,402	160,885	168,929
Strategic Objective 5: Improved Institutional Management	493,846	518,912	544,102
Strategic Objective 6: Community Health and Safety	363,848	384,963	405,114
Total Operational Expenditure	**3,197,899**	**3,414,576**	**3,647,039**

Operational Expenditure by Strategic Objective

CHAPTER 8: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

This chapter provides an overview of the institutional development of the Municipality and must be read together with the analysis provided in Chapter 3.

INTRODUCTION

Performance Management is prescribed by chapter of the Municipal System Act, Act 32 of 2000 and the Municipal Planning and Performance Management Regulations, 796 of August 2001. Section 7 (1) of the afore mentioned regulation states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the responsibilities of the different role players". This framework, *inter alia,* reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

Performance management (also) fulfils the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is therefore vitally important for any organisation to periodically review its own performance as well as that of its employees.

HUMAN RESOURCES

Chapter 3 includes reference to the number of employees and vacancies by directorate as well as municipal investment in the capacitation of its employees and councillors (see **§3.1.2**). It is stated that the Sol Plaatje Municipality has most of the required human resource policies and plans in place. However, one of the biggest challenges remains the recruitment and retention of skilled technical staff in order to meet the resource requirements of the municipality.

The municipality implements a performance management system for all its senior managers. This involves each manager to develop a scorecard which is based on the balanced scorecard model, and the signing of performance agreements by senior managers (Section 57 employees). Middle management is now also included in the system, i.e. performance plans and agreements drafted for staff which form part of middle management (also see **§8.5** below).

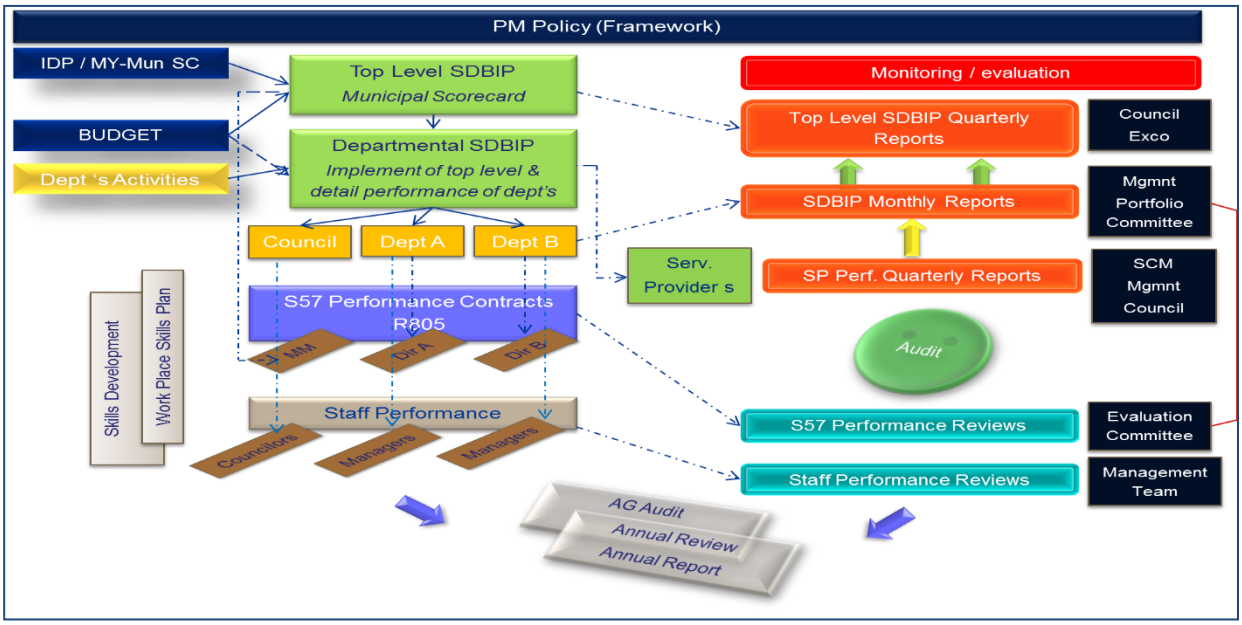
INFORMATION AND COMMUNICATION TECHNOLOGY

The Sol Plaatje Municipality uses information and communication technology (ICT) in most municipal systems (e.g. GIS), however, such technology also needs to be introduced into Operation & Maintenance and infrastructure management systems. It is a high priority to ensure cooperation between the Municipality and the Sol Plaatje University in the transfer of skills and knowledge in ICT. Please note that the Sol Plaatje University is the first university that offers an Information and Communication Technology (ICT) degree, with cooperation in this field.

CHAPTER 8

MUNICIPAL PERFORMANCE MANAGEMENT SYSTEM

A Performance Management (PM) System is intended to provide a comprehensive step by step planning system that helps a municipality to manage the process of performance planning and measurement effectively. The PM system serves as primary



mechanism to monitor, review and improve the implementation of the municipality IDP and the budget. A performance policy framework provides for performance implementation monitoring and evaluation at organisational and individual levels. A Performance Management Framework is reflected in the diagram below:

Performance Management System

ORGANISATIONAL PERFORMANCE

The organisation performance of a municipality is evaluated by means of a top-layer service delivery budget implementation plan (SDBIP) for the organisational level and a SDBIP for directorate and departmental levels. The top-layer SDBIP set our consolidated service delivery targets and provides and overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities (see municipal action plans in **Chapter 6**).

The departmental SDBIP captures the performance of each directorate which (also) reflects on the strategic priorities of the municipality. The SDBIP provides the detail of each outcome for which the senior management is responsible, in other words, a comprehensive picture of the performance of each directorate/sub-directorate.

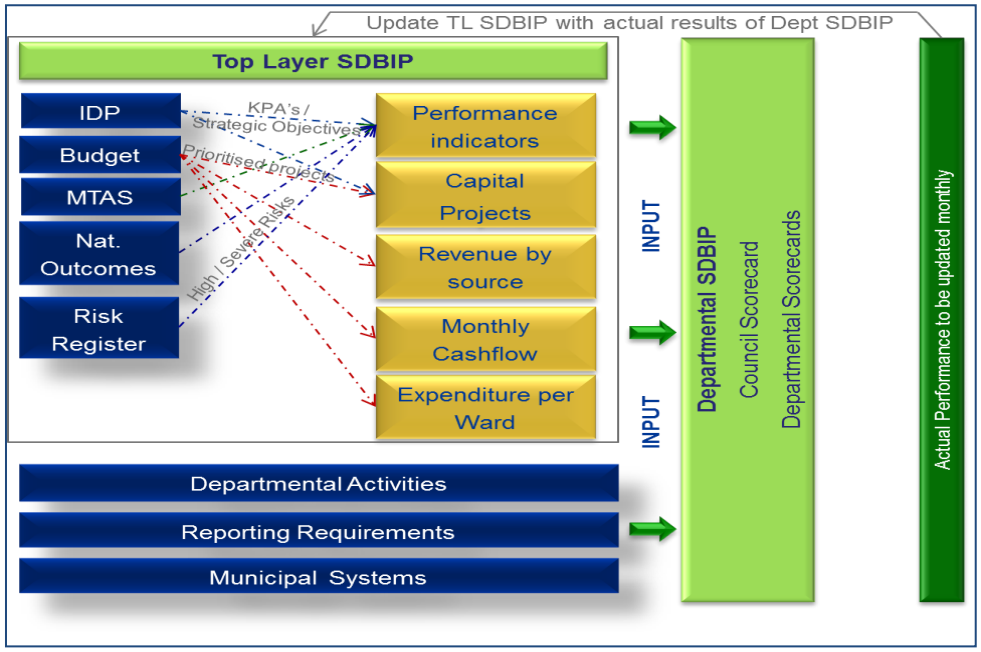
Municipal performance is measured in terms of the following:

Five-Year Municipal Scorecard which forms part of the IDP and includes expected outcomes over a 5-year period. The outcome indicators are appropriate metrics to annually track and measure the impact of municipal operations with determinations of

outcome 'performance' linked to medium-term target-setting. The Scorecard uses baseline data for the most recent year for which data is available and targets set for the outer year of the MTREF 3-year period and a 5-year period. The Annual Report includes reporting on for the last year for which data is available.

Top-layer Service Delivery Budget Implementation Plan (SDBIP). The top-layer SDBIP is a one-year plan and measures the implementation of the approved budget by using output indicators.[24] These indicators speak to "products or services" directly produced or delivered within the control of the municipality and documented in the SDBIP. Targets are measured annually based on quarterly of projections by using baseline data for the preceding year, and reported on quarterly, mid-year and annually. The top-layer SDBIP is Included in the annual performance agreements of the municipal manager and senior managers.

Departmental SDBIP. The departmental SDBIP is a one-year operational plan which measures performance at a directorate/departmental level. Indicators included in this plan measures budget performance, service standards, activities required towards achievement of the strategy, performance of managers at a directorate level, and is monitored and reported monthly.



Organisational performance

[24] Output indicators are used to measure municipal performance that speaks to "products or services" directly produced or delivered within the control of the municipality and documented in the SDBIP.

Individual performance is measured as follows:

Municipal Manager and senior managers

The performance of the Municipal Manager and senior managers is regulated in terms of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (Regulation 805, 2006). In terms of the aforementioned regulation performance agreements are concluded and measured annually and mid-year and are linked to the top-layer SDBIP.

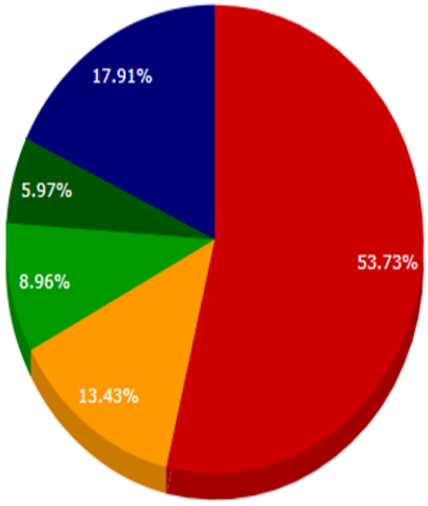
All staff (excluding senior managers)

The Minister of Cooperative Governance and Traditional Affairs promulgated the Local Government: Municipal Staff Regulations (Regulation 890) and Guidelines (891) which is effective since 1 July 2022. In terms of the aforementioned regulations performance agreements that include an operational plan, core competencies and skills development plans, must be concluded by 30 July 2022 with all staff, and performance must be measured and evaluated mid-year (end January) and annually by end August. The municipality is in the process of taking the necessary actions to ensure compliance with Regulation 890.

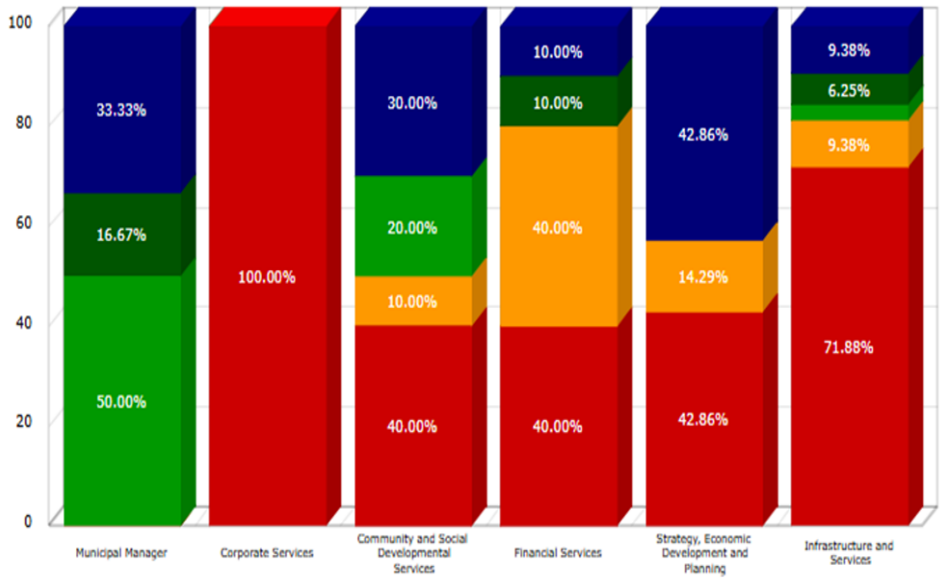
Municipal performance measured

The graph below shows the municipality's performance as in the Top-Layer SDBIP (mid-year report) for 2024/25. The following colour coding was used: red – targets not met; orange – targets almost met; light green – targets met; dark green – targets well met; blue – targets extremely well met.

Sol Plaatje Municipality



Directorate



CHAPTER 8

Performance is reported on a regular basis, and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance (also see table below).

Quarterly Reports

Reports on the performance in terms of the Top Level SDBIP are generated from the system and submitted to Council. This report is published on the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first six months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustment of KPI's, if necessary. The format of the report must comply with the section 72 requirements. This report is submitted to the mayor by 25 January who submits it to Council for approval before 31 January of each year and published on the municipal website.

Annual Assessment

The performance of the financial year should be assessed at year-end in terms of section 46 of the MSA. The performance in terms of the annual targets set will be documented in the Annual Performance Report and the report will be finalized and submitted to the Office of the Auditor General by 30 August annually. This report will be included in the Annual Report of the municipality. The Annual Report is submitted to Council for approval before 31 January of each year and published for comment on the municipal website.

Municipal Scorecard[25]

One of the key issues the reform of the MFMA Circular No. 88 has sought to address is the IDP and SDBIP interface, particularly as it relates to how outcome and output indicators are reflected. The SDBIP is concerned with performance information that speaks to "products or services" directly produced or delivered within the control of the municipality, otherwise known as outputs. Whereas the resourcing allocation derived from the prioritisation and strategic direction set out in the IDP should inform the setting of targets for outcome indicators. Hence, the IDP should be concerned primarily with the outcomes and set targets in relation to these over the medium term" (also see municipal action plans in Chapter 6). The municipal scorecard will be completed in the next IDP review.

[25] Appendix D – Guidance note for outcome indicator planning & reporting for MFMA Circular No. 88, National Treasury.

Report	Frequency	To whom	Content	Comments
Departmental SDBIP	Quarterly	Municipal Manager, Directors and Portfolio Committees	Actual results achieved against department SDBIP KPI's	NB: Reasons for non-performance and corrective measures
Top Layer SDBIP (Could serve as sec 52 report as well)	Quarterly (Sec 52 within 30 days after end of quarter)	Municipal Manager, Directors and Council	Actual results achieved against Top Layer SDBIP KPI's	NB: Reasons for non-performance and corrective measures
Internal Audit reports on performance results	Quarterly	Council and Performance Audit Committee	Audit outcomes from auditing actual results captured/ indicated/ reported on	Outcomes to be used to rectify KPI's and actuals
MFMA Sec 52 report	Quarterly (within 30 days after end of quarter)	Municipal Manager, Directors and Council (Copy to PT and NT)	Actual results achieved against Top Layer SDBIP KPI's	NB: Reasons for non-performance and corrective measures
MFMA Sec 72 report	25 January	Executive Mayor (Submit to next Council meeting after 25 January and copy to PT and NT)	Consists of 2 parts PM: Actual results achieved against Top Layer SDBIP KPI' Finance: As prescribed by NT	Use results/outcome to motivate adjustments budget
MSA Sec 46 report	31 August	AGSA, Council	Consist of chapters 3 & 4 of the AR	Must form part of AR
Annual report	Draft: 31 January to Council Final: 31 March to Council with oversight report	AGSA, Council, Audit Committee, Oversight Committee (Copy to PT and NT)	As prescribed	NB: If full draft is submitted earlier to Council, remember that final must be submitted within 2 months after draft has been submitted

Reporting intervals

CHAPTER 8

ADHERENCE TO CIRCULAR 88 (MFMA)

Strategic Objective 1 Economic growth through promoting Sol Plaatje Municipality as an economic hub														
National KPA: Local Economic Development														
Directorate	**mSCOA Function / sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
Office of Municipal Manager	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.1	Create full-time equivalents through EPWP initiatives by 30 June 2025	Number of full-time equivalents created by 30 June	All	870.51	552	814	553	870.51	553	553	553
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.2	Development of the Draft Local Economic Development Strategy by 30 June	Draft Local Economic Development Strategy completed by 30 June	All	1	-	-	1	1	-	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.2	Development of the Draft Investment Promotion Strategy by 30 June	Draft Investment Promotion Strategy completed by 30 June	All	1	-	-	1	1	-	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.3	To process 80% category 1 land-use applications received until 30 April 2025 through Municipal Planning Tribunal by 30 June	% of category 1 land use applications processed	All	92%	80%	89,80%	80%	92%	80%	80%	80%

Strategic Objective 1 Economic growth through promoting Sol Plaatje Municipality as an economic hub														
National KPA: Local Economic Development														
Directorate	**mSCOA Function / sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
				2025										
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.4	Number of processed building plans received before 1 July 2024	Number of building plans processed	All	206	200	200	200	206	200	200	200
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.5	Ensuring a response time of 11 weeks for building plans submissions received in the 2024/25 financial year for buildings / architectural buildings less than 500m2 (number of plans received / divided by number of weeks to process	Average response time in weeks to process building plans	All	9,71 weeks	11 weeks	8 weeks	11 weeks	9,71 weeks	11 weeks	11 weeks	11 weeks
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.6	Ensuring a response time of 11 weeks for building plans submissions received in the 2024/25 financial year for buildings /	Average response time in weeks to process building plans	All	6,50 weeks	11 weeks	11 weeks	11 weeks	6,50 weeks	11 weeks	11 weeks	11 weeks

Strategic Objective 1 Economic growth through promoting Sol Plaatje Municipality as an economic hub														
National KPA: Local Economic Development														
Directorate	**mSCOA Function / sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
				architectural buildings greater than 500m2 (number of plans received / divided by number of weeks to process										
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.7	Number of SMMEs supported through the implementation of the business incubation developmental programme	Number of developmental programmes provided to SMMEs	All	10	10	13	10	10	13	13	13
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.7	Number of workshops provided to SMMEs by 30 June 2025	Number of workshops provided for SMMEs	All	0	0	0	0	0	10	10	10
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.8	Capital Expenditure Framework (CEF)	Approved CEF	SPM	1	-	-	1	1	-	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills	SO1.9	Number of erven planned and surveyed BY 30 June 2025	Number of erven planned and surveyed	All	5 292	1400	1 533	5 500	5 292	1 000	1 200	1 200

Strategic Objective 1 Economic growth through promoting Sol Plaatje Municipality as an economic hub														
National KPA: Local Economic Development														
Directorate	**mSCOA Function / sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
		development.												
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.11	Hosting of a Christmas Family Fun Day by 30 June 2024	Pictures and advert of Christmas Family Fun Day	All	0	0	0	1	1	0	0	0
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.11	Percentage completion for the N12 Tourism Promotion Project by 30 June 2024	Percentage completion of N12 Tourism Promotion Project	All	0	0	0	100%	100%	0	0	0
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.11	Number of marketing and promotion of tourist attractions conducted by 30 June 2025	Number of programmes conducted	All	0	0	0	0	0	4	4	4
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.12	Conduct a feasibility study for the Carters Glen Precinct	1 Feasibility Study	24	0	0	0	0	0	1	0	0
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.12	Percentage completion for the CBD Urban design plan by 30 June 2025	% Completion of the CBD Urban Design Plan	All	0	0	-	0	0	100%	0%	0%

CHAPTER 8

Strategic Objective 1 Economic growth through promoting Sol Plaatje Municipality as an economic hub														
National KPA: Local Economic Development														
Directorate	**mSCOA Function / sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.14	Conduct an assessment on the status of the tram by 30 June 2024	Completed assessment on status of tram	All	1	0	0	1	1	0	0	0
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.14	Percentage completion for the upgrading of the tram by 30 June 2025	% Completion as per the annual project plan	All	1	0	0	1	1	0	0	0
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.17	Number of tourist signage upgraded by 30 June 2025	Number of signs upgraded	All	9	0	0	1	9	10	10	10
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.18	% Implementation of the ease of doing business project (BEAR) as per the annual implementation plan by 30 June 2024	% Progress as per the annual project plan	All	80%	100%	17%	100%	80%	0	0	0

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Finances	Water Management / Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1	Number of residential properties which are billed for water by 30 June	Number of residential properties which are billed for water by 30 June	All	46 685	46685		46685		46685	46685	46685
Finances	Finance and administration/ Finance	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.2	Number of residential properties which are billed for electricity or have pre-paid meters by 30 June (excluding Eskom areas)	Number of residential properties which are billed for electricity (conventional metres and pre-paid meters) by 30 June (excluding Eskom areas)	All	69 166	69166		69166		69166	69166	69166
Finances	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.3	Number of residential properties connected to the municipal wastewater sanitation/sewerage network for sewerage service, irrespective of the number of water	Number of residential properties which are billed for sewerage by 30 June	All	50 844	50844		50844		50844	50844	50844

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
				closets (toilets) which are billed for sewerage by 30 June										
Finances	Waste Management / Solid waste	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.4	Number of residential properties which are billed for refuse removal by 30 June	Number of residential properties which are billed for refuse by 30 June	All	50 844	50844		50844		50844	50844	50844
Finances	Finance and Administration / Budget and Treasury Office	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.5	The percentage of the municipal capital budget actually spent on capital projects by 30 June (Total actual amount spent on capital projects/Total amount budgeted for capital projects)X100	% of Capital budget spent by 30 June {Actual amount spent on capital projects /Total amount budgeted for capital projects)X100}	All	90%	90%	68,87%	90%	68,87%	90%	90%	90%
Finances	Finance and Administration / Budget and Treasury Office	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable	SO2.6	The percentage of the total municipal operational budget spent by 30 June 2025 ((Actual amount spent on total operational	% of the total municipal operational budget spent by 30 June 2025	All	97,76%	90%	`95%	90%	97,76%	90%	90%	90%

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		manner		budget/Total operational budget)X100)										
Finance	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Limit unaccounted for electricity to less than 25% by 30 June 2025 {(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased)x 100}	% unaccounted for electricity by 30 June	All	24,42%	15%	29,38%	15%	24,42%	25%	25%	25%
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.10	Number of households in Lethabo Park to be connected to the electricity network, Phase 2	Number of households to be connected to the electricity network	1,29	555	3 272	0	634	555	0	0	0
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable	SO2.11	Review of the WSDP	1 Adopted WSDP	All	1	0	0	1	1	0	0	0-

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		manner												
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the completion of the technical assessment of the bulk water supply pipeline by 30 June	% Progress as per the annual project plan	All	100%	0%	0%	100%	100%	-	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage completion on the repairs of Smart ball survey priority leaks by 30 June 2025	% Progress as per the annual project plan	All	58,50%	0%	0%	50%	58,50%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage development of a data system for the identification and repairs of leakages by 30 June 2025	% Progress as per the annual project plan	All	100%	0%	0%	100%	100%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is	SO2.11	Percentage progress on the refurbishment of the filters and backwash system	% Progress as per the annual project plan	All	20%	0%	0%	100%	20%	0	0	0

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		maintained to deliver such services in a sustainable manner		for the new Waste Water Treatment Works (WWTW), Phase 1										
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the refurbishment of the filters and backwash system for the new Waste Water Treatment Works (WWTW), Phase 2 by 30 June 2025	% Progress as per the annual project plan	All	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the upgrade of the security at the Riverton water treatment works by 30 June 2025	% Progress as per the annual project plan	All	20%	0%	0%	100%	20%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the repair of emergency leakages at the Newton reservoir by 30 June 2025	% Progress as per the annual project plan	All	20%	0%	0%	100%	20%	100%	-	-

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the completion of the emergency water meter installation and procurement of a water quality monitoring hardware, Ph 1 by 30 June 2025	% Progress as per annual project plan	All	62,50%	0%	-	100%	62,50%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage completion of the emergency bulk leak repairs and corrosion protection	% Progress as per annual project plan	All	0%	0%	0%	100%	0%	0%	0%	0%
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the installation of bulk water meters and pressure regulating valves, Ph 2 by 30 June 2025	% Progress as per annual project plan	All	52,50%	0%	0%-	50%	52,50%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is	SO2.11	Percentage progress on the upgrade of the power supply and refurbishment of	% Progress as per annual project plan	All	53%	0%	0%	100%	53%	0	0	0

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		maintained to deliver such services in a sustainable manner		the abstraction pump station (Old and New Plant – Riverton , Ph 1										
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the upgrade of the power supply and refurbishment of the abstraction pump station (Old and New Plant – Riverton , Ph 2 by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%-	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage completion on the design work for Phase 1 of the Kimberley network leak detection and repair	% Progress as per annual project plan	All	20%	0%	0%	30%	20%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage completion on the design work for Phase 2 of the Kimberley network leak detection and repair 30 June 2025	% Progress as per annual project plan	All	20%	0%	0%	30%	20%	-	-	-

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage completion of the Kimberley network leak detection and repair (Ph 2) by 30 June 2025	% Progress as per annual project plan	All	0%	0%	05	0%	0%	100%		
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the upgrade of the old Water Treatment Plant (WTP) chlorine and dosing works Ph 1	% Progress as per the annual project plan	All	20%	0%	0%	50%	20%	0%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the upgrade of the old Water Treatment Plant (WTP) chlorine and dosing works Ph 2, by 30 June 2025	% Progress as per the annual project plan	All	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable	SO2.11	Percentage progress on the upgrade of the new Water Treatment Plant (WTP) chlorine and	% Progress as per the annual project plan	All	50%	0%	0%	50%	50%	0%	-	-

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		manner		dosing works, Ph 1										
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the upgrade of the new Water Treatment Plant (WTP) chlorine and dosing works, Ph 2 by 30 June 2025	% Progress as per the annual project plan	All	0%	0%	0%-	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	% Completion on the design work for the upgrade of the Ritchie Water Treatment Works (WTW) and bulk pipeline	% Progress as per annual project plan	All	20%	0%	0%	30%	20%	0%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	% Progress on the repairs of the detected leaks on the bulk water pipeline at Ritchie by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%		
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is	SO2.11	Percentage completion on the leak repairs and refurbishment of the west by-pass	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		maintained to deliver such services in a sustainable manner		bulk water pipe line by 30 June 2025										
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the repair of the bulk pipeline from Riverton to Mid station (Section 2) by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the repair, coating and refurbishment of eastern by-pass bulk water pipe line (Section 2) by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the replacement of the corroded 10 km east by-pass bulk water pipe line (Section 2) by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the replacement of the corroded section of the west by-pass bulk water pipe line (Section 2) by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the installation of the 1200 mm new steel bulk water pipe line from Mid station to Newton Reservoir (Section 3) by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the procurement and delivery of the bulk 1200 ND steel pipeline by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such	SO2.11	Percentage progress on the major refurbishment and building works for the Old Water	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	0%	100%	-	-

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		services in a sustainable manner		Treatment Plant by 30 June 2025										
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the major refurbishment and building works for the New Water Treatment Plant by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the update of the security at the Newton Reservoir Complex (Electrical) by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the update of the security at the Newton Reservoir Complex (Mechanical) by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water	All communities have access to basic services delivered at an acceptable and agreed upon standard	SO2.11	Conduct a feasibility study on the waste water reuse by 30 June	1 Feasibility Study	All	0	0	0	0	0	1	-	-

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
	Distribution	and the infrastructure is maintained to deliver such services in a sustainable manner		2025										
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	% Progress on the emergency repairs on six major leaks by 30 June 2025	% Progress as per the annual project plan	All	0%	0%	0%	0%	0%	100%	0%	0%
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage progress on the assessment of the pipe condition and cathodic protection by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.12	% Replacement of internal water pipes in Main Road, Reservoir Road, Dalham Rd, Carrington Rd, Central Road and Broadway by 30 June 2025	Percentage replacement of water pipes	All	52.50%	-	-	100%	52.50%	100%		

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.13	Completion of a substation for Lerato park link services	% completion	30	50%	-	-	50%	50%	-	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.14	Construction of a Ring Main Unit (RMU) in Collville by 30 June 2025	% completion of construction	14	50%	-	-	100%	50%	100%	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.15	Construction of a 11 KV line in Ronald's Vlei by 30 June 2025	% completion of construction	22	90%	-	-	100%	90%	100%	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable	SO2.16	Upgrade of the Hadison park substation	% upgrade	23, 24	-	-	-	50%		0%	-	-

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		manner												
Finance	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.17	Limit unaccounted for water (Non-Revenue Water) to less than 40% by 30 June 2025 {(Number of Kilolitres Water Purified - Number of kilolitres Water Sold) / Number of kilolitre's Water Purified Ã- 100}	% unaccounted for water (Non-Revenue Water) annually	All	66%	40%	63,99%	40%	66%	40%	40%	40%
Finance	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.18	99% water quality level achieved as per SANS 241 annually by 30 June 2025	% water quality level achieved as per SANS 241 criteria annually	All	89,98%	98%	86,3%	99%	89,98%	99%	99%	99%
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.19	80% waste water effluent quality level achieved as per National Effluent Quality Standards by 30 June 2025	% waste water effluent quality level achieved as per National Effluent Quality Standards, annually	All	66,17%	70%	72,1%	80%	66,17%	80%	80%	80%

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Infrastructure and Services	Roads	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.20	90% spent of the budget to upgrade roads and stormwater by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)	Percentage of budget spent by 30 June	All	100%	90%	90%	90%	90%	90%	90%	90%
Infrastructure and Services	Roads	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Number of square metres of roads to be resealed by 30 June 2025	Square metres of road to be resealed	All	150 000 m²	100 000 m²	123 000 m²	150 000 m²	150 000 m²	140 000 m²	250 000 m²	300 000 m²
Infrastructure and Services	Roads	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.22	Distance of kilometres of residential roads upgraded from gravel to a paved surface by 30 June 2025	Number of kilometres paved	All	7.50 km	4km	2.47 km	5km	7,50 km	5km	5km	5km
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard	SO2.23	90% spent of the budget to provide sanitation by 30 June {(Actual	Percentage of budget spent by 30 June	All	90%	90%	90%	90%	90%	90%	90%	90%

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		and the infrastructure is maintained to deliver such services in a sustainable manner		capital expenditure on the project divided by the total approved capital budget for the project)										
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	90% spent of the budget to provide streetlights and high-mast lighting by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)	Percentage of budget spent by 30 June	All	90%	90%	90%	90%	90%	90%	90%	90%
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	Replace 250W HPS luminaires with 100W LED luminaires by 30 June 2025	Number of luminaires replaced	All	311	500	900	262	311	262	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such	SO2.24	Replace 70W MV luminaires with 36W LED luminaires	Number of luminaires replaced	All	293	0	0	200	293	200	-	-

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		services in a sustainable manner												
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	Replace 400W MV luminaires with 276W LED luminaires	Number of luminaires replaced	All	262	-	-	315	262	315	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	Replacement of 125W MV luminaires with 36W LED luminaires by 30 June 2025	Number of luminaires replaced	All	0	0	0	0	0	300	-	-
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.25	Percentage progress on the construction phase for the Carters Ridge sewer pump station building with all electrical and mechanical equipment by 30 June 2025	Percentage progress as per project plan	All	47,60%	60%	12%	100%	47,60%	100%	-	-
Infrastructure	Wastewater Management /	All communities have access to basic services	SO2.26	Percentage completion for the	Percentage completion as per	All	62,80%	100%	28,50%	100%	62,80%	0%	0%	0%

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
and Services	Sewerage	delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		installation of electrical and mechanical components in Lerato Park Sewer pumpstation as per the project by 30 June 2024	project plan									
Infrastructure and Services	Water Management / Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.27	Percentage progress on the construction of the foundations for two elevated water tanks	Percentage progress on the construction as per project plan	All	50%	100%	50%	0%	0%	0%	0%	0%
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.28	Percentage completion of the number of old zinc toilets to be reconstructed by 30 June 2025	Percentage completion on number of old zinc toilets reconstructed	All	100%	0%	0%	0%	0%	100%	0%	0%
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable		% Progress on the refurbishment of the Kamfersdam sewer and water lines by 30 June 2025	% Progress as per the annual project plan	All	0%	0%	0%	0%	0%	100%	0%	0%

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		manner												
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		% Progress on the construction of Phomolong sewer pipeline by 30 June 2025	% Progress as per the annual project plan	15	0%	0%	0%	0%	0%	100%	0%	0%
Infrastructure and Services	Fleet	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.29	100% procurement of identified fleet as per the fleet replacement plan (number of vehicles delivered out of the number of vehicles identified for purchase x100) by 30 June 2025	Percentage of identified fleet delivered	SPM	100%	100%	80%	100%	100%	100%	100%	100%
Infrastructure and Services	Water Management / Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.31	Upgrade water infrastructure (replace 2000 water meters) by 30 June 2025	Number of water meters replaced	All	0	-	-	2 000	0	2 000	2 000	2 000
Infrastructure	Electricity	All communities have access to basic services	SO2.32	Upgrade electricity infrastructure	Number of electricity meters	All	0	-	-	2 000	0	2 000	2 000	2 000

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
and Services		delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		(replace 2000 prepaid electricity meters) by 30 June 2025	replaced									
Corporate Services	Health and Safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.39	Development of a Strategy for the safeguarding of municipal assets to restrict vandalism of municipal infrastructure by 30 June 2025	Developed Strategy	All	0	-	-	0	0	1	-	-
Infrastructure and Services	Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.45	Number of households in Colville to be connected to the electricity network	Number of households to be connected to the electricity network	14	0	0	0	138	0	0	0	0
Infrastructure and Services	Waste Water Management / Stormwater Management	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.46	Percentage progress for the upgrading of storm water channels in various areas of Sol Plaatje municipal area by 30 June 2025	Percentage progress on upgrading of storm water channels	SPM	0	0	0	0	0	100%	100%	100%

Strategic Objective 2 Improved Service Delivery														
National KPA: Basic Service Delivery and Infrastructure Development														
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Office of the MM	Administration	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.47	Number of project management meetings conducted by the Project Management Unit by 30 June 2025	Number of meetings held	SPM	0	0	0	0	0	10	12	12
Office of the MM	Administration	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.47	Number of project management reports tabled at the Executive Management Team meetings by 30 June 2025	Number of reports tabled	SPM	0	0	0	0	0	12	12	12

CHAPTER 8

Strategic Objective 3 Good, clean and transparent governance and public participation														
National KPA: Good Governance and Public Participation														
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Office of the MM	Finance and Administration	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.1	Compile the final Annual Report for submission to council by 31 March	Final Annual Report for submitted to council by 31 March 2025	All	1	1	0	1	0	1	1	1
Office of the MM	Finance and Risk management	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.2	Develop a Risk Based Audit Plan and submit to the audit committee for consideration by 30 June 2025	Risk Based Audit Plan developed and submitted to the audit committee by 30 June	All	1	1	1	1	1	1	1	1
Office of the MM	Finance and Administration / Risk management	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.3	Report quarterly on the progress of risk mitigation to the MM and EMT by 30 June 2025	Quarterly reports on strategic risk register	All	4	4	4	4	4	4	4	4
Office of the MM	Internal audit	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean	SO3.4	Number of audits conducted as per the internal audit plan by 30 June 2025	Number of internal audits conducted	All	14	20	18	10	14	20	20	20

Strategic Objective 3 Good, clean and transparent governance and public participation														
National KPA: Good Governance and Public Participation														
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		audit												
Office of the MM	Internal audit	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.5	Number of audit committee meetings conducted by 30 June 2025	Number of audit committee meetings conducted	All	6	4	4	4	6	4	4	4
Finance	Finance /Risk management/ internal audit	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.6	Develop and submit an audit action plan to the MM to address matters raised by the auditor general within 60 days after the end of the audit	Developed and submitted audit action plan	All	1	1	1	1	1	1	1	1
Office of the MM	Planning and Development / Corporate Wide Strategic Planning	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.7	Compile the final IDP and submit to council by 31 May 2025	Final IDP submitted to Council	All	1	1	1	1	1	1	1	1
Office of the MM	Planning and Development / Corporate Wide Strategic Planning	Good governance systems are maintained in order to support proper communication and a healthy administration	SO3.7	Compile the final SDBIP and submit to council by 28 June 2025	Final signed SDBIP	All	1	1	1	1	1	1	1	1

Strategic Objective 3 Good, clean and transparent governance and public participation														
National KPA: Good Governance and Public Participation														
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		working towards a clean audit												
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.9	To disseminate on a monthly basis the electronic municipal newsletter through social media platforms by 30 June 2025	Monthly distribution	All	0	12	0	12	0	12	12	12
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.10	To respond to all media enquiries and issue media statements within 24hrs after an occurrence	Response times after an event has occurred	All	24hrs	24hrs	24 hrs	0	0	0	0	0
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.11	Number of quarterly reports submitted on gender activities (mainstream values of moral regeneration movement, child centered governance approach, women empowerment and gender equity	Number of reports submitted	All	6	-	-	4	6	4	4	4

Strategic Objective 3 Good, clean and transparent governance and public participation														
National KPA: Good Governance and Public Participation														
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
				and quality)										

Strategic Objective 4 Establishment of healthy financial management														
National KPA: Municipal Financial Viability and Management														
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Finance	Finance and Administration / Finance	The municipality is financially viable to deliver services to the community	SO4.1	Provide free basic water to indigent households earning less than R4 500 by 30 June 2025	Number of households receiving free basic water	All	11 633	15 000	12 033	11 800	11 633	11 800	11 800	11 800
Finance	Finance and Administration / Finance	The municipality is financially viable to deliver services to the community	SO4.2	Provide free basic electricity to indigent households earning less than R4 500 by 30 June 2025	Number of households receiving free basic electricity	All	11 633	15 000	12 033	11 800	11 633	11 800	11 800	11 800
Finance	Finance and Administration / Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.3	Provide free basic sanitation to indigent households earning less than R4 500 by 30 June 2025	Number of households receiving free basic sanitation	All	11 633	15 000	12 033	11 800	11 633	11 800	11 800	11 800
Finance	Finance and Administration / Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.4	Provide free basic refuse removal to indigent households earning less than R4 500 by 30 June 2025	Number of households receiving free basic refuse removal by	All	11 633	15 000	12 033	11 800	11 633	11 800	11 800	11 800
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.5	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations by 30 June 2025 (Short Term Borrowing + Bank Overdraft + Short Term	Debt to revenue by 30 June	SPM	6%	10%	8%	10%	6%	10%	10%	10%

Strategic Objective 4 Establishment of healthy financial management														
National KPA: Municipal Financial Viability and Management														
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
				Lease + Long Term Borrowing + Long Term Lease)										
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.6	Maintain the current ratio of 2:1 against current assets of the municipality by 30 June 2025 (Current Assets / Current Liabilities)	Current ratio	SPM	1.61:1	02:01	1:1.53	02:01	1.61:1	02:01	02:01	02:01
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.7	Reduce net debtor days to 300 days by 30 June 2025 ((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Net debtor days	SPM	304	300	327	300	304	300	300	300
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.9	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2025 (Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts,	Cost coverage ratio by 30 June	SPM	0.57:1	01:01	0.56:1	01:01	0.57:1	01:01	01:01	01:01

Strategic Objective 4 Establishment of healthy financial management														
National KPA: Municipal Financial Viability and Management														
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
				Impairment and Loss on Disposal of Assets)										
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.10	To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award by 30J June (Number of tenders received divided by number of weeks awarded.	Average time in weeks to award tender	All	13,50 weeks	12 weeks	13,50 weeks	12 weeks	0	0	0	0
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.11	To improve the SCM turnaround time to 6 weeks for annual contracts from closing date to date of award by 30 June (Number of tenders received divided by number of weeks awarded.	Average time in weeks to award tender	All	9 weeks	6 weeks	9 weeks	0	0	0	0	0
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.12	Number of planned BSC meetings conducted to process bids by 30 June 2025	Number of meetings conducted	All	30	-	-	24	30	24	24	24
Finance	Finance and Administration / Budget and	The municipality has a system in place to track spending in terms of	SO4.13	95% collection rate and ensure payment based on correct account by 30	95% collection rate achieved	All	73%	95%	78,20%	95%	73%	95%	95%	95%

Strategic Objective 4 Establishment of healthy financial management														
National KPA: Municipal Financial Viability and Management														
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
	Treasury Office	budget allocations and is financially viable to deliver services to the community		June 2025 (receipts/ billingx100)										
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.14	Perform an annual cost analysis for each trading services for the new budget by 31 March 2025 (Water, Electricity, Sanitation and Refuse)	Cost analysis report	All	1	4	4	1	1	1	1	1
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.15	75% reduction of irregular expenditure by 30 June 2025	% reduction of irregular expenditure after condonement (Current year – Prior year) / Prior year	All	0%	25%	24%	75%	0%	75%	75%	75%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.16	100% elimination of Fruitless & wasteful expenditure by 30 June 2025	% Elimination of Fruitless and wasteful expenditure after condonement against total operational expenditure x100	All	0%	0%	1%	100%	0%	100%	100%	100%

Strategic Objective 4 Establishment of healthy financial management														
National KPA: Municipal Financial Viability and Management														
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.17	Elimination of Unauthorised expenditure by 30 June 2025	% of Unauthorised expenditure after condonement against total operational expenditure x100	All	100%	0%	0%	100%	100%	100%	100%	100%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.18	% Submission of financial and non-financial mSCOA data strings and documentation on the GoMuni web-based application by the set deadlines provided by National Treasury by 30 June 2025. (All reports to be uploaded within 10 working days after the month-end)	% of reports loaded on the GoMuni application	All	100%	100%	95,92%	100%	100%	100%	100%	100%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.19	Reduce Trade Creditors payment period to 300 days by 30 June 2025 (Trade Creditors Outstanding / Credit Purchases/(Operating and Capital) x365)	Creditors Payment Period (Trade Creditors)	All	384	-	-	300	384	300	300	300

Strategic Objective 4 Establishment of healthy financial management														
National KPA: Municipal Financial Viability and Management														
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Finance	Finance and Administration / Budget and Treasury Office	Finance		Percentage of all identified assets registered in the Asset Register (GRAP) by 30 June 2024	Percentage of identified assets registered in the Asset Register	SPM	100%	0	0	100%	100%	0	0	0
Finance	Finance and Administration / Budget and Treasury Office	Finance		Prepare and submit the Asset Register for the FY 2024/25 o the Auditor General by 31 August 2025	Approved Asset Register submitted to the Auditor General	SPM	0	0	0	0	0	1	1	1

Strategic Objective 5 Improved Institutional Management														
National KPA: Institutional Development and Municipal Transformation														
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.1	Percentage of people from employment equity target groups appointed in the three highest levels of management during the 2023/24 financial year in compliance with the municipality's approved employment equity plan	% of people that will be appointed in the three highest levels of management in compliance with a municipality's approved employment equity plan	SPM	72%	72%	58%	0%	0%	0%	0%	0%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.2	Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure (employee related costs and councillors remuneration/total operating expenditurex100	Employee cost as a percentage of total operating cost	SPM	39%	33%	31,92%	33%	34,71%	33%	33%	33%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff	SO5.3	Percentage of municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2024 ((Total	(Total expenditure on training/total personnel budget)/100	SPM	100%	100%	100%	100%	100%	100%	100%	100%

Strategic Objective 5 Improved Institutional Management														
National KPA: Institutional Development and Municipal Transformation														
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		whose performance is regularly monitored.		Actual Training Expenditure/ Total personnel Budget)x100))										
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.4	Limit vacancy rate to 20% of funded post by 30 June 2024 {(Number of funded posts vacant divided by budgeted funded posts)x100}	(Number of funded posts vacant divided by budgeted funded posts)x100	SPM	0%	20%	0%	20%	0%	0%	0%	0%
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.5	Review the Workplace Skills Plan and submit plan to the LGSETA by 30 April 2025	Workplace Skills Plan submitted to LGSETA	SPM	1	0	0	1	1	1	1	1
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.6	Review organogram to be aligned with strategy and comply with R890 by 30 June 2025	Organogram reviewed by 30 June 2025	SPM	1	1	0	1	0	1	-	-
Corporate	Finance and Administration /	The municipality is internally transformed to	SO5.7	Document and distribute standard operation	Standard Operating	SPM	0	1	0	1	0	0	-	-

CHAPTER 8

Strategic Objective 5 Improved Institutional Management														
National KPA: Institutional Development and Municipal Transformation														
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
Services	Human Resources	deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		procedures to every municipal directorate by 30 June 2024	Procedures documented and provided to municipal directorates by 30 June 2024									
Corporate Services	Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.8	Coordinate Bi-annual performance assessments of the MM and managers reporting directly to the MM by 30 June 2025	Performance assessments conducted twice per year	SPM	2	2	0	2	2	2	2	2
Corporate Services	Administration /Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.9	% Completion of the appointed Sec 56 & 57 Managers performance agreements by 16 August 2025	% Performance agreements developed, submitted and publicised	SPM	3	6	6	6	3	100%	100%	100%
Finance	Administration	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is		Perform a post audit review of ICT frameworks, methodologies, policies, plans and strategies and update in accordance with recommendations made by the Auditor	ICT Frameworks, methodologies, policies, plans and strategies updated as per audit action plan by the	SPM	100%	0%	0%	100%	100%	0%	0%	0%

Strategic Objective 5 Improved Institutional Management														
National KPA: Institutional Development and Municipal Transformation														
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target						
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	25/26	26/27
		regularly monitored.		General	latest 31 March 2024									
Finance	Administration	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	S05.10	To implement ICT systems and technology to enable the municipality to deliver excellent customer experience by 30 June 2025	Percentage implementation of the ICT operational plan	SPM	0%	0%	0%	0%	0%	100%	100%	100%

Strategic Objective 6 Provision of Community and Social Services														
National KPA: Provision of Community and Social Services														
Directorate	**mSCOA Function /Sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
Community and Social Services	Community and Social Services / Libraries and Archives	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.1	95% spent of the library operational conditional grant by 30 June 2025 {(Actual expenditure divided by the total grant received) x 100}	% of the library operational conditional grant spent by 30 June 2025{(Actual expenditure divided by the total grant received) x 100}	All	95%	95%	95%	95%	95%	95%	95%	95%
Community and Social Services	Community and Social Services / Libraries and Archives	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.2	Number of reading outreach programmes conducted at all libraries by 30 June 2025	Number of outreach programmes held	All	107	60	112	60	107	60	60	60
Community and Social Services	Community and Social Services /Sport and Recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.3	90% spent of the budget to provide sport and recreation facilities by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)	Percentage of budget spent by 30 June	All	90%	90%	90%	90%	90%	90%	90%	90%

Strategic Objective 6 Provision of Community and Social Services														
National KPA: Provision of Community and Social Services														
Directorate	**mSCOA Function /Sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.4	% Completion of the fencing of Frank Roro Cricket field by 30 June 2025	% Completion	0	0	0	0	0	0	100%	0	0
Community and Social Services	Cemeteries	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.5	Percentage maintenance of cemeteries as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%	100%	100%
Community and Social Services	Cemeteries	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.5	Percentage progress on the upgrading and building of ablution blocks at Kenilworth and Phutanang cemeteries by 30 June 2025	Percentage progress as per project plan	All	-	-	-	-	-	100%	-	-
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.5	Percentage maintenance of municipal recreational facilities (swimming pools, stadia and caravan park) as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%	100%	100%

Strategic Objective 6 Provision of Community and Social Services														
National KPA: Provision of Community and Social Services														
Directorate	**mSCOA Function /Sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.5	Number of swimming pools (Karen Muir, Roodepan, Florianville and Galeshewe) to be upgraded by 30 June 2025	Number of swimming pools upgraded as per the project plan	All	0	0	0	0	0	4	0	0
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.6	Percentage progress on the redevelopment of the RC Elliot Community Hall (Phase 1)	Percentage progress on the refurbishment	All	0	0	0	0	0	100%	100%	0
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.7	% Refurbishment of community halls (Floors/Colville and Social Centres) by 30 June 2025	% Progress on the refurbishment of community halls	All	0	0	0	0	0	100%	0	0
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.8	% Maintenance of usable community parks as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%	100%	100%
Community and Social	Health and	All communities have access to basic services delivered at	SO6.9	Number of road blocks conducted by 30 June	Number of roadblocks	All	33	0	0	8	33	8	8	8

Strategic Objective 6 Provision of Community and Social Services														
National KPA: Provision of Community and Social Services														
Directorate	**mSCOA Function /Sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
Services	safety	an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		2025s	conducted									
Community and Social Services	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.10	Plan and conduct stop and check points to improve road safety by 30 June 2025	Number of stop and checkpoints conducted	All	13,583	0	0	6 000	13 583	6 000	6 000	6 000
Community and Social Services	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.11	Conduct quarterly awareness for HIV, STI and TB by 30 June 2025	Number of awareness campaigns conducted	All	4	4	4	4	4	4	4	4
Community and Social Services	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.12	Conduct monthly inspections of food premises to ensure compliance to legislation by 30 June 2025	Number of inspections	All	2 739	0	0	1 800	2 739	2 700	2 700	2 700
Community and Social Services	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the	SO6.13	Conduct monthly inspections at non-food premises to ensure compliance to	Number of inspections	All	1 122	0	0	1 200	1 122	1 200	1 200	1 200

Strategic Objective 6 Provision of Community and Social Services														
National KPA: Provision of Community and Social Services														
Directorate	**mSCOA Function /Sub-function**	**Outcome**	**IDP ref.**	**Key performance indicator**	**Unit of Measurement**	**Ward**	**Baseline**	**Annual Target**						
								22/23	**Actual 22/23**	**23/24**	**Actual 23/24**	**24/25**	**25/26**	**26/27**
		infrastructure is maintained to deliver such services in a sustainable manner		legislation by 30 June 2025										
Community and Social Services	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.14	Number of water samples collected and submitted to the Laboratory by 30 June 2025	Number of water samples collected and submitted to the Laboratory	All	638	0	0	960	638	600	600	600
Community and Social Services	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.15	Review of the Indigent Burial Policy by 30 June 2025	Draft Indigent Burial Policy	All	0	0	0	0	0	1	0	0
Community and Social Services	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.16	Review of the Integrated Waste Management Plan (IWMP) and municipal waste by-laws to align with the National Waste Management Strategy by 30 June 2025	Draft IWMP and municipal waste by-laws	All	0	0	0	0	0	1	0	0

Chapter 8

List of Acronyms

COGTA	Department of Cooperative Governance and Traditional Affairs
DOE	Department of Energy
DSD	Department of Social Development
DMF	Disaster Management Framework
DWS	Department of Water and Sanitation
EMT	Executive Management Team
EPWP	Expanded Public Work Programme
EPIP	Environmental Protection Infrastructure Programme
GBV	Gender Based Violence
GBVF	Gender Based Violence and Femicide
GVA	Gross Value Added
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
IDP	Integrated Development Plan
IEM	Integrated Environmental Management
IGR	Intergovernmental Relations
INEP	Integrated National Electrification Programme
ICT	Information and Communication Technology
IUDG	Integrated Urban Development Grant
LGBTQIA+	Gay, Lesbian, Bisexual, Transgender, Queer, Intersex, and Asexual people collectively
FBDM	Frances Baard District Municipality
NGO	Non-governmental Organisation
NUSP	National Upgrading Support Programme
MIG	Municipal Infrastructure Grant
MFMA	Municipal Financial Management Act
MTREF	Medium-Term Revenue and Expenditure Framework
PESTLE	Political, Economic, Sociological, Technological, Legal and Environmental
PM	Performance Management
PSDF	Provincial Spatial Development Framework

REFERENCES

RBIG	Regional Bulk Infrastructure Grant
RDP/BNG	Reconstruction and Development Programme/Breaking New Ground
REDZ	Renewable Energy Development Zone
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SMME	Small Medium Micro Enterprise
SPELUM	Spatial Planning and Land Use Management
SPM	Sol Plaatje Municipality
WESSA	Wildlife and Environment Society of South Africa
WSIG	Water Services Infrastructure Grant
WWTW	Wastewater Treatment Works

ANNEXURE 1

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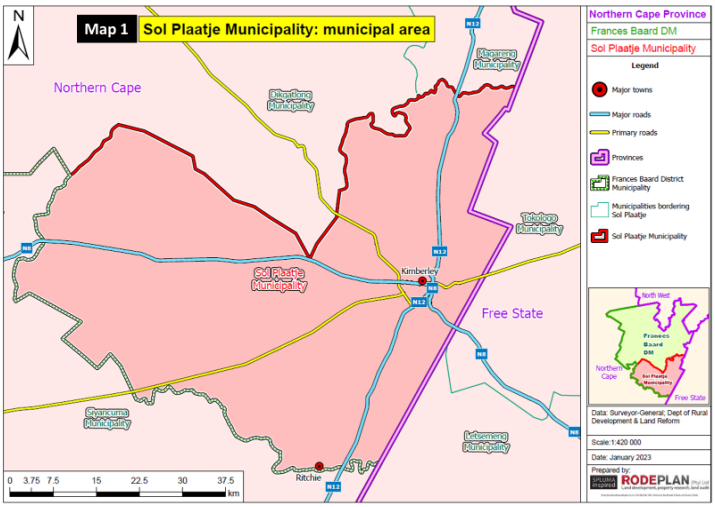
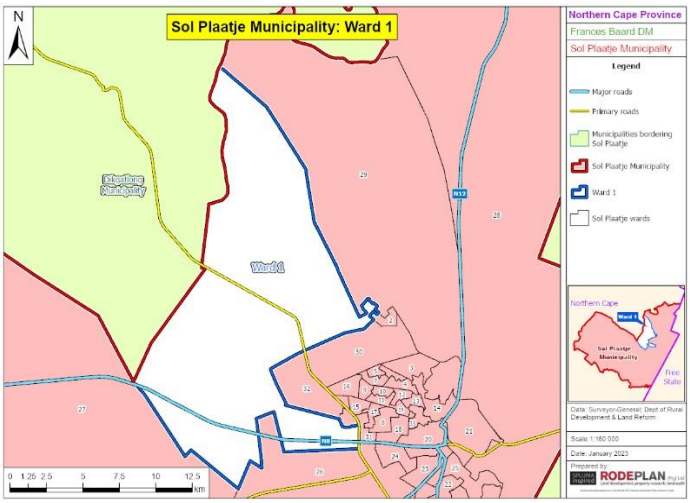


Municipal Area Map



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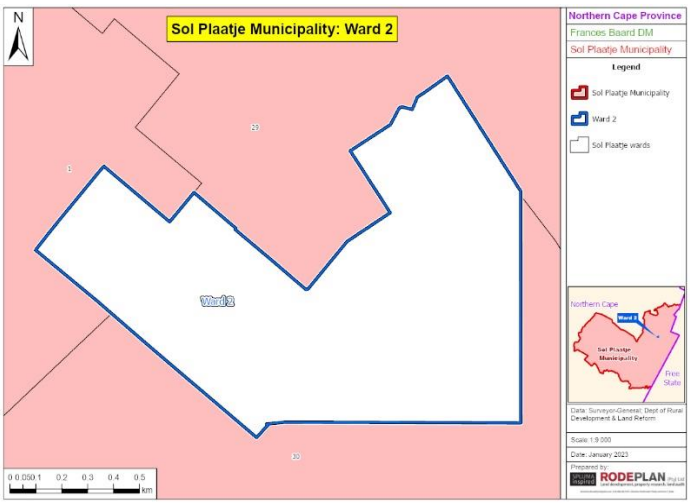

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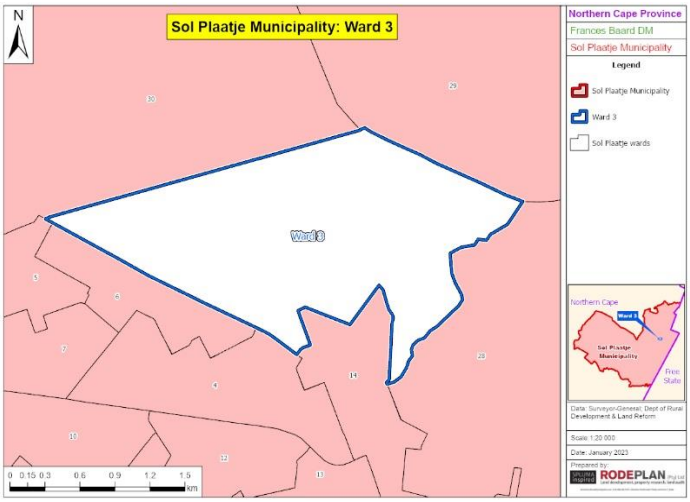

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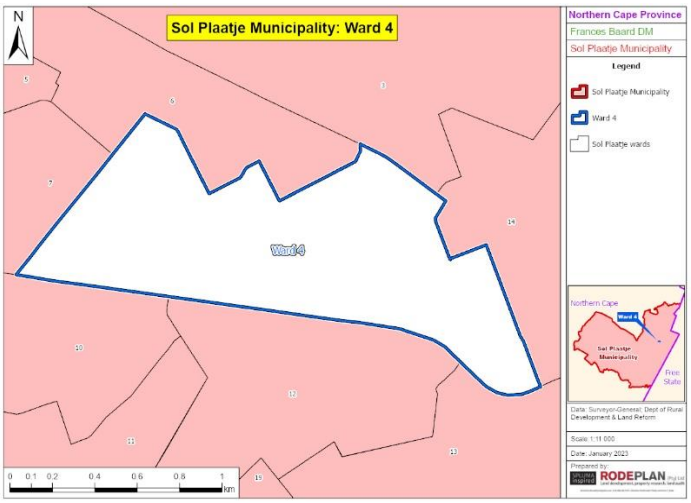

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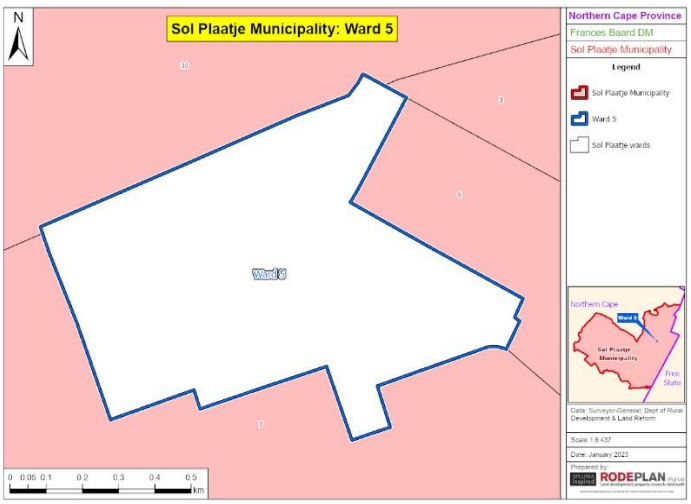

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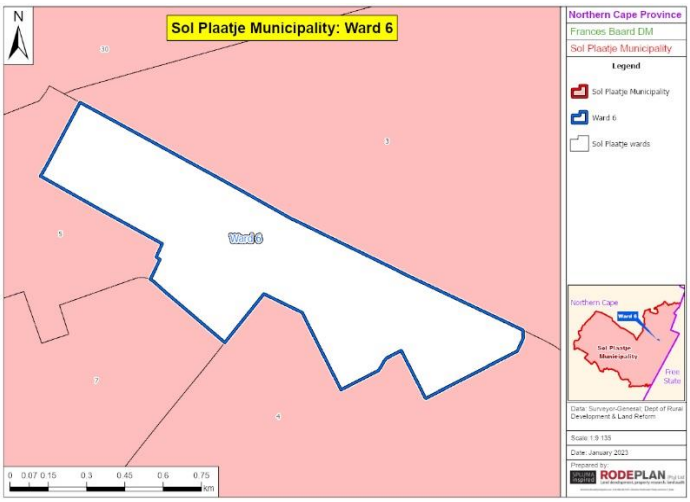

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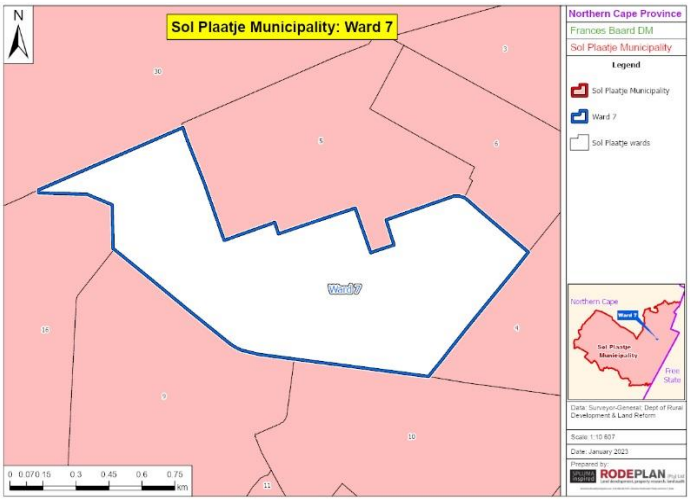

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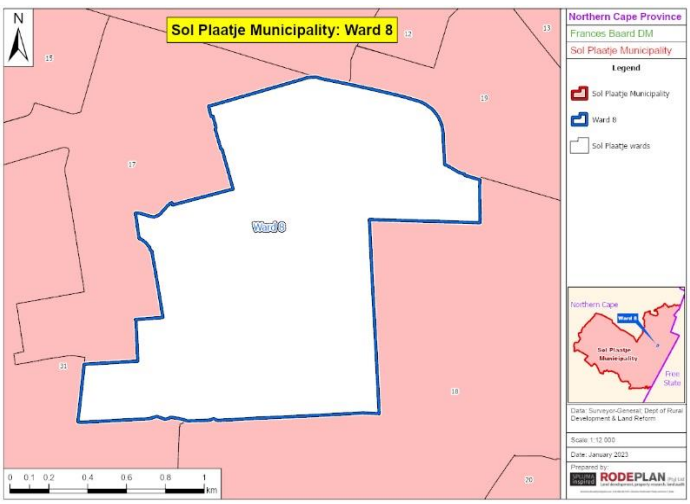

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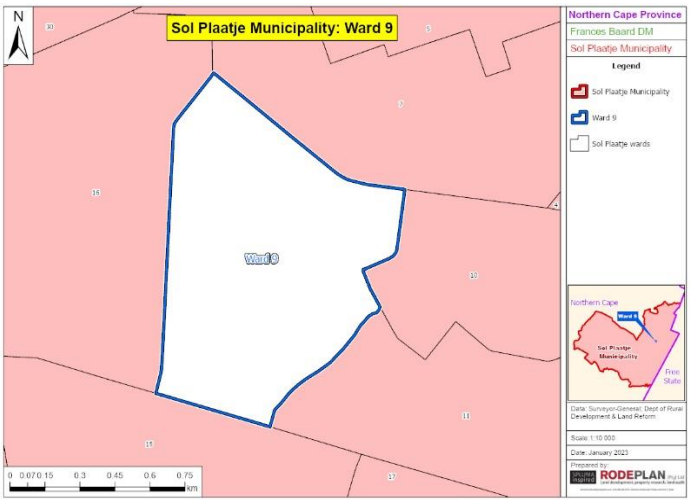

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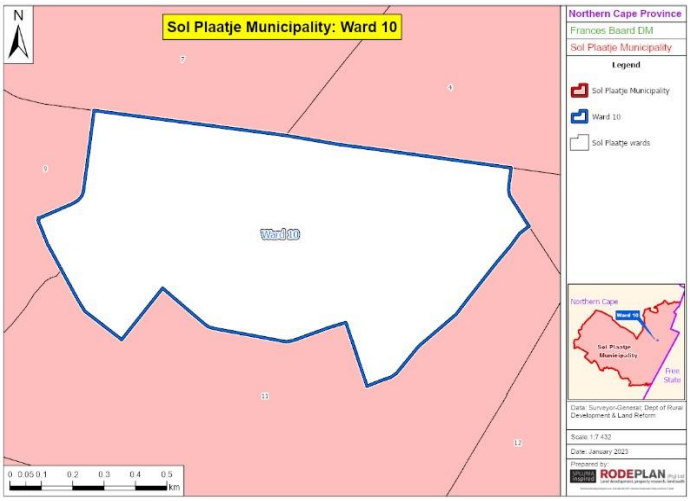

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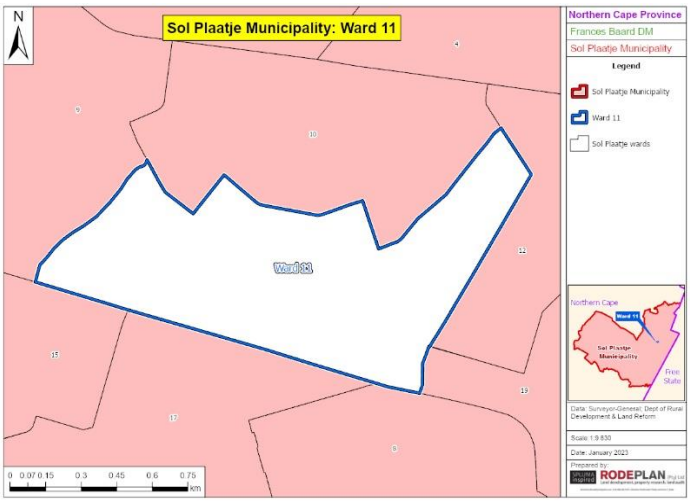

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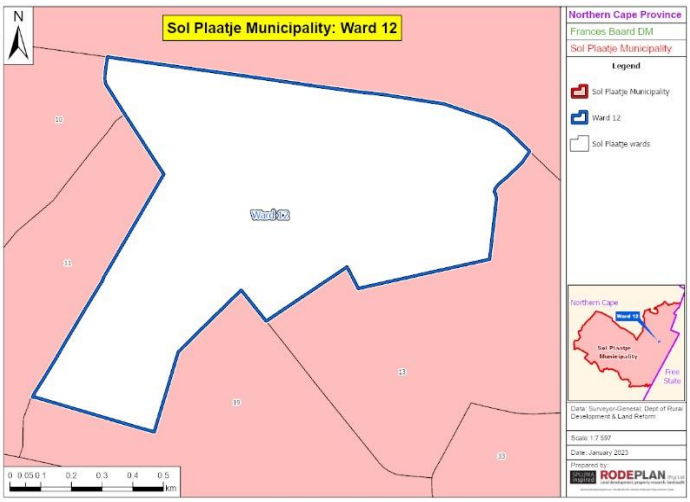

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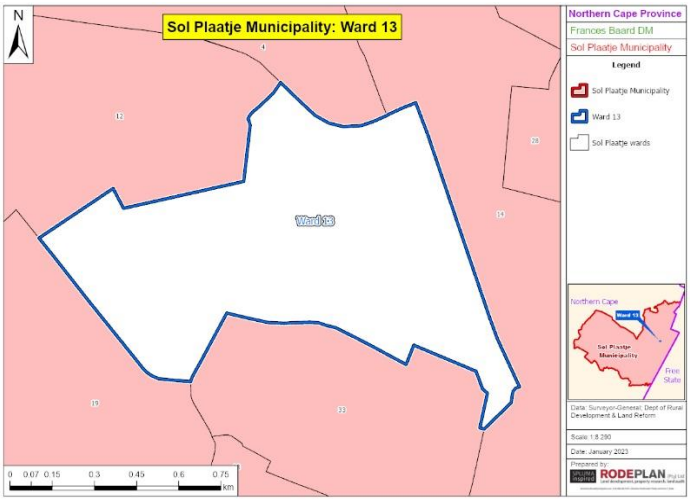

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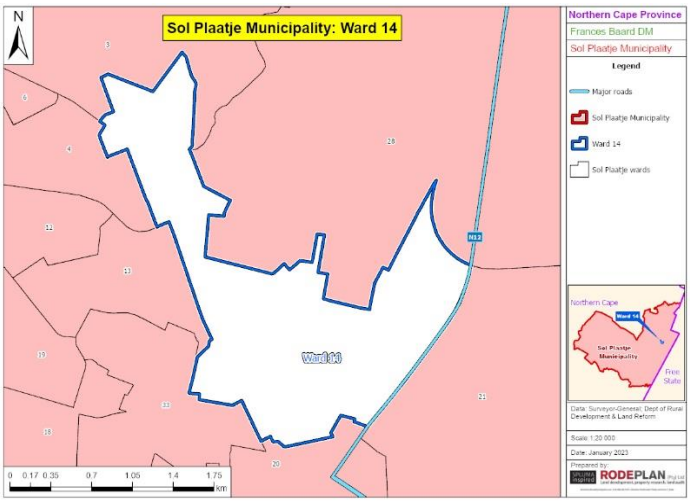

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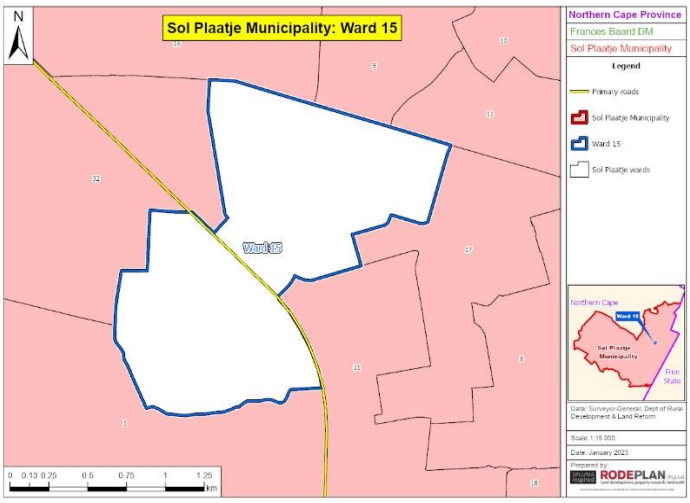

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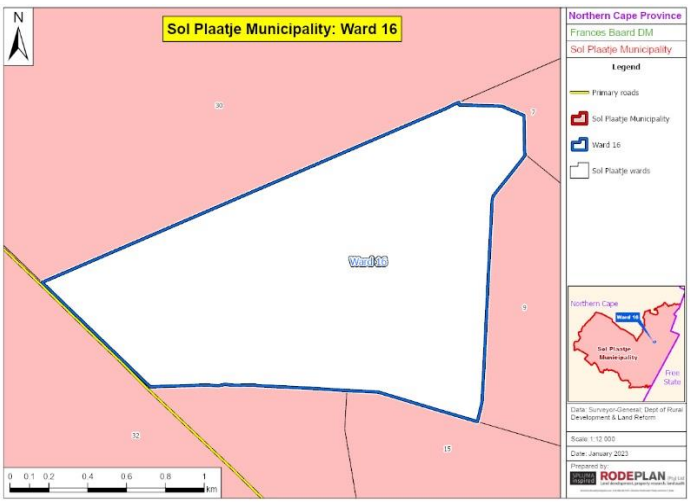

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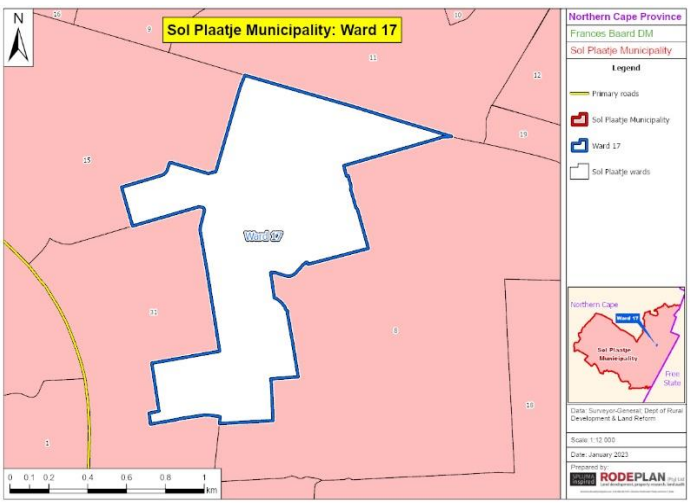

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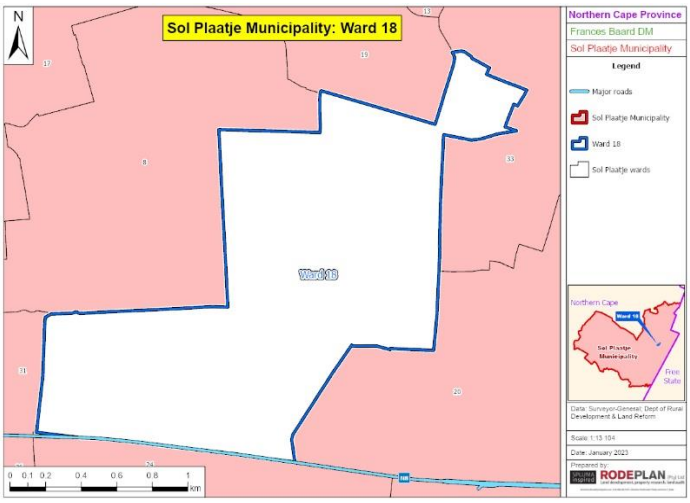

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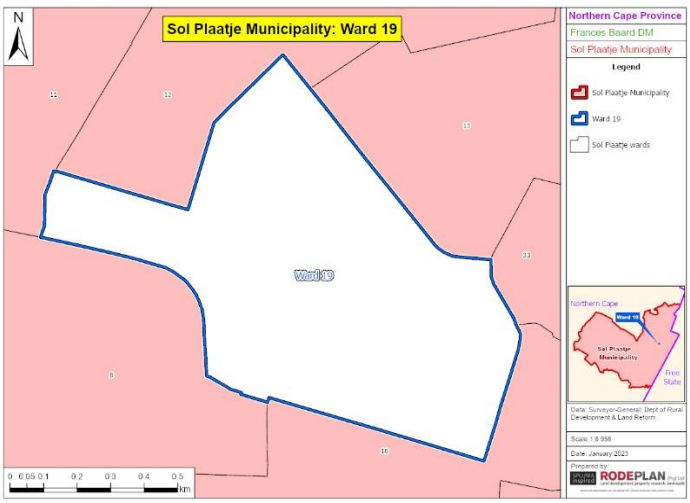

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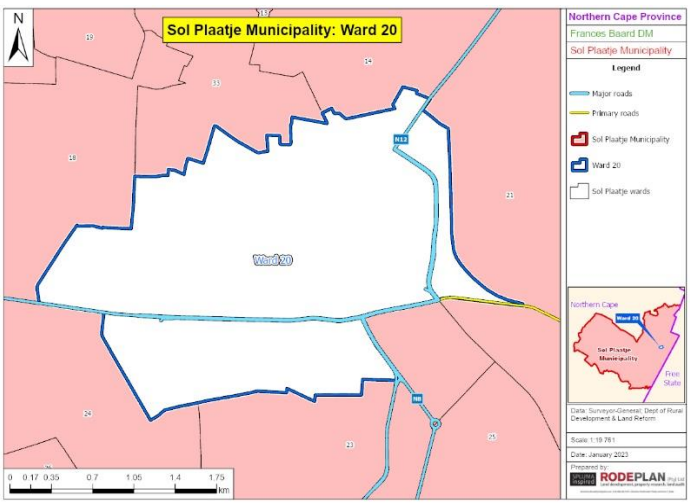

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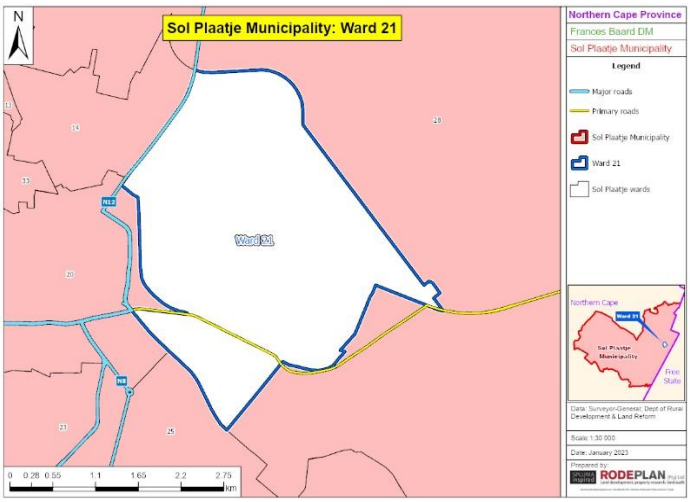

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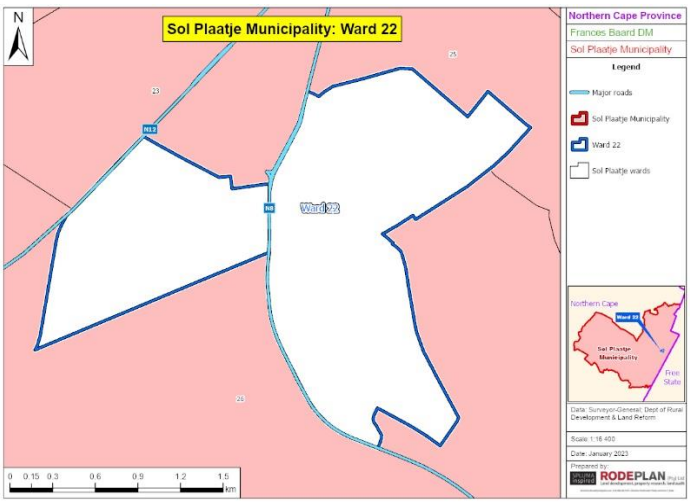

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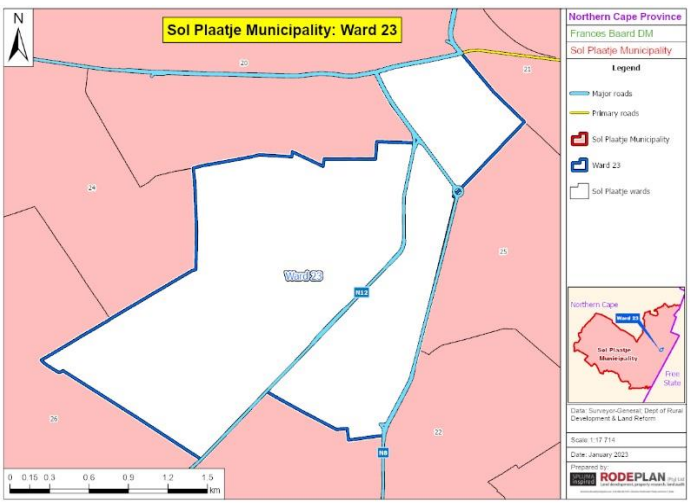

Ward 23

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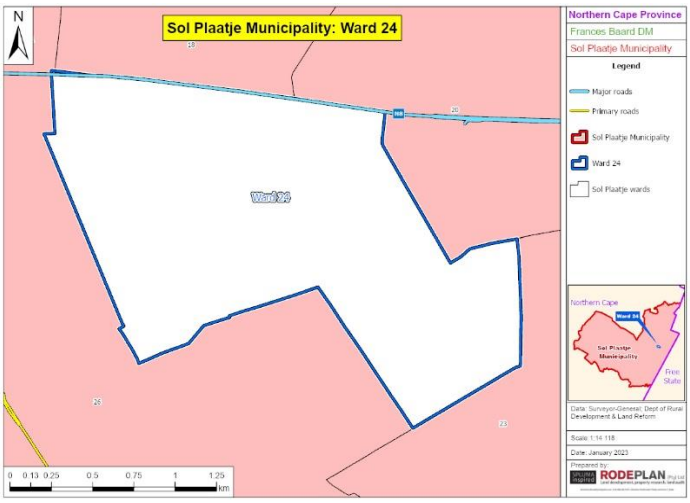

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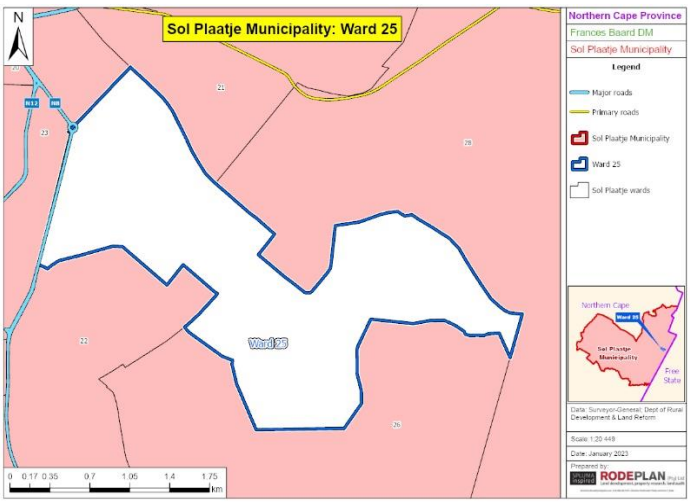

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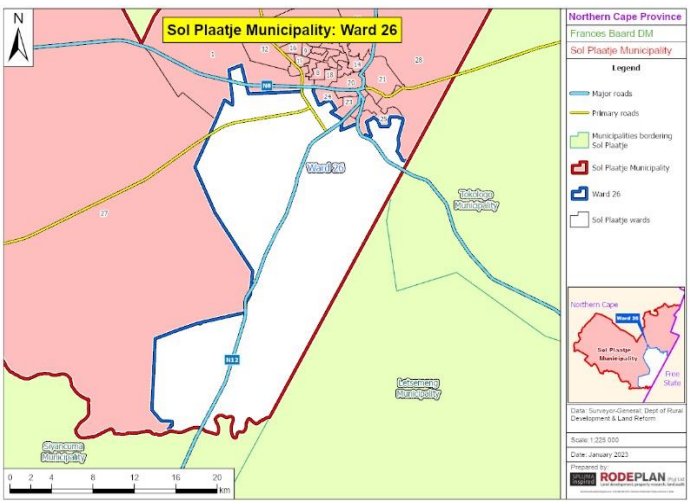

Ward 26

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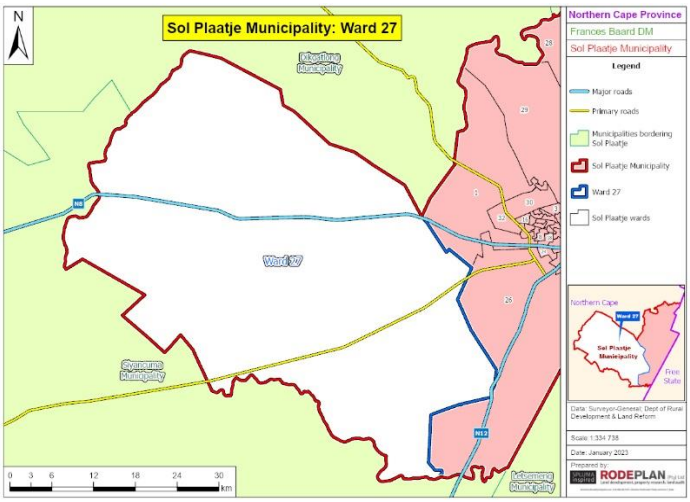

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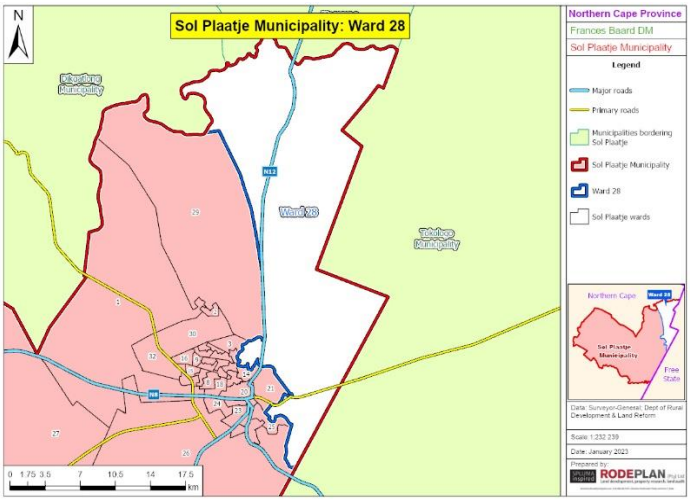

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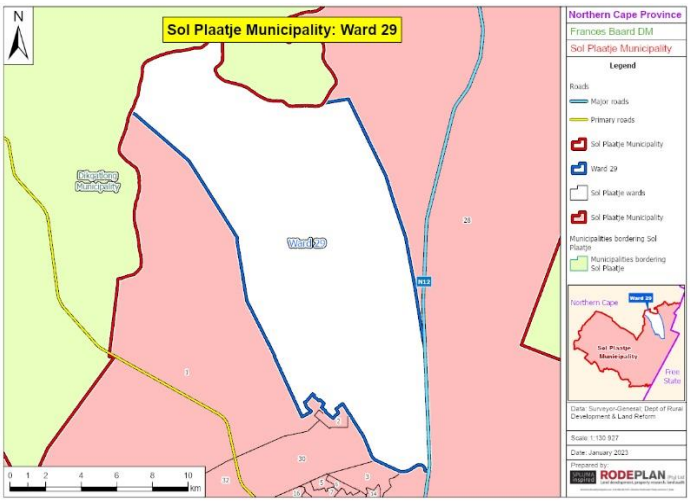

Ward 29

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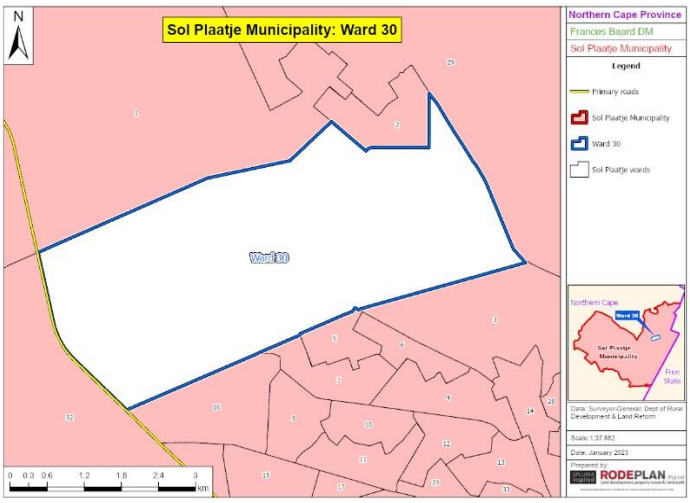

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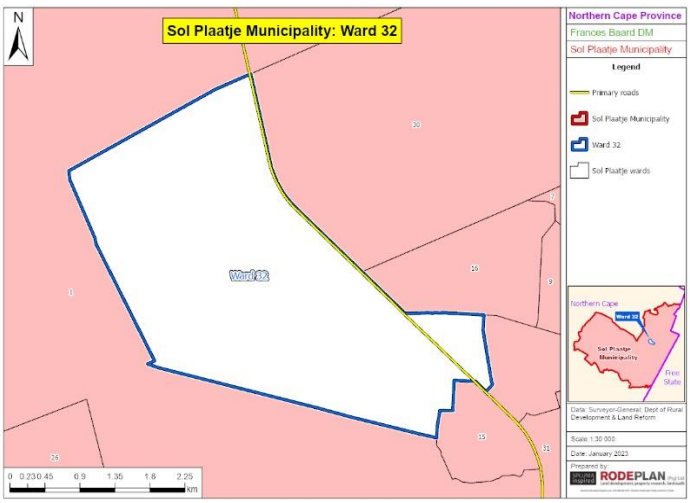

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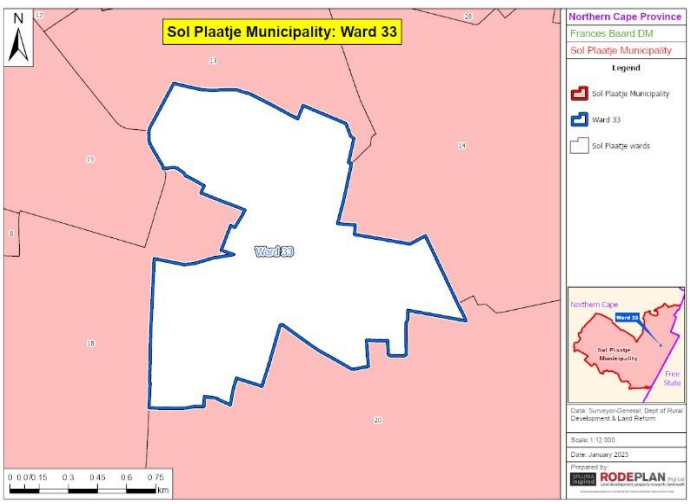

Ward 33

SECTION 5:

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

ANNEXURE 5 -
1ST DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2025/26

STRATEGIC OBJECTIVE 1: ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB													
National KPA: LOCAL ECONOMIC DEVELOPMENT													
SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
1.1	Office of Municipal Manager	A local economy that delivers on food security, job creation, education and skills development.		Create full-time equivalents through EPWP initiatives by 30 June 2026	Number of full-time equivalents created by 30 June		All	870.51	553	-	-	-	553
1.2	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Percentage progress on the redevelopment of the RC Elliot Hall as per the annual plan by 30 June 2026	Percentage progress as per the annual plan		All	10%	100%	-	25%	50%	100%
1.3	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		To process 80% category 1 land-use applications received until 30 April through Municipal Planning Tribunal by 30 June 2026	% of category 1 land use applications processed		All	92%	80%	-	-	-	80%

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
1.4	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Number of processed building plans received before 1 July 2025	Number of building plans processed		All	206	200	-	-	-	200
1.5	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Ensuring a response time of 11 weeks for building plans submissions received in the current financial year for buildings / architectural buildings less than 500m2 (number of plans received / divided by number of weeks to process by 30 June 2026	Average response time in weeks to process building plans		All	9,71 weeks	11 weeks	11 weeks	12 weeks	13 weeks	14 weeks
1.6	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Ensuring a response time of 11 weeks for building plans submissions received in the current financial year for buildings / architectural buildings greater than 500m2 (number of plans received / divided by number of weeks to process by 30 June 2026	Average response time in weeks to process building plans		All	6,50 weeks	11 weeks	11 weeks	12 weeks	13 weeks	14 weeks
1.7	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Number of workshops provided to SMMEs	Number of workshop provided to SMMEs		All	10	10	3	3	2	2
1.8	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Percentage completion of the preparation of the Solplaatje Floodline	% completion of the sas per the annual plan		All	0	100%	15%	45%	80%	100%
1.9	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Percentage completion of studies for the Priority Human Settlement Housing Development Areas (PHDAs)	% completion of the studies conducted			-	100%	15%	45%	80%	100%
1.10	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Number of erven planned and surveyed	Number of erven planned and surveyed		All	5,292	1,062	-	-	531	531
1.11	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Number of marketing and promotion of tourist attractions conducted annually	Number of programmes conducted		All	0	4	1	1	1	1
1.12	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Percentage completion of the Recreational and greenbelt precinct plan (witdam recreational site and galeshewe cricket field)	% completion as per the annual plan		9	0	100%	15%	45%	80%	100%
1.13	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Percentage upgrade of the City hall precinct	% upgrade of the city hall as per the annual plan		SPM	0	100%	50%	50%	-	-
1.14	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Percentage completion of the precinct plan for 02 CID areas (CBD revitalisation program)	% Completion of the precinct Plan		SPM	0	100%	15%	45%	80%	100%

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
1.15	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Percentage upgrade of the Tram by 30 June 2026	% Completion as per the annual plan		All	0	100%	100%	-	-	-
1.16	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Percentage establishment of the greenpoint Business Development Centre by 30 June 2026	% Completion as per the annual plan			0	100%	20%	50%	100%	-
1.17	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Percentage completion of the design, printing and distribution of tourism Brochures by 30 June 2026	% completion as per the annual plan		All	100%	0	-	100%	-	-
1.18	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Number of tourism information boards installed (new and replaced) by 30 June 2026	Number of signage boards installed.		All	9	10	-	3	3	4

STRATEGIC OBJECTIVE 2: IMPROVED SERVICED DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
2.1	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of households in Blikkies to be connected to the electricity network	Number of households to be connected to the electricity network		SPM	0	160	-	-	160	-
2.2	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of households in Santa Centre to be connected to the electricity network	Number of households to be connected to the electricity network		SPM	0	129	-	-	129	-
2.3	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of households in Jacksonville to be connected to the electricity network	Number of households to be connected to the electricity network		SPM	0	109	-	-	108	-
2.4	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage completion on the procurement and delivery of the Galeshewe 20MVA transformer	Percentage completion on the procurement and delivery of the transformer.		SPM	0	100%	15%	-	100%	-

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
2.5	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of High-mast lights to be constructed	Number of high-mast lights constructed		SPM	0	4	-	2	2	-
2.6	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage development of a data system for the identification and repairs of leakages by 30 June 2025	% Progress as per the annual project plan		All	100%	100%	-	100%	-	-
2.7	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the refurbishment of the filters and backwash system for the new Waste Water Treatment Works (WWTW), Phase 1	% Progress as per the annual project plan		All	20%	100%	15%	45%	80%	100%
2.8	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the upgrade of the security at the Riverton water treatment works by 30 June 2025	% Progress as per the annual project plan		All	20%	100%	15%	45%	80%	100%
2.9	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the repair of emergency leakages at the Newton reservoir by 30 June 2026	% Progress as per the annual project plan		All	20%	100%	15%	45%	80%	100%
2.10	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the completion of the emergency water meter installation and procurement of a water quality monitoring hardware, Ph 1 by 30 June 2026	% Progress as per annual project plan		All	100.00%	100%	15%	45%	80%	100%
2.11	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the upgrade of the power supply and refurbishment of the abstraction pump station (Old and New Plant – Riverton , Ph 1	% Progress as per annual project plan		All	53%	100%	15%	45%	80%	100%
2.12	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the upgrade of the power supply and refurbishment of the abstraction pump station (Old and New Plant – Riverton , Ph 2 by 30 June 2025	% Progress as per annual project plan		All	0%	100%	15%	45%	80%	100%

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
2.13	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage completion on the design work for Phase 1 of the Kimberley network leak detection and repair	% Progress as per annual project plan		All	20%	100%	15%	45%	80%	100%
2.14	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage completion on the design work for Phase 2 of the Kimberley network leak detection and repair 30 June 2026	% Progress as per annual project plan		All	20%	100%	15%	45%	80%	100%
2.15	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the upgrade of the old Water Treatment Plant (WTP) chlorine and dosing work	% Progress as per the annual project plan		All	20%	100%	15%	45%	80%	100%
2.16	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the upgrade of the new Water Treatment Plant (WTP) chlorine and dosing works	% Progress as per the annual project plan		All	50%	100%	15%	45%	80%	100%
2.17	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		% Completion of the upgrade of the Ritchie Water Treatment Works (WTW) and bulk pipeline	% Progress as per annual project plan		All	20%	100%	15%	45%	80%	100%
2.18	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the repair of the bulk pipeline from Riverton to Mid station (Section 2) by 30 June 2026	% Progress as per annual project plan		All	0%	100%	15%	45%	80%	100%
2.19	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the installation of the 1200 mm new steel bulk water pipe line from Mid station to Newton Reservoir (Section 3) by 30 June 2025	% Progress as per annual project plan		All	0%	100%	15%	45%	80%	100%
2.20	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on installation of the bulk 1200 ND steel pipeline by 30 June 2025	% Progress as per annual project plan		All	0%	100%	15%	45%	80%	100%

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
2.21	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the installation of bulk water meters and pressure regulating valves by 30 June 2026	% Progress as per annual project plan		All	100%	100%	15%	45%	80%	100%
2.22	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the major refurbishment and building works for the New Water Treatment Plant by 30 June 2026	% Progress as per annual project plan		All	0%	100%	15%	45%	80%	100%
2.23	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the update of the security at the Newton Reservoir Complex (Electrical) by 30 June 2026	% Progress as per annual project plan		All	0%	100%	15%	45%	80%	100%
2.24	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the update of the security at the Newton Reservoir Complex (Mechanical) by 30 June 2026	% Progress as per annual project plan		All	0%	100%	15%	45%	80%	100%
2.25	Finance	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		99% water quality level achieved as per SANS 241 annually by 30 June 2026	% water quality level achieved as per SANS 241 criteria annually		All	66%	99%	99%	99%	99%	99%
2.26	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		80% waste water effluent quality level achieved as per National Effluent Quality Standards by 30 June 2026	% waste water effluent quality level achieved as per National Effluent Quality Standards, annually		All	89.98%	80%	80%	80%	80%	80%
2.27	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of square metres of roads to be resealed by 30 June 2026	Square metres of road to be resealed		All	150 000 m²	250 000 m²	-	125 000 m²	125 000 m²	-
2.28	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Distance of kilometres of residential roads upgraded from gravel to a paved surface by 30 June 2025	Number of kilometres paved		All	7.50 km	5km	-	2,5km	2,5km	-

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
2.29	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Replace 250W HPS luminaires with 100W LED luminaires by 30 June 2025	Number of luminaires replaced		All	311	262	-	87	87	88
2.30	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Replace 70W MV luminaires with 36W LED luminaires	Number of luminaires replaced		All	293	214	-	72	72	71
2.31	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Replace 400W MV luminaires with 276W LED luminaires	Number of luminaires replaced		All	262	315	-	105	105	105
2.32	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Replacement of 125W MV luminaires with 36W LED luminaires by 30 June 2025	Number of luminaires replaced		All	0	300	-	100	100	100
2.33	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the refurbishment of the Beaconsfield waste water treatment works	Percentage progress as per project plan		All	12%	55%	30%	45%	55%	-
2.34	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the refurbishment of the Homevale waste water treatment works	Percentage progress as per project plan		All	12%	55%	30%	45%	55%	-
2.35	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress on the construction phase for the Carters Ridge sewer pump station (Phase 2) as per the annual plan by 30 June 2025	Percentage progress as per project plan		All	12%	55%	30%	45%	55%	-
2.36	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of toilets construncted	Percentage completion on number of old zinc toilets reconstructed		All	20	150	-	-	150	-

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
2.37	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		100% procurement of identified fleet as per the fleet replacement plan (number of vehicles delivered out of the number of vehicles identified for purchase x100) by 30 June 2025	Percentage of identified fleet delivered		SPM	100%	100%	-	-	-	100%
2.38	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Upgrade water infrastructure (replace 500 water meters) by 30 June 2025	Number of water meters replaced		All	0	500	-	250	250	-
2.39	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Upgrade electricity infrastructure (replace 200 prepaid electricity meters) by 30 June 2025	Number of electricity meters replaced		All	0	200	-	100	100	-
2.40	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage progress for on upgrading of storm water channels in various areas of Sol Plaatje municipal area by 30 June 2025	Percentage progress on upgrading of storm water channels		SPM	100%	100%	-	-	50%	50%
2.41	Office of the MM	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of project management meetings conducted by the Project Management Unit by 30 June 2025	Number of meetings held		SPM	0	4	1	1	1	1
2.42	Office of the MM	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of project management reports tabled at the Executive Management Team meetings by 30 June 2025	Number of reports tabled		SPM	0	4	1	1	1	1

STRATEGIC OBJECTIVE 3: GOOD, CLEAN & TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION													
National KPA: Good Governance and public participation													
SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
3.1	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.1	Compile the final Annual Report for submission to council by 31 March	Final Annual Report for submitted to council by 31 March 2025		All	1	1	-	-	1	-

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
3.2	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.2	Develop a Risk Based Audit Plan and submit to the audit committee for consideration by 30 June 2025	Risk Based Audit Plan developed and submitted to the audit committee by 30 June		All	1	1	-	-	-	1
3.3	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.3	Report quarterly on the progress of risk mitigation to the MM and EMT by 30 June 2025	Quarterly reports on strategic risk register		All	4	4	1	1	1	1
3.4	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.4	Number of audits conducted as per the internal audit plan by 30 June 2025	Number of internal audits conducted		All	14	20	5	5	5	5
3.5	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.5	Number of audit committee meetings conducted by 30 June 2025	Number of audit committee meetings conducted		All	6	4	1	1	1	1
3.6	Finance	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.6	Develop and submit an audit action plan to the MM to address matters raised by the auditor general within 60 days after the end of the audit	Developed and submitted audit action plan		All	1	1	-	-	1	-
3.7	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.7	Compile the final IDP and submit to council by 31 May 2025	Final IDP submitted to Council		All	1	1	-	-	-	1
3.8	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.7	Compile the final SDBIP and submit to council by 28 June 2025	Final signed SDBIP		All	1	1	-	-	-	1
3.90	Corporate Services	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.10	To respond to all media enquiries and issue media statements within 24hrs after an occurrence	Response times after an event has occurred		All	24hrs	24hrs	24hrs	24hrs	24hrs	24hrs
3.10	Corporate Services	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.11	Number of quarterly reports submitted on gender activities (mainstream values of moral regeneration movement, child centered governance approach, women empowerment and gender equity and quality)	Number of reports submitted		All	6	4	1	1	1	1

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
3.11	Corporate Services	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.12	Percentage facilitation of Council and its Committee meetings as per the approved schedule	% facilitation as per the approved schedule		All	100%	100%	100%	100%	100%	100%
3.12	Mayor's office	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.13	Percentage implementation of all approved Mayoral special programmes as per the annual plan	% implementation		All	100%	100%	40%	30%	10%	20%
3.13	Speaker's office	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.14	Percentage implementation of the public participation programme for IDP and budget as per the approved schedule	% implementation		All	100%	100%	-	50%	-	50%

STRATEGIC OBJECTIVE 4: ESTABLISHMENT OF A HEALTHY FINANCIAL MANAGEMENT

National KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
4.1	Finances	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		The percentage of the municipal capital budget actually spent on capital projects by 30 June (Total actual amount spent on capital projects/Total amount budgeted for capital projects)X100	% of Capital budget spent by 30 June {Actual amount spent on capital projects /Total amount budgeted for capital projects)X100}		All	90%	90%	15%	45%	75%	90%
4.2	Finances	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		The percentage of the total municipal operational budget spent by 30 June 2026 ((Actual amount spent on total operational budget/Total operational budget)X100)	% of the total municipal operational budget spent by 30 June 2026		All	97.76%	90%	15%	45%	75%	90%
4.3	Finance	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Limit unaccounted for electricity to less than 25% by 30 June 2026 {(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased)x 100}	% unaccounted for electricity by 30 June 2026		All	24.42%	25%	25%	25%	25%	25%
4.4	Finance	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Limit unaccounted for water (Non-Revenue Water) to less than 40% by 30 June 2026 {(Number of Kilolitres Water Purified - Number of kilolitres Water Sold) / Number of kilolitre's Water Purified Ã- 100}	% unaccounted for water (Non-Revenue Water) annually		All	40%	40%	40%	40%	40%	40%

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
4.5	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		Financial viability measured in terms of the municipality's ability to meet it's service debt obligations by 30 June 2026 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease)	Debt to revenue by 30 June		SPM	6%	10%	10%	10%	10%	10%
4.6	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		Maintain the current ratio of 2:1 against current assets of the municipality by 30 June 2026 (Current Assets / Current Liabilities)	Current ratio		SPM	1.61:1	02:01	02:01	02:01	02:01	02:01
4.7	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		Reduce net debtor days to 300 days by 30 June 2026 ((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Net debtor days		SPM	304	300	300	300	300	300
4.8	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2026 (Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Cost coverage ratio by 30 June		SPM	0.57:1	01:01	01:01	01:01	01:01	01:01
4.9	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		Number of planned BSC meetings conducted to process bids by 30 June 2025	Number of meetings conducted		All	30	24	6	6	6	6
4.10	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		95% collection rate and ensure payment based on correct account by 30 June 2026 (receipts/ billingx100)	95% collection rate achieved		All	73%	95%	95%	95%	95%	95%
4.11	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		Perform an annual cost analysis for each trading services for the new budget by 31 March 2026 (Water, Electricity, Sanitation and Refuse)	Cost analysis report		All	1	1	-	-	1	-
4.12	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		75% reduction of irregular expenditure by 30 June 2026	% reduction of irregular expenditure after condonement (Current year – Prior year) / Prior year		All	0%	75%	75%	75%	75%	75%
		The municipality has a system in			% Elimination of Fruitless								

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
4.13	Finance	place to track spending in terms of budget allocations and is financially viable to deliver services to the community		100% elimination of Fruitless & wasteful expenditure by 30 June 2026	and wasteful expenditure after condonement against total operational expenditure x100		All	0%	100%	100%	100%	100%	100%
4.14	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		Elimination of Unauthorised expenditure by 30 June 2026	% of Unauthorised expenditure after condonement against total operational expenditure x100		All	100%	100%	100%	100%	100%	100%
4.15	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		% Submission of financial and non-financial mSCOA data strings and documentation on the GoMuni web-based application by the set deadlines provided by National Treasury by 30 June 2026. (All reports to be uploaded within 10 working days after the month-end)	% of reports loaded on the GoMuni application		All	100%	100%	100%	100%	100%	100%
4.16	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		Reduce Trade Creditors payment period to 300 days by 30 June 2026 (Trade Creditors Outstanding / Credit Purchases/(Operating and Capital) x365)	Creditors Payment Period (Trade Creditors)		All	384	300				300
4.17	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community		Prepare and submit the Asset Register for the FY 2025/26 to the Auditor General by 31 August 2026	Approved Asset Register submitted to the Auditor General		SPM	1	1	1	-	-	-

STRATEGIC OBJECTIVE 5: IMPROVED INSTITUTIONAL MANAGEMENT

National KPA: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
5.1	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure (employee related costs and councillors remuneration/total operating expenditurex100	Employee cost as a percentage of total operating cost		SPM	39%	33%	33%	33%	33%	33%
5.2	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		Percentage of municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2024 ((Total Actual Training Expenditure/ Total personnel Budget)x100))	(Total expenditure on training/total personnel budget)/100		SPM	100%	100%	-	-	-	100%

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
5.3	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		Limit vacancy rate to 20% of funded post by 30 June 2026 {(Number of funded posts vacant divided by budgeted funded posts)x100}	(Number of funded posts vacant divided by budgeted funded posts)x100		SPM	0	20%	20%	20%	20%	20%
5.4	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		Review the Workplace Skills Plan and submit plan to the LGSETA by 30 April 2026	Workplace Skills Plan submitted to LGSETA		SPM	1	1	-	-	-	1
5.5	MM Office	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		Coordinate Bi-annual performance assessments of the MM and managers reporting directly to the MM by 30 June 2025	Performance assessments conducted twice per year		SPM	2	2	-	-	1	1
5.6	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		% Completion of the appointed Sec 56 & 57 Managers performance agreements by August 2026	% Completion of Performance agreements developed, submitted and publicised		SPM	100%	100%	100%	-	-	-
5.7	Finance	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		To implement ICT systems and technology to enable the municipality to deliver excellent customer experience by 30 June 2026	Percentage implementation of the ICT operational plan		SPM	100%	100%	100%	100%	100%	100%

STRATEGIC OBJECTIVE 6: COMMUNITY HEALTH AND SAFETY

National KPA: COMMUNITY AND SOCIAL SERVICES

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
6.1	Community Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of reading outreach programmes conducted at all libraries by 30 June 2026	Number of outreach programmes held		SPM	107	60	15	15	15	15

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
6.2	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Percentage upgrade of the Ritchie sports grounds as per the annual project plan	% upgrade as per the annual project plan		SPM	0	100%	15%	45%	75%	100%
6.3	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		% Refurbishment of community halls by 30 June 2026	% Progress on the refurbishment of community halls		SPM	100%	100%	15%	45%	75%	100%
6.4	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of road blocks conducted by 30 June 2026	Number of roadblocks conducted		SPM	33	8	2	2	2	2
6.5	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Plan and conduct stop and check points to improve road safety by 30 June 2026	Number of stop and checkpoints conducted		SPM	13583	6000	1500	1500	1500	1500
6.6	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Conduct quarterly awareness for HIV, STI and TB by 30 June 2026	Number of awareness campaigns conducted		SPM	4	4	1	1	1	1
6.7	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Conduct monthly inspections of food premises to ensure compliance to legislation by 30 June 2026	Number of inspections		SPM	2739	2700	675	675	675	675
6.8	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Conduct monthly inspections at non-food premises to ensure compliance to legislation by 30 June 2026	Number of inspections		SPM	1122	1200	300	300	300	300
6.9	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Number of water samples collected and submitted to the Laboratory by 30 June 2026	Number of water samples collected and submitted to the Laboratory		SPM	638	600	150	150	150	150

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	SOURCE OF EVIDENCE	Ward	Baseline	ANNUAL TARGET 25/26	Quarterly Targets			
										Q1	Q2	Q3	Q4
6.1	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Review of the Indigent Burial Policy by 30 June 2026	Draft Indigent Burial Policy		SPM	0	1	-	-	1	-
6.11	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Review of the Integrated Waste Management Plan (IWMP) and municipal waste by-laws to align with the National Waste Management Strategy by 30 June 2026	Draft IWMP and municipal waste by-laws		SPM	0	1	-	-	1	-

SECTION 6:

BUDGET RELATED POLICIES OVERVIEW AND AMENDMENTS

SOL PLAATJE MUNICIPALITY

ANNEXURE : BUDGET RELATED POLICIES

List of Budget related policies	Explanation numbers	Approved	Resolution Number	Reviewed
Policy Asset Management	1 & 2	28-May-14	C125/05/14	March 2025
Policy Cash Management & Investment	1	07-Apr-05	CR22	March 2025
Policy Customer Services Credit Control Debt Collection	1	31-May-18	C38/05/18	March 2025
Policy Indigent	1	28-May-14	C121/05/14	March 2025
Policy Internal Audit	1	17-Nov-05		March 2025
Policy Property Rates	1 & 2	27-May-15	C100/05/15	March 2025
Policy Risk Management	1	17-Nov-05	CR500	March 2025
Policy Supply Chain Management	1 & 2	04-Nov-14	C265/11/14	March 2025
Preferential Procurement Policy	1 & 2			March 2025
Deviation Procedures	1			March 2025
Procedures for Variation Orders	1			March 2025
Tariff Policy on Property Rates	1 & 2	31-May-18	C38/05/18	March 2025
Tariff Policy on Electricity	1 & 2	31-May-18	C38/05/18	March 2025
Tariff Policy on Water	1 & 2	31-May-18	C38/05/18	March 2025
Tariff Policy on Sanitation	1 & 2	31-May-18	C38/05/18	March 2025
Tariff Policy on Refuse Removal/Solid Waste	1 & 2	31-May-18	C38/05/18	March 2025
Policy Debt Write-off	1	28-May-14	C125/05/14	March 2025
Policy Regarding Audit Committees	1	17-Nov-05	CR500	March 2025
Disposal of Moveable Assets Policy	1	27-May-15	C100/05/15	March 2025
Policy on Borrowing	1	28-May-14	C125/05/14	March 2025
Policy Irregular, fruitless and wasteful expenditure	1	28-May-14	C125/05/14	March 2025
Budget, Funding and Virement Policy	1	31-Mar-23	C32/03/23	March 2025
Funding and Reserves policy	1	25-May-16	C148/05/16	March 2025
Policy Short and Long term borrowing	1	19-Apr-11	C150/11	March 2025
Financial Management and Revenue Enhancement Strategy policy	1	27-May-15	C100/05/15	March 2025
Policy related to long-term financial planning	1	27-May-15	C100/05/15	March 2025
Consumer Deposit Policy	1	31-May-17	C60/05/17	March 2025
Free Basic Services Policy	1	31-May-17	C60/05/17	March 2025
Sol Plaatje Materiality and Significance Framework	1	31-May-18	C38/05/18	March 2025
Contracts Policy	1 & 2	31-May-17	C60/05/17	March 2025
EFT Policy	1			March 2025
SSEG PV Policy	1	31-May-17	C60/05/17	March 2025
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	March 2025
Water Restrictions Policy	1	31-May-17	C60/05/17	March 2025
Policy: Installation and management of smart metering solutions	1	NEW		March 2025
Infrastructure investment and capital projects policy (included in Budget policy)	1	28-May-14	C125/05/14	March 2025
Enterprise Risk Management Policy Framework	1	06-Feb-17	CR298/10	March 2025
Fraud Prevention and Anti-Corruption Policy	1	20-Oct-20	C175/10/20	March 2025
Fraud Prevention and Anti-Corruption Plan	1	21-Oct-20	C175/10/21	March 2025
Fraud Prevention and Anti-Corruption Strategy	1	22-Oct-20	C175/10/22	March 2025

Explanation numbers

1. These policies are accessible on the Sol Plaatje website: **www.solplaatje.org.za.**
2. Policy to be approved with budget process 2025/26.

SOL PLAATJE LOCAL MUNICIPALITY

ASSET MANAGEMENT POLICY

For adoption with the tabled Budget: 2022/23 MTREF

Date: May 2022

Council Resolution: C74/06/22

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PREAMBLE

Legislation in the Local Government phase determines that service needs to be rendered in an effective and efficient manner to all citizens that resides within the Municipal borders as per the Municipal Systems Act “MSA”.

To render the required basic services to the public the Municipality requires assets to do so.

This in turn means that the assets need to be operated and maintained throughout the asset life cycle to ensure continuous deliverance of service to all citizens.

The accounting officer which is the Municipal Manager as determined by the Municipal Financial Management Act “MFMA” is responsible for the safeguarding and maintenance of all Municipal assets. To be able to do this effectively the Accounting Officer or any official duly delegated to the function as set out in the MFMA chapter 8 paragraph 79 of asset management within the Municipality, requires guidance in this responsibility.

Therefore, the Municipal Council deemed it necessary that an asset management policy be developed to assist the Municipal Manager or the delegated officials to execute their responsibility over the asset management function.

The policy was then developed with the main objective to provide guidance in respect to all areas of asset management and that this policy needs to be read with all relative laws, regulations and accounting standards that pertain to the asset management function within the Local Government phase.

Policy implementation, regulation and review will be the responsibility of the Accounting Officer or duly delegated official for asset management within the set timelines as stipulated within the policy.

Hereto the Municipal Council of the Sol Plaatje Local Municipality, the following Asset Management Policy.

ABBREVIATIONS AND DEFINITIONS

AM	Asset Management
AMS	Asset Management System
AR	Asset Register
CFO	Chief Financial Officer
CRR	Capital Replacement Reserve
GRAP	Standards of Generally Recognised Accounting Practice
IA	Intangible Assets
IAR	Infrastructure Asset Register
IDP	Integrated Development Plan
IIMM	International Infrastructure Management Manual
IP	Investment Property
LM	Local Municipality
MFMA	Municipal Finance Management Act
MSA	Municipal Services Act
NT	National Treasury
OHSA	Occupational Health and Safety Act
PPE	Property, Plant and Equipment
SDBIP	Service Delivery and Budget Implementation Plan

Accounting Officer means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, 1998 (Act no. 117 of 1998) and being the head of administration and accounting officer in terms of section 55 of the Local Government: Municipal Systems Act 2000 (Act no. 32 of 2000).

Agricultural Produce is the harvested product of the municipality's biological assets.

Biological Assets are defined as living animals or plants.

Capital Assets (assets) are items of Biological Assets, Intangible Assets, Investment Property or Property, Plant or Equipment defined in this Policy.

Carrying Amount is the amount at which an asset is included in the statement of financial position after deducting any accumulated depreciation (or amortisation) and accumulated impairment losses thereon.

Chief Financial Officer (CFO) means an officer of a municipality designated by the Municipal Manager to be administratively in charge of the budgetary and treasury functions.

Community Assets are defined as any asset that contributes to the community's wellbeing. Examples are parks, libraries and fire stations.

Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction, or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Standards of GRAP.

Depreciable Amount is the cost of an asset, or other amount substituted for cost in the financial statements, less its residual value.

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair Value is the amount for which an asset could be exchanged or a liability between knowledgeable, willing parties in an arm's length transaction. **GRAP** are standards of Generally Recognised Accounting Practice.

Heritage Assets are defined as culturally significant resources. Examples are works of art, historical buildings and statues.

Infrastructure Assets are defined as any asset that is part of a network of similar assets. Examples are roads, water reticulation schemes, sewerage purification and trunk mains, transport terminals and car parks.

Intangible Assets are defined as identifiable non-monetary assets without physical substance.

Investment Properties are defined as properties (land or buildings) that are acquired for economic and capital gains. Examples are office parks and undeveloped land acquired for the purpose of resale in future years.

Land and Buildings are defined as a class of PPE when the land and buildings are held for purposes such as administration and provision of services. Land and Buildings therefore exclude Investment properties and Land Inventories.

MFMA refers to the Local Government: Municipal Finance Management Act (Act no. 56 of 2003).

Other Assets are defined as assets utilised in normal operations. Examples are plant and equipment, motor vehicles and furniture and fittings.

Property, Plant and Equipment (PPE) are tangible assets that:-

(a) Are held by a municipality for use in the production or supply of goods or services, for rental to others, or for administrative purposes, and

(b) Are expected to be used during more than one period.

Recoverable Amount is the amount that the municipality expects to recover from the future use of an asset, including its residual value on disposal.

Recoverable Service Amount is the higher of a non-cash generating asset‟s fair value less cost to sell and its value in use.

Residual Value is the net amount that the municipality expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Useful Life is:-

(a) The period of time over which an asset is expected to be used by the municipality; or (b) The number of production or similar units expected to be obtained from the asset by the municipality‟s accounting officer.

1. OBJECTIVE

The MFMA was introduced with the objective of improving accounting and accountability in the municipalities sector in keeping with global trends. Good asset management is critical to any business environment whether in the private or public sector. In the past municipalities used a cash-based system to account for assets, whilst the trend has been to move to an accrual system. With an accrual system the assets are incorporated into the books of accounts and systematically written off over their anticipated lives. This necessitates that a record is kept of the cost of the assets, the assets are verified periodically, and the assets can be traced to their suppliers via invoices or other such related delivery documents. This ensures good financial discipline, and allows decision makers greater control over the management of assets. An Asset Management Policy should promote efficient and effective monitoring and control of assets.

The MFMA chapter 8 paragraph 63(1)(a) and (2) (a-c) states that,

(1) The accounting officer of a municipality is responsible for the management of-

(a) the assets of the municipality, including the safeguarding and the maintenance of the assets

(2) The accounting officer must for the purposes of subsection (1) take all reasonable steps to ensure-

(a) That the municipality has and maintains a management, accounting and information system that accounts for assets and liabilities of the municipality;

(b) That the municipality's assets and liabilities are valued in accordance with standards of generally recognised accounting practice; and

(c) That the municipality has and maintains a system of internal control of assets and liabilities, including an asset and liabilities register, as may be prescribed.

Municipalities are currently reporting on its assets on the accrual basis of accounting and are in the process to fully implement Mscoa to enhance reporting within the Municipal sphere.

The main objective of the asset management policy is to ensure that the municipality fully complies with all the laws and regulations that governs the management of assets through its life cycle.

This policy is developed with the aim to align the asset management function within the municipality.

The main principals of this policy are:

a) the consistent implementation and management of the Asset Management function;

b) to comply with the MFMA, GRAP standards ISO 55000 and other related legislation;

c) to implement all principals of the accrual accounting basis;

d) to ensure Mscoa reporting requirements are met for Asset Management;

e) the effective and efficient management of the asset life cycle

2. LEGISLATIVE FRAMEWORK

2.1 LEGAL FRAMEWORK

A municipality exercises its legislative and executive authority by, among others, developing and adopting policies, plans, strategies and programmes, including setting targets for delivery (section 11(3) of the MSA).

Participation by the local community in the affairs of the municipality must take place through, among others, generally applying the provisions for participation as provided for in the MSA (section 17(1) of the MSA).

A municipality must communicate to its community information concerning, among others, municipal governance, management and development (section 18(1) of the MSA).

As head of administration the Municipal Manager is, subject to the policy directions of the municipal council, responsible and accountable for, among others, the following:

- The management of the provision of services to the local community in a sustainable and equitable manner;
- Advising the political structures and political office bearers of the municipality (section 55(1) of the MSA); and
- Providing guidance and advice on compliance with the MFMA to the political structures, political office-bearers and officials of the municipality (section 60 of the MFMA).

As accounting officer of the municipality the Municipal Manager is responsible and accountable for, among others, all assets of the municipality (section 55(2) of the MSA).
The Municipal Manager must take all reasonable steps to ensure, among others, that the resources of the municipality are used effectively, efficiently and economically (section 62(1) of the MFMA).

2.2 RATIONALE FOR MANAGEMENT OF ASSETS

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

- Providing democratic and accountable government for local communities;
- Ensuring the provision of services to communities in a sustainable manner;
- Promoting social and economic development;
- Promoting a safe and healthy environment; and
- Encouraging the involvement of communities and community organisations in matters of local government.

In terms of the MFMA, the accounting officer is responsible for managing the assets and liabilities of the municipality, including the safeguarding and maintenance of its assets.

The MFMA further requires the accounting officer to ensure that:

- The municipality has and maintains a management, accounting and information system that accounts for its assets and liabilities;
- The municipality"s assets are valued in accordance with standards of generally recognised accounting practice; and
- The municipality has and maintains a system of internal control of assets and liabilities.

The OHSA requires the municipality to provide and maintain a safe and healthy working environment, and in particular, to keep its infrastructure assets safe.

According to the International Infrastructure Management Manual (IIMM), the goal of infrastructure asset management is to meet a required level of service, in the most cost effective manner, through the management of assets for present and future customers.

The core principles of infrastructure asset management are:

1. Taking a life-cycle approach;
2. Developing cost-effective management strategies for the long-term;
3. Providing a defined level of service and monitoring performance;
4. Understanding and meeting the impact of growth through demand management and infrastructure investment;
5. Managing risks associated with asset failures;
6. Sustainable use of physical resources; and
7. Continuous improvement in asset management practices.

3. POLICY FRAMEWORK:

3.1 POLICY OBJECTIVE

To equip the municipal officials operating within the assets management sphere to manage and operate all municipal assets in order to provide transparent, accountable and sustainable service delivery and in accordance with sound asset management principles.

The main pitfalls that can be associated with managing assets is as set out below;

a) Movable assets

- Inadequate acquisition control;
- Incorrect location identification,
- Inadequate end- use identification,
- Incorrect disposal management

b) Immovable assets

- Inadequate life-cycle management

The policy objective has been set to address the possible pitfalls within the process of planning, procuring, operating and disposing of assets. The policy approach has been to firstly have sound financial treatment of all municipal assets, and secondly to focus on the life cycle management of assets as a fundamental departure point for service delivery.

3.2 POLICY PRINCIPLES

The following policy principles serve as a framework for the achievement of the policy objective:

3.2.1 *Effective Governance*

The municipality strives to apply effective governance systems to provide for consistent asset management and maintenance planning in adherence to and compliance with all applicable legislation to ensure that asset management is conducted properly, and municipal services are provided as expected. To this end, the municipality will:

- Adhere to all constitutional, safety, health, systems, financial and asset-related legislation;
- Regularly review and update amendments to the above legislation;
- Review and update its current policies and by-laws to ensure compliance with the requirements of prevailing legislation; and

- Effectively apply legislation for the benefit of the community.

3.2.2 *Sustainable Service Delivery*

The municipality strives to provide to its customers services that are technically, environmentally and financially sustainable. To this end, the municipality will:

- Identify levels and standards of service that conform to statutory requirements and rules for their application based on the long-term affordability to the municipality;
- Identify technical and functional performance criteria and measures, and establish a commensurate monitoring and evaluation system;
  Identify current and future demand for services, and demand management strategies;
- Set time-based targets for service delivery that reflect the need to newly construct, upgrade, renew, and dispose assets, where applicable in line with national targets;
- Apply a risk management process to identify service delivery risks at asset level and appropriate responses;
- Prepare and adopt an immovable (infrastructure) asset management strategy and immovable (infrastructure) asset management plans to support the achievement of the required performance;
- Prepare and adopt an immovable (infrastructure) asset maintenance strategy and immovable (infrastructure) asset maintenance plans to execute maintenance timeously;
- Allocate budgets that take cognisance of the full life cycle needs of existing and future assets;
- Implement its Tariff and Credit Control and Debt Collection Policies to sustain and protect the affordability of services by the community.

3.2.3 *Social and Economic Development*

The municipality strives to promote social and economic development in its municipal area by means of delivering municipal services in a manner that meet the needs of the various customer user-groups in the community. To this end, the municipality will:

- Regularly review its understanding of customer needs and expectations through effective consultation processes covering all service areas;
- Implement changes to services in response to changing customer needs and expectations where appropriate;

- Foster the appropriate use of services through the provision of clear and appropriate information;
- Ensure services are managed to deliver the agreed levels and standards; and
- Create job opportunities and promote skills development in support of the national EPWP.

3.2.4 *Custodianship*

The municipality strives to be a responsible custodian and guardian of the community"s assets for current and future generations. To this end, the municipality will:

- Establish a spatial development framework that takes cognisance of the affordability to the municipality of various development scenarios;

Establish appropriate development control measures including community information;

- Cultivate an attitude of responsible utilisation and maintenance of its assets, in partnership with the community;
- Ensure that heritage resources are identified and protected; and
- Ensure a long-term view and life-cycle costs are taken into account in immovable asset management decisions.

3.2.5 Transparency

The municipality strives to manage its immovable assets in a manner that is transparent to all its customers, both now and in the future. To this end, the municipality will:

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

3.2.6 Cost-effectiveness and Efficiency

The municipality strives to manage its immovable assets in an efficient and effective manner. To this end, the municipality will:

- Assess life-cycle options for proposed new immovable assets;
- Regularly review the actual extent, nature, utilisation, criticality, performance and condition of immovable assets to optimise planning and implementation works;
- Assess and implement the most appropriate maintenance of infrastructure assets to achieve the required network performance standards and to achieve the expected useful life of immovable assets;
- Ensure the proper utilisation and maintenance of existing assets;
- Establish and implement demand management plans;

- Timeously renew immovable assets based on capacity, performance, risk exposure, and cost;
- Timeously dispose of immovable assets that are no longer in use;
- Establish documented processes, systems and data to support effective life-cycle immovable asset management;

Strive to establish a staff contingent with the required skills and capacity, and procure external support as necessary; and

- Conduct annual assessments to support continuous improvement of immovable asset management practice.

4. ASSET RECOGNITION

4.1 CLASSIFICATION OF CAPITAL ASSETS

General

When accounting for Capital Assets, the municipality should follow the various standards of GRAP relating to the capital assets. An item is recognised in the statement of financial position as a Capital Asset if it satisfies the definition and the criteria for recognition of assets. The first step in the recognition process is to establish whether the item meets the definition of an asset. Secondly, the nature of the asset should be determined, and thereafter the recognition criterion is applied. Capital Assets are classified into the following categories for financial reporting purposes:

1. Property, Plant and Equipment (GRAP 17)
    - Land and Buildings (land and buildings not held as investment)
    - Infrastructure Assets (immovable assets that are used to provide basic services)
    - Community Assets (resources contributing to the general well-being of the community)
    - Other Assets (ordinary operational resources)

2. Investment Property (GRAP 16)
    - Investment Assets (resources held for capital or operational gain)

3. Intangible Assets (GRAP 31)
    - Intangible Assets (assets without physical substance held for ordinary operational resources)

4. Biological Assets (GRAP 27)
    - Biological Assets (livestock and plants held)

5. Heritage assets (GRAP 103)
    - All assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

When accounting for Current Assets (that is of capital nature), the municipality should follow the various standards of GRAP relating to these assets. Current Assets (with a capital nature) are classified into the following categories for financial reporting purposes:

-

5. **Assets classified as Discontinued Operations (GRAP 100)**

- Discontinued operation is a component of an entity that has been disposed of and:

- represents a distinguishable activity, group of activities or geographical area of operations; Is part of a single co-ordinated plan to dispose of a distinguishable activity, group of activities or geographical area of operations; or
- Is a controlled entity acquired exclusively with a view to resale

6. Land Inventories (GRAP 12)

- Land Inventories (land or buildings owned or acquired with the intention of selling or distributing such property in the ordinary course of business)

Further asset classification has not been defined in GRAP. The examples of infrastructure assets include road networks, sewer systems, water and power supply systems and communication networks. Current classifications used for infrastructure are limited and do not represent all asset types. To facilitate the practical management of infrastructure assets and asset register data, infrastructure assets have been further classified. The recommended classifications are provided in ***Annexure A.***

Policy

The asset classification specified by GRAP shall be adhered to as a minimum standard. The extended asset classification specified in ***Annexure A*** shall be adopted. The CFO shall ensure that the classifications adopted by the municipality are adhered to.

4.2 IDENTIFICATION OF ASSETS

General

An asset identification system is a means to uniquely identify each asset in the municipality in order to ensure that each asset can be accounted for on an individual basis. Movable assets are usually identified using a barcode system by attaching a barcode to each item. Immovable assets are usually identified by means of a unique ID and the description of the assets in conjunction with its physical location.

Policy

An asset identification system shall be operated and applied in conjunction with an asset register. As far as practicable, every individual asset shall have a unique identification number. The CFO shall develop and implement an asset identification system.

4.3 ASSET REGISTER

General

An asset register is a database of information related to all the assets under the control of the municipality. The asset register consists of an inventory of all the assets, with each asset having a unique identifying number. Data related to each asset should be able to be stored in the asset register. The data requirements for the asset register are as follows:

Data	Land	Moveable	Infrastructure/ building
Identification			
Unique identification number or asset mark	X	X	X
Descriptive data (make, model, etc.)	X	X	X
Erf/Registration	X		
Title deed reference	X		
Accountability			
Department	X	X	X
Performance			
Condition	X	X	X
Remaining Useful life		X	X
Expected Useful Life		X	X
Asset Residual Value		X	
Accounting			
Historic cost	X	X	X
Acquisition Cost	X	X	X
Acquisition date	X	X	X
Revalued amount (where assets were revaluated)	X	X	X
Valuation Difference (for purposes of Revaluation Reserve and depreciation)	X	X	X

Depreciation method		X	X
Depreciation portion that should be transferred from Revaluation reserve to accumulated depreciation (where assets were revaluated)		X	X
Depreciation charge for the current financial year		X	X

Data	Land	Moveable	Infrastructure/ building
Impairment losses in the current year	X	X	X
Accumulated depreciation		X	X
Carrying value	X	X	X
Residual value		X	
Source of financing	X	X	X

Assets remain in the asset register for as long as they are in physical existence or until being written off. The fact that an asset has been fully depreciated is not in itself a reason for writing off such an asset. The asset register does not include assets that belong to other third parties. These assets may be included as separable entities for control purposes.

Policy

An asset register shall be maintained for all assets. In some cases, such as Investment Properties and Intangible Assets, separate asset registers will have to be maintained. The format of the register shall include the data needed to comply with the applicable accounting standards and data needed for the technical management of the assets. The asset register should be continuously updated and asset records should be reconciled to the general ledger on a quarterly basis, where possible.

4.4 RECOGNITION OF CAPITAL ASSETS: INITIAL MEASUREMENT

General

An item of property, plant and equipment should be recognised as an asset in the financial and asset records when:

- It is probable that future economic benefits or potential service delivery associated with the item will flow to the municipality;
- The cost or fair value of the item to the municipality can be measured reliably;
- The cost is above the municipal capitalisation threshold (if any); and
- The item is expected to be used during more than one financial year.

Spare parts and servicing equipment are usually carried as inventory in terms of GRAP 12 on Inventories and are recognised in surplus or deficit as consumed. However, major spare parts and stand-by equipment qualify as property, plant and equipment when the municipality expects to use them during more than one period. Similarly, if the spare parts and servicing equipment

can be used only in connection with an item of property, plant and equipment, they are accounted for as property, plant and equipment.
Further guidance for the recognition of assets is provided below:

Capitalisation Threshold

The capitalisation threshold is a **policy decision of the municipality** and is the value above which assets are capitalised and reported in the financial statements as tangible or intangible capital assets as opposed to being expensed in the year of acquisition. As a result, the threshold has a significant impact on the size of the asset register and the complexity of asset management. The capital threshold is not a deviation from the standard of GRAP as per GRAP 17, as the said standard do not prescribe the unit of measurement to constitute an asset; and should be determined annually by comparison against materiality and must be determined at a level that will ensure that the municipality does not deviate materially from the requirements of GRAP 17.

The capitalisation threshold should not be applied to the components of an asset, but should be applied to the value of the capital asset as a whole. If the threshold is applied at component level, the asset register would be incomplete in the sense that an asset recorded as such would not be a complete asset. The municipality has taken the following into account when considering a capitalisation threshold:

- The impact of the threshold on the financial statements and the decisions/assessments the users of the financial statement may or may not make;
- The cost of maintaining financial and management information on assets when the threshold is very low;
- The impact on comparability and benchmarking cost of services may be difficult if different capitalisation thresholds are applied;
- The size of the municipality or the size of its service areas when setting a capitalisation threshold level. Municipalities vary greatly in size, so what is relevant to one may be immaterial to another.

Calculation of initial cost price

Only costs that comprise the purchase price and any directly attributable costs necessary for bringing the asset to its working condition should be capitalised. The purchase price exclusive of VAT should be capitalised, unless the municipality is not allowed to claim input VAT paid on acquisition of such assets. In such an instance, the municipality should capitalise the cost of the asset together with VAT. Any trade discounts and rebates are deducted in arriving at the purchase price.

Hereunder is a list, which is not exhaustive, of directly attributable costs:

- Costs of employee benefits (as defined in the applicable standard on Employee Benefits) arising directly from the construction or acquisition of the item of the Capital Asset
- The cost of site preparation;
- Initial delivery and handling costs;
- Installation costs;
- Professional fees such as for architects and engineers;
- The estimated cost of dismantling and removing the asset and restoring the site; Interest costs when incurred on a qualifying asset in terms of GRAP 5.

When payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent. The difference between this amount and the total payments is recognised as an interest expense over the period of credit.

Component approach

The component approach is a GRAP-supported approach where complex assets are split into separate depreciable parts for recording. The key considerations in determining what should become a separately depreciable part (component) are:

- Significant cost; and
- Considerable difference in useful life

If the value of a part of the asset is significant (i.e. material) compared to the value of the asset as a whole and/or has a useful life that is considerably different to the useful life of the asset a whole, it should be recognised as a separately depreciable part (component).

Subsequent Expenses

The municipality should not recognise the costs of day-to-day servicing of the item in the carrying amount of an item of capital asset. These costs are recognised as expenditure as and when incurred. Day-to-day costs are primarily the costs of labour and consumables and may include the costs of small parts. The purpose of these expenditures is usually for the „repair and maintenance" of the capital asset.

Parts of some capital assets may require replacement at regular intervals. For example, a road may need refurbishment or upgrade every few years. It may be necessary to make less-frequently recurring replacement of parts, such as replacing the interior walls of a building, or to make a nonrecurring replacement. Under the recognition principle, an entity recognises in the carrying amount of the capital asset the cost of replacing the part of such an item when that cost is incurred if the recognition criteria are met. At the same time the part to be replaced should be derecognised.

Rehabilitation/Enhancements/Renewals of capital assets

Expenditure to rehabilitate, enhance or renew an existing capital asset (including separately depreciable parts) can be recognised as capital if:

- The expenditure satisfies the recognition criteria;
- that expenditure is enhancing the service provision of that capital asset beyond its original expectation and either that expenditure:
  ○ increases the useful life of that capital asset (beyond its original useful life); ○ increases the capital asset capacity (beyond its original capacity); ○ increases the performance of the capital asset (beyond the original performance); ○ increases the functionality of that capital asset; ○ reduces the future ownership costs of that capital asset significantly; or ○ increases the size of the asset or changes its shape.

The expenditure to restore the functionality of the capital asset to its original level is a maintenance or refurbishment expense and will not be capitalised to the carrying value of the capital asset. The rehabilitated or renewed separately depreciable part will be derecognised and the replacement will be recognised. Where the separately identifiable asset is rehabilitated or renewed, the amount incurred will be added to the carrying value of the asset.

Leased Assets

A lease is an agreement whereby the lesser conveys to the lessee, in return for a payment or series of payments, the right to use an asset for an agreed period of time. Leases are categorised into finance and operating leases:

- A Finance Lease is a lease that transfers substantially all the risks and rewards incident to ownership of an asset, even though the title may or may not eventually be transferred. Where the risks and rewards of ownership of an asset are substantially transferred, the lease is regarded as a finance lease and is recognised as a Capital asset.
- Where there is no substantial transfer of risks and rewards of ownership, the lease is considered an Operating Lease and payments are expensed in the income statement on a systematic basis.

Policy

All capital assets shall be correctly recognised as assets and capitalised at the correct value in its significant components. The capitalisation threshold is set at R1000 (One thousand rand) and will be reviewed annually by the municipality. Items of property, plant and equipment with an estimated useful life of more than one year shall be recorded on a Minor Assets Control List. The existence of items recorded on such a list shall be physically verified from time to time, and at

least once in every financial year, and any amendments which are made to such lists pursuant to such asset verifications shall be retained for audit purposes.

However, the municipality (Municipal Manager or to whom the right is delegated) can determine with an internal memorandum which assets under the threshold can be classified as capital assets. In addition, certain types of assets with estimated useful lives not exceeding one year, shall not be capitalised, while certain assets are listed in sub-registers, with a reference thereto in the main asset register – these types of assets are listed in ***Annexure B and C-.***

The Council shall specify which kinds of leases the municipality may enter into. A lease register shall be maintained with all the information that is necessary for reporting purposes.

4.5 SUBSEQUENT MEASUREMENT OF CAPITAL ASSETS

General

After initial recognition of Property, plant and Equipment, the municipality values its assets using the cost model, unless a specific decision have been taken to revalue a certain class of assets and in such instance the PPE will be valued using the revaluation model. When an item of PPE is revalued, the entire class of property to which that asset belongs, should be re-valued.

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

When and asset"s carrying amount is decreased as a result of devaluation, the decrease should be recognised as an expense in the annual financial statements. However, the decrease shall be debited directly to a revaluation surplus to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

4.6 RECOGNITION OF INVENTORY ITEMS (NON-CAPITAL ITEMS)

General

Inventories encompass finished goods purchased or produced, or work in progress being produced by the municipality. They also include materials and supplies awaiting use in the production process and goods purchased or produced by the municipality, which are for distribution to other parties for no charge or for a nominal charge. GRAP 12.7 defines Inventories as assets:

- In the form of materials or supplies to be consumed in the production process;

- In the form of materials or supplies to be consumed or distributed in the rendering of services;
- Held for sale or distribution in the ordinary course of operations; or In the process of production for sale or distribution.

Examples of Inventories may include the following:

- Ammunition
- Consumable stores;
- Maintenance materials;
- Spare parts for plant and equipment other than those dealt with under PPE;
- Strategic stockpiles (eg. Water reserves);
- Work in progress; and
- Land / Property held for sale.

Cost of inventories shall comprise of all costs of purchase (i.e. purchase price, import duties, other taxes and transport, handling and other costs attributable to the acquisition of finished goods, materials and supplies), costs of development, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.
Trade discounts, rebates and other similarities are deducted. Taxes recoverable by the entity from the SARS may not be included.

Costs of development for housing or similar developments which are acquired or developed for resale will include costs directly related to the development – e.g. purchase price of land acquired for such developments, surveying, conveyance costs and the provision of certain infrastructure. Infrastructure costs relating to extending the capacity of existing infrastructure are excluded. The costs of inventories of a service provider consisting of direct labour and other costs of personnel directly engaged in providing the service and other attributable overheads are included.

Policy

Assets acquired or owned by the municipality for the purpose of selling or developing such assets with the intention to sell it or utilising the asset in the production process or in the rendering of services shall be accounted for in the municipality"s financial statements as inventory items and not as property, plant and equipment.

Inventories are recorded in a dedicated section of the Inventory Register and it is maintained for this purpose. The amount of cost of inventories is recognised and carried forward until related revenues are recognised.

Inventories are measured at the lower of cost and current replacement cost where they are held for distribution at no charge or for nominal charge, or for consumption in the production process of goods to be distributed at no charge or for a nominal charge.

In cases where the above does not apply, inventories are measured at lower of cost and net realisable value.

5. ASSET TYPES

5.1 PROPERTY, PLANT AND EQUIPMENT: LAND AND BUILDINGS (GRAP 17)

General

Land and Buildings comprise any land and buildings held (by the owner or by the lessee under a finance lease) by the municipality to be used in the production or supply of goods or for administrative purposes. Land held for a currently undetermined future use, should not be included in PPE: Land and Buildings, but should be included in Investment Properties. For this class of Land and Buildings there is no intention of developing or selling the property in the normal course of business.

The municipality shall choose either the cost model or the revaluation model as its accounting policy and shall apply that policy to an entire class of property, plant and equipment. If the municipality chooses the cost model for its Land and Buildings, then after recognition as an asset, Land and Buildings shall be carried at its cost less any accumulated depreciation and any accumulated impairment losses

If the municipality chooses the revaluation model for its Land and Buildings, then after recognition as an asset, Land and Buildings whose fair value can be measured reliably shall be carried at a re-valued amount, being its fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the reporting date.

Policy

Subsequent to initial recognition, the Municipality chooses the **cost model** as the accounting policy for its Land and Buildings. Land is not depreciated as it is deemed to have an indefinite useful life.

5.2 PROPERTY, PLANT AND EQUIPMENT: INFRASTRUCTURE ASSETS (GRAP 17)

General

Infrastructure Assets comprise assets used for the delivery of infrastructure-based services. These assets typically include electricity, sanitation, solid waste, storm water, transport, and water assets. Many infrastructure assets form part of a greater facility e.g. a pump in a pump station.

Level of detail of componentisation

For the technical management of infrastructure, the most effective level of management is at the maintenance item level. It is at this level that work orders can be executed and data collected. This data is useful for maintenance analysis to improve infrastructure management decision making. This level in most cases coincides with the level that means the accounting criteria of different effective lives and materiality. However, the collection of data at this level of detail can be very costly when dealing with assets that are very numerous in nature e.g. water meters, street signs, street lights, household connections, etc. It is therefore prudent to balance the value of the information with the cost of collecting the data. The different levels of detail are shown below:

- Level 1: Service level (e.g. Sol Plaatje Water Supply)
- Level 2: Network level (e.g. Sol Plaatje Pump Stations)
- Level 3: Facility level (e.g. Amstelhof Pump Station)
- Level 4: Maintenance item level (e.g. Pump 1 in Amstelhof Pump Station)
- Level 5: Component level (e.g. Bearing of Pump 1 in Amstelhof Pump Station)

The preferred level of detail for the accounting and technical management of infrastructure is level 4 above.

The compilation of a detailed infrastructure asset register in one financial term is a costly and onerous exercise. To ensure the practicality of implementing asset registers (and asset management planning as a whole), the International Infrastructure Management Manual (IIMM) recommends the adoption of a continuous improvement process as a practical implementation approach. This approach recognises the value of limited data above no data and enables the municipalities to slowly, but steadily, increase their knowledge in the assets they own. The improvement principles of the IIMM recommend starting with complete coverage of the infrastructure types at a low level of detail (e.g. level 2 or 3) and then improving the level of detail over a period of several years, starting with the high risk assets, such as pump stations, treatment works, etc.

Policy

The infrastructure asset register shall ensure complete representation of all infrastructure asset types. The level of detail of componentisation shall be defined to a level that balances the cost of collecting and maintaining the data with the benefits of minimising the risks of the municipality. Infrastructure assets are valued at cost less accumulated depreciation and accumulated impairment. If cost can however not be established, then infrastructure assets will be valued at depreciated replacement cost. Depreciated replacement cost is an accepted fair value calculation for assets where there is no active and liquid market. Depreciation shall be charged against such assets over their expected useful lives. The remaining useful life and residual value of, and the depreciation methods applied to Infrastructure assets shall be reviewed regularly, but the cost related to such reviews should be measured against benefits derived to ensure value for money. Infrastructure Assets shall be recorded under the main categories listed in ***Annexure A***;

5.3 PROPERTY, PLANT AND EQUIPMENT: COMMUNITY ASSETS (GRAP 17)

General

Community Assets include a variety of assets used to provide services to the community. These assets include building assets such as aquariums, cemeteries, clinics, hospitals, game reserves, museums, parks, etc. Community assets also include recreational assets such as tennis courts, swimming pools, golf courses, outdoor sports facilities, etc.

Policy

Community assets are valued at cost less accumulated depreciation and accumulated impairment losses. Depreciation shall be charged against such assets over their expected useful lives. *Community Assets* shall be recorded under the main categories listed in ***Annexure A***;

5.4 PROPERTY, PLANT AND EQUIPMENT: OTHER ASSETS

General

Other Assets include a variety of assets that are of indirect benefit to the communities they serve. These assets include office equipment, furniture and fittings, bins and containers, emergency equipment, motor vehicles, plant and equipment.

Policy

Other assets are stated at cost (or, if acquired through a non-exchange transaction, at its fair value) less accumulated depreciation and accumulated impairment losses. Depreciation shall be charged against such assets over their expected useful lives. Other assets are not re-valued.

Other Assets (general assets) shall be recorded under the main categories listed in ***Annexure A***.

5.5 HERITAGE ASSETS (GRAP 103)

General

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations. Heritage assets include the following:

- Archaeological sites;
- Conservation areas;
- Historical buildings or other historical structures (such as war memorials);
- Historical sites (for example a historical battle site or site of a historical settlement);
- Museum exhibits;
- Public statues; and
- Works of art (which will include paintings and sculptures).

Policy

Heritage assets are stated at cost (or, if acquired through a non-exchange transaction, at its fair value) less accumulated impairment losses. Heritage assets are not re-valued. If an asset that might be regarded as a heritage asset cannot be reliably measured, relevant and useful information about it shall be disclosed in the notes to the financial statements.

5.6 INTANGIBLE ASSETS (GRAP 31)

General

Intangible Assets can be purchased, or can be internally developed, by the municipality and includes, but are not limited to, computer software, website development cost, servitudes and mining rights.

Servitudes

Creation of servitudes through the exercise of legislation

In terms of legislation, municipalities are granted certain rights regarding the creation of servitudes. For example, in proclaiming townships, a municipality may declare that servitudes are to be registered over certain parts of the land falling within the boundaries of the proclaimed township so that it is able to install infrastructure to provide basic services.

A key feature of servitudes created using rights granted in legislation is that no compensation is paid to the landowner for the acquisition of these rights. Costs may however be incurred to register the servitude with the Deeds Office.

Servitudes granted under these conditions **do not meet** the “identifiably" criteria above for the following reasons:

- They cannot be sold, transferred, rented or exchanged freely and are not separable from the entity.
- They arise from rights granted to the entity in statute and are specifically excluded from GRAP 102 as they are “internally generated rights”.

Creation of servitudes through acquisition (including by way of expropriation or agreement)

An entity may need to acquire the rights associated with a specific piece of land, e.g. to span power cables related to an electricity distribution network. When an entity acquires rights associated with land and registers servitude, the landowner is usually compensated. Servitudes granted under these conditions are distinguished from those that are created through the exercise of legislation. These servitudes meet the definition of an “identifiable” intangible asset because they arise from contractual or other legal rights that are acquired through a specific arrangement, rather than through rights conferred on an entity in statute. In these instances, an entity would recognise the servitude as an intangible asset at cost. The cost of these servitudes on initial recognition is usually the transaction price, i.e. the compensation paid to the landowner and any other costs that can be capitalised to the cost of the asset in terms of GRAP 102.

Policy

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Such assets are amortised over the best estimate of the useful life of the intangible asset. If an intangible asset is generated internally by the municipality, then a distinction should be made between research and development costs. Research costs should be expensed and development costs may be capitalised if all the criteria set out in GRAP 31.52 has been met.

5.7 INVESTMENT PROPERTY (GRAP 16)

General

Investment Property comprise of land or buildings (or parts of buildings) or both, held by the municipality as owner, or as lessee under a finance lease, to earn rental revenues or for capital appreciation or both. Investment property does not include property used in the production or supply of service or for administration. It also does not include property that will be sold in the normal course of business. Typical investment properties include:

- Office parks (which have been developed by the municipality itself or jointly between the municipality and one or more other parties);
- Shopping centres (developed along similar lines);
- Housing developments (developments financed and managed by the municipality itself, with the sole purpose of selling or letting such houses for profit).

Policy

Investment Properties shall be accounted for in terms of GRAP 16 and shall not be classified as PPE for purposes of preparing the municipality"s Statement of Financial Position. Investment Property is initially measured at its cost. Transaction costs shall be included in this initial measurement. Where an investment property is acquired at no cost, or for a nominal cost, its cost is its fair value as at the date of acquisition.
If the Council of the municipality resolves to construct or develop a property for future use as an investment property, such property shall in every respect be accounted for as PPE until it is ready for its intended use, where after it shall be reclassified as an investment asset.

After initial recognition, all investment property shall be measured at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated on cost, using the straight-line method over the useful life of the property, which is estimated at 20-50 years.

Investment assets are recorded in an Investment Property register.

The following classes of Municipal Property **will be classified** as Investment Property:

a) Land held for long-term capital appreciation rather than for short-term sale in the ordinary course of operations which council intends to sell at a beneficial time in the future.
b) Land held for a currently undetermined future use.
c) A building owned by the municipality (or held by the municipality under a finance lease) and leased out under one or more operating leases on a commercial basis.
d) A building that is currently vacant but is held to be leased out under one or more operating leases on a commercial basis to external parties.
e) Property that is being constructed or developed for future use as investment property.

The following classes of Municipal Property will **not be classified** as Investment Property:

a) Property held for sale in the ordinary course of operations or in the process of construction or development for such sale. This property is treated as inventory.
b) Property being constructed or developed on behalf of the Provincial Government: Housing Department.
c) Owner-occupied property which is defined as property which is held (by the owner or by the lessee under a finance lease) for use in the production or supply of goods or services or for administrative purposes as per definition criteria of GRAP 17 which includes all council buildings used for administration purposes.
d) Property occupied by employees such as housing for personnel (whether or not the employees pay rent at market rates) are also regarded to be owner–occupied property.
e) Property that is leased to another entity under a finance lease.
f) Property held to provide a social service and which also generates cash inflows. For example, if council holds housing stock (letting units) used to provide housing to low income families at below market rental. In this situation, the property is held to provide housing services rather than for rentals or capital appreciation and rental revenue generated is incidental to the purposes for which the property is held.

g) Property held by council for strategic purposes or to meet service delivery objectives rather than to earn rental or for capital appreciation.
h) Where council has properties that are used both for administrative and commercial purposes and part of the properties cannot be sold separately these properties will not be classified as investment properties.

5.8 BIOLOGICAL ASSETS (GRAP 27)

General

Biological Assets are living plants and animals such as trees in a plantation or orchard, cultivated plants, sheep and cattle. Managed agricultural activity such as raising livestock, forestry, annual or perennial cropping, fish farming that are in the process of growing, degenerating, regenerating and / or procreating which are expected to eventually result in agricultural produce. Such agricultural produce is recognised at the point of harvest. Future economic benefits must flow to the municipality from its ownership or control of the asset.

Cost-to-sell costs include commissions to brokers and dealers, levies by regulatory agencies and commodity exchanges, and transfer taxes (GRAP 27.07) and duties. Cost-to-sell costs exclude transport and other costs necessary to get assets to the market. Where the municipality is unable to measure the fair value of biological assets reliably, a biological asset should be measured at cost less any accumulated depreciation and accumulated impairment losses.

Policy

Biological assets, such as livestock and crops, shall be valued annually at fair value less estimated cost-to-sell costs.

5.9 ASSETS CLASSIFIED AS DISCONTINUED OPERATIONS (GRAP 100)

General

Discontinued operation is a component of an entity that has been disposed of and:

(a) represents a distinguishable activity, group of activities or geographical area of operations;
(b) Is part of a single co-ordinated plan to dispose of a distinguishable activity, group of activities or geographical area of operations; or
(c) Is a controlled entity acquired exclusively with a view to resale.

A cash generating unit is the smallest identifiable group of asset held with the primary objective of generating a commercial return that generates cash flows from other assets or group of assets.

To qualify as a discontinued operation, the disposal must occur within a single co-ordinated plan. For group of asset to be disposed they need not to be sold or transferred to another but a mere cessation from use as a result of them having reached their economic useful life would be

sufficient to qualify these to be classified as discontinued operations i.e. disposal through abandonment or permanent retirement.

Presenting discontinued operations

An entity shall disclose:

(a) A single amount on the face of the statement of financial performance comprising the total of:

(i) The post-tax surplus or deficit of discontinued operations; and

(ii) The post-tax gain or loss recognised on the disposal of the discontinued operation; (b) An analysis of the single amount in (a) into:

(i) The revenue, expenses and pre-tax surplus or deficit of discontinued operations;

(ii) the related income tax expense as required by paragraph 81(h) of the International Accounting Standard on *Income Taxes* (where applicable); and

(iii) The gain or loss recognised on the disposal of the discontinued operation. The analysis may be presented in the notes or on the face of the statement of financial performance. If it is presented on the face of the statements of financial performance it shall be presented in a section identified as relating to discontinued operations, i.e. separately from continuing operations; and

(c) The net cash flows attributable to the operating, investing and financing activities of discontinued operations. These disclosures may be presented either in the notes or on the face of the financial statements.

Disclosing discontinued operations

An entity shall disclose the following information in the notes in the period in which the disposal of a component occurs:

(a) A description of the component;

(b) A description of the facts and circumstances of the disposal; and

(c) If applicable, the segment in which the component is presented in accordance with the Standard of GRAP on *Segment Reporting*.

Policy

Once the Municipality has identified assets (or group of assets) that will be used to the end of their economic life or activities that will be ceased rather than sold. Components disposed of in this way are disposed through abandonment, and if they should meet the definition of a discontinued operation, i.e. are a distinguishable activity, they are reported as discontinued operations at the date of abandonment.

Discontinued operations are shown separately from continued operations on the face of the statement of financial performance. Comparative figure should also be reflected.

5.10 INVENTORY PROPERTY (GRAP 12)

General

Inventory Property comprises any land or buildings owned or acquired by the municipality with the intention of selling such property in the ordinary course of business, or any land or buildings owned or acquired by the municipality with the intention of developing such property for the purpose of selling it in the ordinary course of business.

Policy

Inventory land and buildings shall be accounted for as inventory, and not included in either PPE or Investment Property in the municipality"s asset register or Statement of Financial Position. Inventory property shall be valued annually at reporting date at the lower of its carrying value or net realisable value, except where they are held for:

a) distribution at no charge or for a nominal charge, or

b) Consumption in the production process of goods to be distributed at no charge or for a nominal charge, then they shall be measured at the lower of cost and current replacement cost.

Inventory properties shall be recorded in the Inventory register.

5.11 MINOR ASSETS (CAPITAL ASSETS BELOW APPROVED THRESHOLD)

General

Minor Assets comprise movable assets not capitalised in terms of the threshold policy of the municipality. However, these assets must still be controlled, safeguarded and verified by the municipality. They are not capitalised for the number of assets compared to their value does not warrant the complex procedures applicable to asset management, rendering a manageable asset register by concentrating on what is material and significant to the municipality"s operation.

Policy

Minor assets shall be expensed in the Statement of Financial Performance and not be capitalised. However, should the capitalisation threshold exceed R250 (two hundred and fifty rand), all assets with values less than the capitalisation threshold but in excess of R250 (two hundred and fifty rand), and with an estimated useful life of more than one year shall be barcoded for identification purposes and recorded at cost in the Minor Asset Inventory Listing. These assets shall not be depreciated or tested for impairment and shall not generate any further transactions, except in the cases where losses are recovered by means of insurance claims or recoveries from disciplinary actions.

6. ASSET ACQUISITION

6.1 ACQUISITION OF ASSETS

General

Acquisition of assets refers to the purchase of assets by buying, building (construction), or leasing. The date of acquisition of assets is deemed to be the time when control or legal title passes to the municipality.

Policy

Should the municipality decide to acquire a capital asset, the following fundamental principles should be carefully considered prior to acquisition of such an asset:

- The purpose for which the asset is required is in keeping with the objectives of the municipality and will provide significant, direct and tangible benefit to it;
- The asset meets the definition of a Capital Asset (as defined in GRAP 16, GRAP 17, GRAP 101, GRAP 27 and GRAP 31)
- The asset has been budgeted for;
- The future annual operations and maintenance needs have been calculated and have been budgeted for in the operations budget;
- The purchase is absolutely necessary as there is no alternative municipal asset that could be economically upgraded or adapted;
- The asset is appropriate to the task or requirement and is cost-effective over the life of the asset.
- The asset is compatible with existing equipment and will not result in unwarranted additional expenditure on other assets or resources;
- Space and other necessary facilities to accommodate the asset are in place; and
  The most suitable and appropriate type, brand, model, etc. has been selected.

The CFO shall ensure that the Supply Chain Management prescripts/procedures have been adhered to.

The CFO shall ensure that all acquired assets are appropriately insured.

6.2 CREATION OF NEW INFRASTRUCTURE ASSETS

General

Creation of new infrastructure assets refers to the purchase and / or construction of totally new assets that has not been in the control or ownership of the municipality in the past.

Policy

The cost of all new infrastructure facilities (not additions to or maintenance of existing infrastructure assets) shall be allocated to the separate assets making up such a facility and values may be used as a basis for splitting up construction costs of new infrastructure into the component parts, each of which have an appropriate useful life.

Work in progress shall be flagged (indicated) as such in the asset register until such time that the project is at final completion. Depreciation will commence when the construction of the asset is completed and unbundled and the asset is in the condition necessary for it to operate in the manner intended by management. Each part of an item of Infrastructure with a cost that is significant in relation to the total cost of the item shall be depreciated separately.

6.3 SELF-CONSTRUCTED ASSETS

General

Self-constructed assets relate to all assets constructed by the municipality itself or another party on instructions from the municipality.

Policy

All assets that can be classified as assets and that are constructed by the municipality should be recorded in the asset register and depreciated over its estimated useful life for that category of asset. Work in progress shall be flagged (indicated) as such in the asset register until such time that the project is completed and unbundled. Depreciation will commence when the construction of the asset is completed, unbundled and the asset is in the condition necessary for it to operate in the manner intended by management.

6.4 DONATED ASSETS

General

A donated asset is an item that has been given to the municipality by a third party in government or outside government without paying or actual or implied exchange.

Policy

Donated assets shall be valued at cost and if cost cannot be reliably determined, it shall be recorded at fair value; reflected in the asset register and depreciated as normal assets. All donated assets shall be approved by the Municipal Manager and ratified by Council only if all legislative and administrative requirements are met.

7. ASSET MAINTENANCE

7.1 USEFUL LIFE OF ASSETS

General

Useful Life of assets is defined in section 2 of the Policy and is basically the period or number of production units for which an asset can be used economically by the municipality.

Although National Treasury (NT) guidelines exist that includes directives for useful lives of assets, municipalities must use their own judgement based on operational experience and in consultation with specialists where necessary in determining the useful lives for particular classes of assets. The calculation of useful life is based on a particular level of planned maintenance.

Policy

The remaining useful life of assets shall be reviewed annually. Changes emanating from such reviews should be accounted for as a change in accounting estimates in terms of GRAP 3. During annual physical verification of movable assets, an assessment of condition and use shall determine the appropriateness of the remaining useful lives, while for infrastructure assets, the useful lives shall be deemed to be appropriate unless an event has occurred or conditions of use have changed, which may have an effect on the remaining useful lives of these assets.

7.2 RESIDUAL VALUE OF ASSETS

General

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

The residual values of most assets are however considered to be insignificant and therefore immaterial in the calculation of the depreciable amount. The reason is that the majority of assets are hardly ever recovered through sale, but rather through use of the asset until the end of its useful life, after which insignificant amounts, if any, are expected to be obtained, as these assets will most probably be replaced in its entirety.

Assets typically not sold by the municipality are land, buildings, infrastructure and community assets, which assets will have a residual value of zero, allowing the asset to be fully depreciated over its useful life cycle. Residual values will only be applicable to assets that are normally disposed of by selling them once the municipality does not have a need for such assets anymore, e.g. motor vehicles. Past experiences of municipal auctions held revealed that furniture, computer equipment and other movable assets does not reach selling prices that are material. **Policy**

Residual values shall be determined upon initial recognition of assets that are normally disposed of by selling them once the municipality does not have a need for such assets anymore, e.g. motor vehicles. The basis of the residual value estimates shall be determined by the results of past sales of vehicles at auctions when it reaches the end of its useful lives. The residual value of assets shall be reviewed annually at reporting date. Changes in depreciation charges emanating from such reviews should be accounted for as a change in accounting estimates in terms of GRAP 3.

7.3 DEPRECIATION OF ASSETS

General

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. Depreciation therefore recognises the gradual exhaustion of the asset‟s service capacity. The depreciable amount is the cost of an asset, or other amount substituted for cost in the financial statements, less its residual value. The depreciation method used must reflect the pattern in which economic benefits or service potential of a Capital Asset is consumed by the municipality. The following are the allowed alternative depreciation methods that can be applied by the municipality:

a. Straight-line;

b. Diminishing Balance; and

c. Sum of the Units.

Policy

All PPE assets except land shall be depreciated over their reasonable useful lives. The residual value and the useful life of an asset shall be reviewed at each reporting date. The depreciation method applied shall be reviewed at each reporting date. Reasonable budgetary provisions shall be made annually for the depreciation of all applicable assets controlled or used by the municipality, or expected to be so controlled or used during the ensuing financial year.

Depreciation shall take the form of an expense both calculated and debited on a monthly basis against the appropriate line item in the department or vote in which the asset is used or consumed. Depreciation of an asset shall begin when the asset is ready to be used, i.e. the asset is in the location and condition necessary for it to be able to operate in the manner intended by management. Depreciation of an asset ceases when the asset is derecognised. Therefore, depreciation does not cease when the asset becomes idle or is retired from active use and held for disposal unless the asset is fully depreciated. However, under certain methods of depreciation the depreciation charge can be zero while there is no production. In the case of intangible assets being included as assets, the procedures to be followed in accounting and budgeting for the

amortisation of intangible assets shall be identical to those applying to the depreciation of other assets.

7.4 IMPAIRMENT LOSSES

General

Impairment is the loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation. The following serve as examples of impairment indicators (GRAP 21.23):

- Significant decline in market value;
- Carrying amount of an asset far exceeds the recoverable amount or market value;
- There is evidence of obsolescence (or physical damage);
- The deterioration of economic performance of the asset concerned; and
- The loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (such as through inadequate maintenance).

The impairment amount is calculated as the difference between the carrying value and the recoverable service value. The recoverable service value is the higher of the asset's value in use or its net selling price. Where the recoverable service amount is less than the carrying amount, the carrying amount should be reduced to the recoverable service amount by way of an impairment loss. The impairment loss should be recognised as an expense when incurred unless the asset is carried at re-valued amount.

If the asset is carried at a re-valued amount the impairment should be recorded as a decrease in the revaluation reserve. Where immovable property, plant and equipment surveys are conducted, the recoverable service value is determined using the depreciated replacement costs method by assessing the remaining useful life.

Policy

Assets shall be reviewed annually for all assets with impairment indicators. Impairment of assets shall be recognised as an expense, unless it reverses a previous revaluation in which case it should be charged to the Revaluation Surplus. The reversal of previous impairment losses recognised as an expense is recognised as an income, if the impairment reversal indicators exist as per GRAP 21.59.

7.5 MAINTENANCE OF ASSETS AND THE ASSET REGISTER

General

Maintenance refers to all actions necessary for retaining an asset as near as practicable to its original condition in order for it to achieve its expected useful life, but excluding rehabilitation or renewal. This includes all types of maintenance – corrective and preventative maintenance.

For linear infrastructure assets, such as pipes, cables and roads, the following test is applied to differentiate between maintenance and renewal when partial sections of linear assets are renewed:

- If a future renewal of the entire pipe will include the renewal of the partial section that is now renewed, then the renewal of the partial section is treated as maintenance.
- If a future renewal of the entire pipe will retain the partial section that is now renewed, then the renewal of the partial section is treated as renewal and the pipe is split into two separate assets then.

Maintenance analysis is an essential function of infrastructure management to ensure cost-effective and sustainable service delivery. In order to analyse maintenance data, maintenance actions undertaken against individual infrastructure assets should be recorded against such assets.

Policy

Maintenance actions performed on infrastructure assets shall be recorded against the individual assets that are identified in the asset register.

7.6 RENEWAL OF ASSETS

General

Asset Renewal is restoration of the service potential of the asset. Asset renewal is required to sustain service provision from infrastructure beyond the initial or original life of the asset. If the service provided by the asset is still required at the end of its useful life, the asset must be renewed. However if the service is no longer required, the asset should not be renewed. Asset renewal projections are generally based on forecast renewal by replacement, refurbishment, rehabilitation or reconstruction of assets to maintain desired service levels.

Policy

Assets renewal shall be accounted for against the specific asset. The renewal value shall be capitalised against the asset and the expected life of the asset adjusted to reflect the new asset life.

7.7 REPLACEMENT OF ASSETS

General

This paragraph deals with the complete replacement of an asset that has reached the end of its useful life so as to provide a similar or agreed alternative level of service.

Policy

Assets that are replaced shall be written off at their carrying value. The replacement asset shall be accounted for as a separate new asset. All costs incurred to replace the asset shall be capitalised against the new asset.

8. ASSET DISPOSAL

8.1 TRANSFER OF ASSETS

General

The processes and rules for the transfer of a capital asset to another municipality, municipal entity or national/provincial organ of state are governed by an MFMA regulation namely “the Local Government: Municipal Asset Transfer Regulations”.

Transfer of assets or inventory items refers to the internal transfer of assets within the municipality or from the municipality to another entity. Procedures need to be in place to ensure that the Asset Control Department can keep track of all assets and ensure that the asset register is updated with all changes in asset locations. These procedures must be followed and apply to all transfers of assets from:

- One Department to another Department;
- One location to another within the same department;
- One building to another; and One entity to another.

Policy

The transfer of assets shall be controlled by a transfer process and the asset register shall be updated.

8.2 EXCHANGE OF ASSETS

General

According to GRAP 17.33 an item of PPE may be acquired in exchange for a non-monetary asset or assets, or a combination of monetary and non-monetary assets. The cost of such an item of property, plant and equipment is measured at fair value unless:

- the exchange transaction lacks commercial substance; or
- the fair value of neither the asset received nor the asset given up is reliably measurable.

If the acquired item is not measured at fair value, its cost is measured at the carrying amount of the asset given up.

Policy

The cost of assets acquired in exchange for another asset shall be measured at cost of the asset received or the equivalent to the fair value of the asset given up, adjusted by the amount of any cash or cash equivalents transferred.

8.3 ALIENATION / DISPOSAL OF ASSETS

General

Alienation / Disposal (alienation) is the process of disowning redundant and obsolete assets by transferring ownership or title to another owner, which is external to the municipality.

The MFMA (section 14 and 90) and the Municipal Supply Chain Management Regulation no. 27636 have specific requirements regarding the disposal of capital assets.

Specifically:

- A municipality may not …" permanently dispose of a capital asset needed to provide the minimum level of basic municipal services"
- Where a municipal council has decided that a specific asset is not needed to provide the minimum level of basic services, a transfer of ownership of an asset must be fair, equitable, transparent, competitive and consistent with the municipality"s supply chain management policy.

Policy

The disposal of an item of property, plant or equipment must be fair, equitable, transparent, competitive and cost effective and comply with a prescribed regulatory framework for municipal supply chain management and the Supply Chain Management Policy of the municipality.

Different disposal methods will be necessary for different types of assets. Before deciding on a particular disposal method, the following shall be considered:

- The nature of the asset
- The potential market value
- Other intrinsic value of the asset
- Its location
- Its volume
- Its trade-in price
- Its ability to support wider Government programmes;
- Environmental considerations

- Market conditions
- The asset"s life

Appropriate means of disposal may include:

- Public auction
- Public tender
- Transfer to another institution
- Sale to another institution
- Letting to another institution under finance lease Trade-in
- Controlled dumping (for items that have low value or are unhygienic)

Other means of alienation include:

- Donations: Donations may be considered as a method of alienation, but such requests must be motivated to the Municipal Manager for approval.
- Destruction: Assets that are hazardous or need to be destroyed must be identified for tenders or quotations by professional disposal agencies.
- Scrapping: Scrapping of assets that cannot be alienated otherwise may be considered as a method of alienation, but such requests must be motivated to the Municipal Manager.
- The letting of immovable property, excluding municipal housing for officials and political office bearers, must be done at market-related tariffs, unless the relevant treasury approves otherwise. No municipal property may be let free of charge without the prior approval of the relevant treasury.

Once the fixed assets are disposed, the asset shall be removed from the accounting records and the asset register. All gains and losses realised on the disposal of assets shall be accounted for as revenue or expense in the Statement of Financial Performance.

8.4 SELLING OF ASSETS

General

Selling of assets refers to the public sale of municipal assets approved for alienation.

Policy

All assets earmarked for sale must be sold by public auction or tender and the following steps shall be followed:

- A notice of the intention of the municipality to sell the asset shall be published in a local newspaper;
- The municipality shall appoint an independent appraiser to fix a minimum selling price;
- In the case of a public auction, the municipality shall appoint an independent auctioneer to conduct the auction; and

- In the case of a tender, the prescribed tender procedures of the municipality shall be followed.

Assets earmarked for sale, shall be reclassified as Discontinued Assets in terms of section 5.9 of this Policy and shall not attract any further depreciation. Sold assets shall be written-off in the asset register.

8.5 WRITING-OFF OF ASSETS

General

The write-off of assets is the process to permanently remove the assets from the asset register. Assets can be written-off after approval of the Municipal Manager of a report indicating that:

- The useful life of the asset has expired;
- The asset has been destroyed;
- The asset is outdated;
- The asset has no further useful life;
- The asset does not exist anymore;
- The asset has been sold; and
- Acceptable reasons have been furnished leading to the circumstances set out above.

Policy

The only reasons for writing off assets, other than the sale of such assets during the process of alienation, shall be the loss, theft, destruction, material impairment, or decommissioning of the asset in question.

9. PHYSICAL CONTROL (MOVABLE ASSETS)

9.1 PHYSICAL CONTROL / VERIFICATION

General

Movable assets require physical control and verification of existence. All movable assets will be barcoded where possible to improve control over the assets and maintain an effective verification process.

Immovable assets will be verified on rotation bases. Unique numbers will be allocated to each immovable asset for effective control over the assets.

Policy

All movable assets shall be actively controlled, including an annual verification process. Annual physical inspections of assets shall be performed to identify items which are missing, damaged, not in use or are obsolete due to changed circumstances, to ensure that they are appropriately repaired, impaired, written off or disposed of.

Registers shall be kept for those assets allocated to staff members. The individuals are responsible and accountable for the assets under their control. These registers should be updated when the assets are moved to different locations or allocated to a different staff member in order to facilitate control and physical verification.

For immovable assets a rotational verification plan shall be drafted and physical inspection performed on the assets.

9.2 INSURANCE OF ASSETS

General

Insurance provides selected coverage for the accidental loss of the asset value. Generally, government infrastructure is not insured against disasters because relief is provided from the Disaster Fund through National Treasury.

Policy

Assets that are material in value and substance shall be insured at least against destruction, fire and theft. All municipal buildings shall be insured at least against fire and allied perils.

9.3 SAFEKEEPING OF ASSETS

General

Asset safekeeping is the protection of assets from damage, theft, and safety risks.

Policy

Directives for the safekeeping of assets shall be developed and the safekeeping of assets shall be actively undertaken.

10. ASSET FINANCIAL CONTROL

10.1 CAPITAL REPLACEMENT RESERVE (CRR)

General

The CRR is a reserve account to set aside funds for the financing of property, plant and equipment. The CRR is therefore an asset financing source that represents an alternative to the other funding sources available to the municipality, namely external loans (interest bearing borrowings) and government grants & subsidies. The value of this reserve is not represented by any values of assets under the municipality"s control and shall preferably be cash-backed.

Policy

It is the policy of Council to annually make contributions to the CRR to ensure that the CRR remains a capital funding source for the future. The municipality will determine its future capital financing requirements and transfer sufficient cash to its CRR in terms of this determination. The Integrated Development Plan, the municipality's ability to raise external finance and the amount of government grants and subsidies that will be received in future will need to be taken into account in determining the amount that must be transferred to the CRR. Whenever an asset is sold by the municipality, the proceeds on the sale of the assets must be transferred from the Accumulated Surplus to the CRR via the Statement of Changes in Net Assets. All proceeds on the sale of land will be transferred from the Accumulated Surplus to the CRR via the Statement of Changes in Net Assets. Whenever an asset is purchased out of the CRR an amount equal to the cost price of the asset purchased, is transferred from the CRR into accumulated surplus on the Statement of Changes in Net Assets.

10.2 BORROWING COSTS (GRAP 5)

General

Borrowing costs are interest and other costs incurred by the municipality from borrowed funds. The items that are classified as borrowing costs include interest on bank overdrafts and shortterm and long-term borrowings, amortisation of premiums or discounts associated with such borrowings, amortisation of ancillary costs incurred in connection with the arrangement of borrowings, finance charges in respect of finance leases and foreign exchange differences arising from foreign currency borrowings when these are regarded as an adjustment to interest costs. The capitalisation of borrowing costs should take place when borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. During extended periods in which development of an asset is interrupted, the borrowing costs incurred over that time period should be recognised as an expense when incurred. Capitalisation of borrowing costs should cease when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

It is inappropriate to capitalise borrowing costs when there is clear evidence that it is difficult to link a borrowing requirement directly to the nature of the expenditure to be funded, i.e. Capital or Current.

Policy

Borrowing costs shall be capitalised, if directly attributable to the acquisition construction or production of an asset, except when it is inappropriate to do so.

10.3 FUNDING SOURCES

General

The Municipal Finance Management Act (MFMA) provides guidelines on how to utilize funds in financing assets (Section 19 of MFMA). The municipality shall utilise any of the following sources to acquire and / or purchase assets:

- Grants, Subsidies and Public Contributions;
- Revenue Contributions;
- Capital Replacement Reserve; Cash Surplus; and / or External / Donor Funds.

Policy

The annual capital budget must be funded and the sources of finance must be disclosed as part of the Council"s budget.

10.4 DISASTER

General

In terms of the Disaster Management Act, 2002, Disaster means a progressive or sudden, widespread or localised, natural or human – caused occurrence which causes or threatens to cause:

- death, injury or disease;
- damage to property, infrastructure or the environment; or
- disruption of life of community; and
- is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources.

In terms Section 56 (b) of the Disaster Management Act, 2002 the cost of repairing or replacing public sector infrastructure should be borne by the organ of state responsible for the maintenance of such infrastructure. The National, Provincial and Local organs of state may contribute financially to response efforts and post – disaster recovery and rehabilitation.

Policy

The Municipality will correspond with the Provincial organs to gain funds for repairing assets damaged in disaster events. The municipality must adhere to the disaster management plan for prevention and mitigation of disaster in order to be able to attract the disaster management contribution during or after disaster.

ANNEXURES

ANNEXURE A: ASSET HIERARCHY AND ESTIMATED USEFUL LIVES

HIERARCHY LEVEL 1	HIERARCHY LEVEL 2	HIERARCHY LEVEL 3	HIERARCHY LEVEL 4	HIERARCHY LEVEL 5	ESTIMATED USEFUL LIFE (EUL)	
					MIN	MAX
INFRASTRUCTURE ASSETS	ELECTRICITY	COOLING TOWERS			25	30
INFRASTRUCTURE ASSETS	ELECTRICITY	MAINS			15	20
INFRASTRUCTURE ASSETS	ELECTRICITY	METERS	PREPAID		10	20
INFRASTRUCTURE ASSETS	ELECTRICITY	METERS	CREDIT		20	25
INFRASTRUCTURE ASSETS	ELECTRICITY	POWER STATIONS	COAL		50	60
INFRASTRUCTURE ASSETS	ELECTRICITY	POWER STATIONS	GAS		50	60
INFRASTRUCTURE ASSETS	ELECTRICITY	POWER STATIONS	HYDRO		50	60
INFRASTRUCTURE ASSETS	ELECTRICITY	POWER STATIONS	NUCLEAR		60	80
INFRASTRUCTURE ASSETS	ELECTRICITY	SUPPLY/ RETICULATION			15	25
INFRASTRUCTURE ASSETS	ELECTRICITY	TRANSFORMERS			25	50
INFRASTRUCTURE ASSETS	ELECTRICITY	LINES	UNDERGROUND		25	45
INFRASTRUCTURE ASSETS	ELECTRICITY	LINES	OVERHEAD		20	30
INFRASTRUCTURE ASSETS	ELECTRICITY	CABLES			25	45
INFRASTRUCTURE ASSETS	ELECTRICITY	SUBSTATIONS	SWITCHGEAR		20	30
INFRASTRUCTURE ASSETS	ELECTRICITY	SUBSTATIONS	EQUIPMENT	OUTDOOR	20	30
INFRASTRUCTURE ASSETS	ELECTRICITY	SUBSTATIONS	EQUIPMENT	GIS	15	30
INFRASTRUCTURE ASSETS	ELECTRICITY	SUBSTATIONS	EQUIPMENT	INDOOR	30	40
INFRASTRUCTURE ASSETS	ELECTRICITY	ELECTRICAL PANELS			3	5

INFRASTRUCTURE ASSETS	ELECTRICITY	TELEMETRY			7	15
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	VEHICLE	CONCRETE	60	80
HIERARCHY LEVEL 1	**HIERARCHY LEVEL 2**	**HIERARCHY LEVEL 3**	**HIERARCHY LEVEL 4**	**HIERARCHY LEVEL 5**	**ESTIMATED USEFUL LIFE (EUL)**	
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	VEHICLE	STEEL	40	50
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	VEHICLE	TIMBER	25	40
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	PEDESTRIAN	CONCRETE	60	80
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	PEDESTRIAN	STEEL	40	50
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	PEDESTRIAN	TIMBER	25	40
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	RAILWAY	CONCRETE	60	80
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	RAILWAY	STEEL	40	50
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	RAILWAY	TIMBER	25	40
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	REINFORCED RETAINING WALLS	EARTH	10	15
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	REINFORCED RETAINING WALLS	CONCRETE	25	30
INFRASTRUCTURE ASSETS	ROADS	BRIDGES	EXPANSION & CONSTRUCTION JOINTS		15	20
INFRASTRUCTURE ASSETS	ROADS	KERB & CHANNELS			40	50
INFRASTRUCTURE ASSETS	ROADS	ASPHALT SURFACE			10	20
INFRASTRUCTURE ASSETS	ROADS	ASPHALT LAYER			30	50
INFRASTRUCTURE ASSETS	ROADS	CONCRETE SURFACE			10	30
INFRASTRUCTURE ASSETS	ROADS	CONCRETE LAYER			30	50
INFRASTRUCTURE ASSETS	ROADS	GRAVEL SURFACE			3	10
INFRASTRUCTURE ASSETS	ROADS	CRASH BARRIERS			10	30

INFRASTRUCTURE ASSETS	ROADS	RETAINING WALLS			30	60
INFRASTRUCTURE ASSETS	ROADS	OVERLOAD CONTROL CENTRES			15	20
INFRASTRUCTURE ASSETS	ROADS	OVERLOAD CONTROL CENTRES	ELECTRONIC HARDWARE		10	15
INFRASTRUCTURE ASSETS	ROADS	OVERLOAD CONTROL CENTRES	OTHER EQUIPMENT		10	20

HIERARCHY LEVEL 1	HIERARCHY LEVEL 2	HIERARCHY LEVEL 3	HIERARCHY LEVEL 4	HIERARCHY LEVEL 5	ESTIMATED USEFUL LIFE (EUL)	
INFRASTRUCTURE ASSETS	ROADS	PEDESTRIAN FOOTPATHS			15	30
INFRASTRUCTURE ASSETS	ROADS	STREET LIGHTING			25	40
INFRASTRUCTURE ASSETS	ROADS	SUBWAYS			40	50
INFRASTRUCTURE ASSETS	ROADS	TRAFFIC ISLANDS			40	50
INFRASTRUCTURE ASSETS	ROADS	TRAFFIC LIGHTS			15	20
INFRASTRUCTURE ASSETS	ROADS	TRAFFIC SIGNS			5	15
INFRASTRUCTURE ASSETS	SANITATION	BULK PIPELINES (OUTFALL SEWERS)	RISING MAINS		40	50
INFRASTRUCTURE ASSETS	SANITATION	BULK PIPELINES (OUTFALL SEWERS)	GRAVITY MAINS		40	50
INFRASTRUCTURE ASSETS	SANITATION	SEWERAGE PUMP STATIONS	STRUCTURE		30	55
INFRASTRUCTURE ASSETS	SANITATION	SEWERAGE PUMP STATIONS	ELECTRICAL		15	40
INFRASTRUCTURE ASSETS	SANITATION	SEWERAGE PUMP STATIONS	MECHANICAL		15	40
INFRASTRUCTURE ASSETS	SANITATION	SEWERAGE PUMP STATIONS	PERIMETER PROTECTION		10	25
INFRASTRUCTURE ASSETS	SANITATION	SEWERAGE PUMP STATIONS	METALWORK		10	30
INFRASTRUCTURE ASSETS	SANITATION	SEWERS/ RETICULATION			30	60
INFRASTRUCTURE ASSETS	SANITATION	WASTE PURIFICATION WORKS	STRUCTURE		30	55
INFRASTRUCTURE ASSETS	SANITATION	WASTE PURIFICATION WORKS	ELECTRICAL		15	40

INFRASTRUCTURE ASSETS	SANITATION	WASTE PURIFICATION WORKS	MECHANICAL		15	40
INFRASTRUCTURE ASSETS	SANITATION	WASTE PURIFICATION WORKS	PERIMETER PROTECTION		10	25
INFRASTRUCTURE ASSETS	SANITATION	WASTE PURIFICATION WORKS	METERS		10	15
INFRASTRUCTURE ASSETS	STORMWATER	CULVERTS			25	40
INFRASTRUCTURE ASSETS	STORMWATER	CULVERTS	CONCRETE		40	60
INFRASTRUCTURE ASSETS	STORMWATER	CULVERTS	ARMCO		25	40
INFRASTRUCTURE ASSETS	STORMWATER	DRAINS	EARTHWORKS		80	100
HIERARCHY LEVEL 1	**HIERARCHY LEVEL 2**	**HIERARCHY LEVEL 3**	**HIERARCHY LEVEL 4**	**HIERARCHY LEVEL 5**	**ESTIMATED USEFUL LIFE (EUL)**	
INFRASTRUCTURE ASSETS	STORMWATER	DRAINS	CONCRETE LINING		25	50
INFRASTRUCTURE ASSETS	STORMWATER	STOP BANKS			40	50
INFRASTRUCTURE ASSETS	STORMWATER	PIPES			25	50
INFRASTRUCTURE ASSETS	STORMWATER	STRUCTURE (RETAINING WALLS)			20	40
INFRASTRUCTURE ASSETS	WATER	DAMS	STRUCTURE	CONCRETE	80	100
INFRASTRUCTURE ASSETS	WATER	DAMS	STRUCTURE	EARTH	30	50
INFRASTRUCTURE ASSETS	WATER	DAMS	MECHANICAL & ELECTRICAL		15	40
INFRASTRUCTURE ASSETS	WATER	METERS			10	20
INFRASTRUCTURE ASSETS	WATER	STANDPIPES			5	20
INFRASTRUCTURE ASSETS	WATER	METALWORK (STEEL STAIRS, LADDERS, HANDRAILS, WEIRS)			10	30
INFRASTRUCTURE ASSETS	WATER	PUMP STATIONS	STRUCTURE		30	55
INFRASTRUCTURE ASSETS	WATER	PUMP STATIONS	ELECTRICAL		15	40
INFRASTRUCTURE ASSETS	WATER	PUMP STATIONS	MECHANICAL		15	40

INFRASTRUCTURE ASSETS	WATER	PUMP STATIONS	PERIMETER PROTECTION		10	25
INFRASTRUCTURE ASSETS	WATER	RESERVOIRS	STRUCTURE		30	50
INFRASTRUCTURE ASSETS	WATER	RESERVOIRS	ELECTRICAL		15	40
INFRASTRUCTURE ASSETS	WATER	RESERVOIRS	MECHANICAL		15	40
INFRASTRUCTURE ASSETS	WATER	RESERVOIRS	PERIMETER PROTECTION		10	25
INFRASTRUCTURE ASSETS	WATER	SUPPLY/ RETICULATION			20	50
INFRASTRUCTURE ASSETS	WATER	UNDERGROUND CHAMBERS	VALVES		15	25
INFRASTRUCTURE ASSETS	WATER	UNDERGROUND CHAMBERS	METERS		10	20
INFRASTRUCTURE ASSETS	WATER	UNDERGROUND CHAMBERS	TRANSITION		10	15

HIERARCHY LEVEL 1	HIERARCHY LEVEL 2	HIERARCHY LEVEL 3	HIERARCHY LEVEL 4	HIERARCHY LEVEL 5	ESTIMATED USEFUL LIFE (EUL)	
INFRASTRUCTURE ASSETS	WATER	UNDERGROUND CHAMBERS	OTHER		5	10
INFRASTRUCTURE ASSETS	WATER	WATER PURIFICATION WORKS	STRUCTURE		30	55
INFRASTRUCTURE ASSETS	WATER	WATER PURIFICATION WORKS	ELECTRICAL		15	40
INFRASTRUCTURE ASSETS	WATER	WATER PURIFICATION WORKS	MECHANICAL		15	40
INFRASTRUCTURE ASSETS	WATER	WATER PURIFICATION WORKS	PERIMETER PROTECTION		10	25
INFRASTRUCTURE ASSETS	WATER	WATER PURIFICATION WORKS	METERS		10	15
INFRASTRUCTURE ASSETS	WATER	TELEMETRY			10	15
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	COLLECTION	VEHICLES		5	10
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	COLLECTION	CONTAINERS/ BINS		10	15
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	TRANSFER STATIONS & PROCESSING FACILITIES	STRUCTURE		30	55

INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	TRANSFER STATIONS & PROCESSING FACILITIES	ELECTRICAL		15	40
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	TRANSFER STATIONS & PROCESSING FACILITIES	MECHANICAL		15	40
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	TRANSFER STATIONS & PROCESSING FACILITIES	PERIMETER PROTECTION		10	25
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	LANDFILL SITE	EARTHMOVING & COMPACTION EQUIPMENT		10	15
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	LANDFILL SITE	LANDFILL PREPARATION		N/A	
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	LANDFILL SITE	STRUCTURE		30	55
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	LANDFILL SITE	WEIGHBRIDGE	MECHANICAL	15	40
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	LANDFILL SITE		ELECTRICAL	15	40
INFRASTRUCTURE ASSETS	SOLID WASTE DISPOSAL	LANDFILL SITE	PERIMETER PROTECTION		10	25
COMMUNITY ASSETS	COMMUNITY ASSETS (NON- RESIDENTIAL DWELLINGS)	COMMUNITY LAND & BUILDINGS	COMMUNITY BUILDINGS		25	30

HIERARCHY LEVEL 1	HIERARCHY LEVEL 2	HIERARCHY LEVEL 3	HIERARCHY LEVEL 4	HIERARCHY LEVEL 5	ESTIMATED USEFUL LIFE (EUL)	
COMMUNITY ASSETS	COMMUNITY ASSETS (NON- RESIDENTIAL DWELLINGS)	COMMUNITY LAND & BUILDINGS	COMMUNITY HALLS		25	30
COMMUNITY ASSETS	COMMUNITY ASSETS (NON- RESIDENTIAL DWELLINGS)	COMMUNITY LAND & BUILDINGS	PUBLIC OPEN SPACES		N/A	
COMMUNITY ASSETS	COMMUNITY ASSETS (NON- RESIDENTIAL DWELLINGS)	COMMUNITY LAND & BUILDINGS	ROAD ISLANDS		N/A	
COMMUNITY ASSETS	COMMUNITY ASSETS (NON- RESIDENTIAL DWELLINGS)	SPORT AND RECREATION	RECREATIONAL FACILITIES		25	30
COMMUNITY ASSETS	COMMUNITY ASSETS (NON- RESIDENTIAL DWELLINGS)	PARKS & GARDENS			25	30

COMMUNITY ASSETS	COMMUNITY ASSETS (NON- RESIDENTIAL DWELLINGS)	TAXI RANKS, CAR & CARAVAN PARKS	CAR PARKING & BUS TERMINALS		25	30
COMMUNITY ASSETS	COMMUNITY ASSETS (NON- RESIDENTIAL DWELLINGS)	TAXI RANKS, CAR & CARAVAN PARKS	CARARVAN PARKS		25	30
COMMUNITY ASSETS	COMMUNITY ASSETS (NON- RESIDENTIAL DWELLINGS)	TAXI RANKS, CAR & CARAVAN PARKS	TAXI RANKS & BUS SHELTERS		10	15
COMMUNITY ASSETS	COMMUNITY ASSETS (NON- RESIDENTIAL DWELLINGS)	CEMETERIES			25	30
COMMUNITY ASSETS	HOUSING RENTAL STOCK (DWELLINGS)	HOSTELS			25	30
COMMUNITY ASSETS	HOUSING RENTAL STOCK (DWELLINGS)	FLATS			25	30
COMMUNITY ASSETS	HOUSING RENTAL STOCK (DWELLINGS)	RESIDENCES	PERSONNEL		25	30
COMMUNITY ASSETS	HOUSING RENTAL STOCK (DWELLINGS)	RESIDENCES	BY-PASS-HOUSES		25	30
COMMUNITY ASSETS	HOUSING RENTAL STOCK (DWELLINGS)	SECURE CARE CENTRES			25	30
COMMUNITY ASSETS	HOUSING RENTAL STOCK (DWELLINGS)	MOBILE HOMES & (CARAVANS REFER TO MOTOR VEHICLES)			5	10
INVESTMENT PROPERTIES	BUILDINGS	BUSINESS BUILDINGS			25	30
INVESTMENT PROPERTIES	BUILDINGS	FARM BUILDINGS			25	30
INVESTMENT PROPERTIES	DEVELOPED LAND	FARM LAND			N/A	

HIERARCHY LEVEL 1	HIERARCHY LEVEL 2	HIERARCHY LEVEL 3	HIERARCHY LEVEL 4	HIERARCHY LEVEL 5	ESTIMATED USEFUL LIFE (EUL)	
INVESTMENT PROPERTIES	DEVELOPED LAND	LAND BUSINESS			N/A	
INVESTMENT PROPERTIES	DEVELOPED LAND	LAND MINING			N/A	
INVESTMENT PROPERTIES	UNDEVELOPED LAND	LAND VACANT			N/A	
GENERAL ASSETS	FURNITURE AND OFFICE EQUIPMENT	OFFICE EQUIPMENT	OFFICE EQUIPMENT (INCLUDING FAX MACHINES)			7

GENERAL ASSETS	FURNITURE AND OFFICE EQUIPMENT	FURNITURE & FITTINGS	AIR CONDITIONERS (INDIVIDUAL FIXED & PORTABLE)			5
GENERAL ASSETS	FURNITURE AND OFFICE EQUIPMENT	FURNITURE & FITTINGS	ADVERTISING BOARDS			5
GENERAL ASSETS	FURNITURE AND OFFICE EQUIPMENT	FURNITURE & FITTINGS	PAINTINGS, SCULPTURES, ORNAMENTS (HOME AND OFFICE)			10
GENERAL ASSETS	FURNITURE AND OFFICE EQUIPMENT	FURNITURE & FITTINGS	DOMESTIC AND HOSTEL FURNITURE			15
GENERAL ASSETS	FURNITURE AND OFFICE EQUIPMENT	FURNITURE & FITTINGS	OFFICE FURNITURE			7
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	FURNITURE & FITTINGS	TENTS, FLAGS AND ACCESSORIES			10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	DOMESTIC EQUIP (NON-KITCHEN APPLIANCES)				5
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	KITCHEN APPLIANCES				10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	LAUNDRY EQUIPMENT AND INDUSTRIAL SEWING MACHINES				15
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OFFICE EQUIPMENT	CELLULAR PHONES (OVER R5 000)			2
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OFFICE EQUIPMENT	TELECOMMUNICATIO N EQUIPMENT			5
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OFFICE EQUIPMENT	CELLULAR ROUTERS			3
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OFFICE EQUIPMENT	RADIO EQUIPMENT			7
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OFFICE EQUIPMENT	MUSIC INSTRUMENTS			15
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OFFICE EQUIPMENT	AUDIOVISUAL EQUIPMENT			10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OFFICE EQUIPMENT	PHOTOGRAPHIC EQUIPMENT			7

HIERARCHY LEVEL 1	HIERARCHY LEVEL 2	HIERARCHY LEVEL 3	HIERARCHY LEVEL 4	HIERARCHY LEVEL 5	ESTIMATED USEFUL LIFE (EUL)	
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OFFICE EQUIPMENT	SURVEY EQUIPMENT			7

GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OFFICE EQUIPMENT	LEARNING, TRAINING SUPPORT AND LIBRARY MATERIAL (CURRICULUM EQUIPMENT)			10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OFFICE EQUIPMENT	SECURITY EQUIPMENT/SYSTEMS /MATERIALS - FIXED & MOVABLE			5
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OTHER BUILDINGS	ELEVATOR SYSTEMS			20
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	OTHER BUILDINGS	BUILDING AIRCONDITIONING SYSTEMS			10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	EMERGENCY EQUIPMENT	FIRE FIGHTING EQUIPMENT			5
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	EMERGENCY EQUIPMENT	EMERGENCY/ RESCUE EQUIPMENT			10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MEDICAL AND ALLIED EQUIPMENT				10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	LABORATORY EQUIPMENT - AGRICULTURAL,MEDICAL TESTING & ROAD AND TRANSPORT				7
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	FARM/ AGRICULTURAL EQUIPMENT				15
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	SADDLES AND OTHER TACK				7
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	SPORT AND RECREATIONAL EQUIPMENT				10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	GARDENING EQUIPMENT			4
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	IRRIGATION EQUIPMENT			15
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	PUMPS, PLUMBING, PURIFICATION AND SANITATION EQUIPMENT			10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	ROAD CONSTRUCTION AND MAINTENANCE EQUIP			15

HIERARCHY LEVEL 1	HIERARCHY LEVEL 2	HIERARCHY LEVEL 3	HIERARCHY LEVEL 4	HIERARCHY LEVEL 5	ESTIMATED USEFUL LIFE (EUL)	
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	ELECTRIC WIRE AND POWER DISTRIBUTION EQUIPMENT (COMPRESSORS, GENERATORS & ALLIED EQUIPMENT)			7
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	WORKSHOP EQUIPMENT AND LOOSE TOOLS - FIXED			10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	WORKSHOP EQUIP AND LOOSE TOOLS - MOVABLE			5
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	WOODWORKING MACHINERY AND EQUIPMENT			10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	MACHINES FOR MINING AND QUARRYING			10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	MACHINES FOR METALLURGY			10
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	MAINTENANCE EQUIPMENT	MACHINES FOR TEXTILE PRODUCTION			15
GENERAL ASSETS	OTHER MACHINERY AND EQUIPMENT	SHIP AND MARINE EQUIPMENT	WATER CRAFT			10
GENERAL ASSETS	TRANSPORT ASSETS	MOTOR VEHICLES	CYCLES			7
GENERAL ASSETS	TRANSPORT ASSETS	MOTOR VEHICLES	MOTOR VEHICLES			7
GENERAL ASSETS	TRANSPORT ASSETS	MOTOR VEHICLES	TRAILERS AND ACCESSORIES			10
GENERAL ASSETS	TRANSPORT ASSETS	MOTOR VEHICLES	TRUCKS			7
GENERAL ASSETS	TRANSPORT ASSETS	MOTOR VEHICLES	BUSSES			15
GENERAL ASSETS	TRANSPORT ASSETS	MOTOR VEHICLES	MOBILE CLINICS			15
GENERAL ASSETS	TRANSPORT ASSETS	MOTOR VEHICLES	EMERGENCY VEHICLE (AMBULANCES & FIRE ENGINES)			10
GENERAL ASSETS	COMPUTER EQUIPMENT	IT EQUIPMENT	COMPUTER HARDWARE INCL OPERATING SYSTEMS			5

GENERAL ASSETS	COMPUTER EQUIPMENT	IT EQUIPMENT	NETWORKS			10
INTANGIBLE ASSETS	INTANGIBLE ASSETS	CAPITALISED DEVELOPENT COSTS			N/A	

HIERARCHY LEVEL 1	HIERARCHY LEVEL 2	HIERARCHY LEVEL 3	HIERARCHY LEVEL 4	HIERARCHY LEVEL 5	ESTIMATED USEFUL LIFE (EUL)	
INTANGIBLE ASSETS	INTANGIBLE ASSETS	COMPUTER SOFTWARE				5
INTANGIBLE ASSETS	INTANGIBLE ASSETS	MASTHEADS AND PUBLISHING TITLES			N/A	
INTANGIBLE ASSETS	INTANGIBLE ASSETS	PATENTS, LICENCES, COPYRIGHTS, BRAND NAMES & TRADEMARKS			N/A	
INTANGIBLE ASSETS	INTANGIBLE ASSETS	FORMULAE, PROTOTYPES, DESIGNS & MODELS			N/A	
INTANGIBLE ASSETS	INTANGIBLE ASSETS	SERVICE & OPERATING RIGHTS (SERVITUDES)			N/A	
INTANGIBLE ASSETS	OTHER INTANGIBLES	GUARANTEES /WARRANTEES			N/A	
INTANGIBLE ASSETS	OTHER INTANGIBLES	WEB SITES			N/A	

ANNEXURE B: ASSET TYPES NOT CAPITALISED

- Kettles
- Two-plate stoves
- Desktop fans
- Element heaters
- Fan heaters
- Stationery equipment, eg. punches, calculators, staplers, etc.
- Mattresses
- Other, as may be determined by management

ANNEXURE C: ASSET TYPES LISTED IN SUB-REGISTERS

- Water meters
- Electricity meters
- Manholes
- Telephones
- Gardening equipment eg. brush cutters, chainsaws, pole pruners, hedge trimmers, etc.
- Workshop tools eg. angle grinders, drills, jigsaws, etc.
- Toolbox items eg. hall chairs
- Other, as may be determined by management

Amendments to Asset Management Policy 2024/25

Disposal of assets (page 42)
Appropriate means of disposal include:

- Disposal of an asset to its current custodian once it's no longer in use or once it has been replaced.

Asset Management Policy and Methodology
Based on the audit outcome provided by the AGSA for the 2023/24 financial year, there were several amendments that were required to be performed to ensure that the municipality has a credible asset register for the 2024/25 financial year. The draft budget and policies were to be approved by Council in the month of March 2025 and at this month the asset management team was still in the process of amending the asset management policy and methodology. Approval of the above policy is subject to changes which will be presented to Council as a separate item.

SOL PLAATJE LOCAL MUNICIPALITY

SUPPLY CHAIN MANAGEMENT POLICY

Final Reviewed Version of March 2025

Reviewed by Council March 2025

MUNICIPAL SUPPLY CHAIN MANAGEMENT POLICY

LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003

SUPPLY CHAIN MANAGEMENT POLICY REVIEW AND ADOPTION PROCESS

SUPPLY CHAIN MANAGEMENT POLICY 2024/2025- 2025/2026				
Item No.	Original Author(s)	Policy status	Council Resolution No	Date of Approval
1	**Mrs. Betty Nkoe**	16th Review		
2	Name of Speaker Mrs. Dipuo Peters	16th Review		
3	Name of Accounting Officer (MM)	Signature	Date	
4	**Mr. SB Matlala**			

Council *resolves in terms of section 111 of the Local Government Municipal Finance Management Act (No. 56 of 2003), to adopt the Supply Chain Management Policy of the* ***Sol Plaatje Municipality***

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A. Abbreviations:

ABBREVIATION	MEANING
AC	Accounting Officer
AG	Auditor General
B-BBEE	Board Based Black Economic Empowerment
B-BBEE Act	Board Based Black Economic Empowerment, Act No, 53 of 2003
BEE	Black Economic Empowerment
CFO	Chief Financial Officer
CIDB	Construction Industry Development Board 2000 (Act No.38 of 2000)
DTI	Department of Trade and Industry
EMT	Executive Management Team
GCC	General Conditions of contract
IDP	Integrated Development Plan
IT	Information Technology
ITC	Information to Consultants
LCC	Life Cycle costing
MFMA	Municipal Finance Management Act, act No. 56 of 2003
MM	Municipal Manager
MSA	Municipal Systems Act
MSCM Regulations	Municipal Supply Chain Management Regulations
MTREF	Medium Term Revenue and Expenditure Framework
NIPP	National Industrial Participation Programme
NT	National Treasury
PCCA	Prevention and Combating of Corrupt Activities Act, Act No.12 of 2004
PPP	Public -Private Partnership
PPP	Preferential Procurement Policy
PPPFA	Preferential Procurement Policy Framework Act, Act No. 5 of 2000
PT	Provincial Treasury
QBS	Quality Based Selection
QCBS	Quality and Cost Based Selection
RDP	Reconstruction and Development Programme
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quotation
SAPS	South African Police Services
SARS	South African Revenue Services
SCM	Supply Chain Management
SCM Unit	Supply Chain Management Unit
SITA	State Information Technology Agency
SLA	Service Level Agreement
SPM	Sol Plaatje Municipality
TCO	Total Cost of Ownership
TOR	Terms of Reference
WIP	Work in Progress

B. Definitions

In this Policy, unless the context otherwise indicates, a word or expression to which a meaning has been assigned in the Municipal Finance Management Act and relevant regulations has the same meaning as in the Act and relevant Regulations.

TERM	DEFINITION
Acceptable tender	Means any tender which, in all respects, complies with the specifications and conditions of tender as set out in the tender document.
Accountability	The personal responsibility of a person to his senior or higher authority for any act or omission in the execution of his assigned duties (accountability cannot be delegated.
Accounting	Means the recording of all receipts and issues and continued recording thereof.
Accounting Officer	Means the Municipal Manager and also means the municipal officer referred to in section 60 of the MFMA.
Accredited agent	Service provider who is authorized to deliver certain goods/services and can be trading in a specific area, however an accredited agent is not a sole provider.
Accredited	Goods/services that are officially recognized, are generally accepted or having a guaranteed quality.
Acquisition Management	The process of procurement of goods, work and services and includes the: ▪ Identification of preferential policy objectives; ▪ Determination of market strategy; ▪ Application of depreciation rates; ▪ Application of total cost of ownership principle; ▪ Compilation of quotation/bid documentation, including conditions; ▪ Determination of evaluation criteria; ▪ Publishing of quotes/bids; ▪ Receiving and opening of quotes/bids; ▪ Evaluation of quotes/bids and tabling of recommendations; ▪ Award of quotes/bids; ▪ Negotiations; ▪ Compilation and signing of contract documents; ▪ Access to information; ▪ Contract administration
Asset	It is a resource controlled by the municipality as a result of past events and from which future economic benefits or service potential is expected to flow to the municipality. It has the following characteristics: ▪ It possesses service potential or future economic benefit that is expected to flow to the municipality; ▪ It is controlled by the municipality; ▪ It originates as a result of a past transaction or event.
Asset Controller	A person delegated to be in charge of a division/section and to whom non-consumable items are issued. The asset controller will be held responsible for these items, until such times as they are returned to store or are disposed of. |The asset controller may appoint sub asset holders.

TERM	DEFINITION
Authority	Authority is the right or power attached to a rank or appointment permitting the holder thereof to make decisions, to take command or to demand action by others.
Black people	A generic term which means Africans, Coloureds and Indians as defined in the Broad-Based Black Empowerment Act (No. 53 of 2003).
Black Designated Group	Assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act. In the context of this policy it shall therefore mean black people; women, people with disabilities; or small enterprises, as defined in section 1 of the National Small Enterprise Act, 1996 2.11. (Act No. 102 of 1996).
Broad Based Black Economic Empowerment	Means the economic empowerment of all black people including women, youth, people with disabilities and people living in rural areas through diverse but integrated socio-economic strategies that include, but are not limited to: ▪ Increasing the number of black people that manage, own and control enterprises and productive assets; ▪ Facilitating ownership and management of enterprises and productive assets by communities, workers, cooperatives and other collective enterprises; ▪ Achieving equitable representation in all occupational categories and levels in the workforce; ▪ Preferential procurement; ▪ Investment in enterprises that are owned or managed by black people.
Chief Financial Officer	Means a person designated in terms of MFMA section 80(2)(a).
Community or broad-bases enterprise	Has an empowerment shareholder who represents a broad base of members such as local community or where the benefits support a target group for example black women, people living with disabilities, youth and workers.
Close Family Member	Means the spouse, child and parent of a person in the service of the state or who has been in the service of the state in the previous twelve months.
Combative Practices	Practices that includes but are not limited to: ▪ Suggestions to fictitious lower quotations; ▪ Reference to non-existent competition; ▪ Exploiting errors in bids; ▪ Soliciting bids from bidders whose names appear on the list or restricted bidders/suppliers/persons.
Competitive Bid	Bid in terms of a competitive bidding process.
Constitution	Republic of South Africa Act, No. 108 of 1996
Contract	Agreement that results from the acceptance of a bid by an organ of state.
Contract	means the agreement that results from the acceptance of a bid by an organ of state
Designated sector	means a sector, sub-sector or industry or product designated in terms of section 8(1)(a) of Preferential Procurement Regulations of 2017;
EME	means an. exempted micro enterprise in terms of a code of

TERM	DEFINITION
	good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
Emergency procurement	emergency cases are cases where immediate action is necessary in order to avoid dangerous or risky situation (life threatening) or misery such as floods or fires,
Conditions/Circumstances that necessitate Deviation.	o Disastrous situation leading to loss or damage to public or private property. o Life-threatening o Environmental pollution o Loss of revenue by the municipality
Exceptional / Urgent Cases	exceptional cases are cases where early delivery is of critical importance and the invitation of competitive bids is either impossible or impractical it must be shown where and how the market was tested. However, a lack of proper planning should not be constituted as an urgent case subject to the approval of the Accounting Officer. The nature of the urgency and the details of the justifiable procurement must be recorded.
Final award	in relation to bids or quotations submitted for a contract, means the final decision on which bid or quote to accept;
Formal written price quotation	means quotations referred to in paragraph 12 (1) (c) of this Policy;
Highest acceptable tender	means a tender that complies with all specifications and conditions of tender and that has the highest price compared to other tenders;
"in the service of the state" means to be –	(a) a member of – (i) any municipal council; (ii) any provincial legislature; or (iii) the National Assembly or the National Council of Provinces (b) a member of the board of directors of any municipal entity; (c) an official of any municipality or municipal entity; (d) an employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999); (e) a member of the accounting authority of any national or provincial public entity; or (f) an employee of Parliament or a provincial legislature;
Irregular expenditure	means expenditure, other than unauthorized expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation
Locality	Means the jurisdiction of the Sol Plaatje Municipality
Long term contract	means a contract with a duration period exceeding one year;
Lowest acceptance tender	means a tender that complies with all specifications and conditions of tender and that has lowest price compared to other tenders;

TERM	DEFINITION
List of accredited prospective providers	means the list of accredited prospective providers which the municipality must keep in terms of paragraph 14 of this policy;
Other applicable legislation"	means any other legislation applicable to municipal supply chain management, including (a) the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000); (b) the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003); and (c) the Construction Industry Development Board Act, 2000 (Act No.38 of 2000);
Military Veteran	has the meaning assigned to it in section 1 of the Military Veterans Act, 2011 (Act No. 18 of 2011)
Non-Executive Director	A Non-Executive Director is an independent member of the company's board or committee or tribunal, but he or she does not possess management responsibilities and gets paid a service fee, not a salary. They are not involved in the day-to-day operation, and they have no voting rights over any decision made.
Price	Means an amount of money tendered for goods and services and includes all applicable taxes less all unconditional discounts.
QSE	means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
Rand Value	Means the total estimated value of a contract in Rand, calculated at a time of the tender invitation.
Rural area	means- a sparsely populated area in which people farm or depend on natural resources, including villages and small towns that are dispersed through the area; area including a large settlement which depends on migratory labour and remittances and government social grants for survival, and may have a traditional land tenure system;
Specific goals	means specific goals may include categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender , military veterans, people with disability, locality and including the implementation of programmes of the Reconstruction and Development Programme as published in Government Gazette No. 16085 dated 23 November 1994. Specific goals include
Sub-contracting	means the primary contractor assigning or leasing or making out work to, or employing another person or contractor with lower CIDB grading with the intention to develop and capacitate such contractor in the execution of part of the project in terms of the contract.
Tender	means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;

TERM	DEFINITION
Tender for Income - generating contracts	means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions.
"the Act"	Means the Local Government: Municipal Finance Management Act (Act No. 56 of 2003)
Treasury guidelines	means any guidelines on supply chain management issued by the Minister in terms of section 168 of the Act;
The Regulations	means the Local Government: Municipal Finance Management Act, 2003, Municipal Supply Chain Management Regulations published by Government Notice 868 of 2005;
Township	means an urban living area that any time from the late 19th century until 27 April 1994, was reserved for black people, including areas developed for historically disadvantaged individuals post 27 April 1994;
Municipality	means the Sol Plaatje Local Municipality.
Municipal Entity	has the meaning assigned to it by section 1 of the Municipal Systems Act, 2000.
SPLM	means the Sol Plaatje Local Municipality
Sole Provider	means a provider of specialized or exclusive goods/services who has a sole distribution/patent/manufacturing rights and copyrights.
Youth	has the meaning assigned to it in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008).

CHAPTER 1. INTRODUCTION

1.1 Adoption of SCM policy

1.1.1 The Municipal Supply Chain Management (MSCM) Regulations provide that:

i. Regulations 3 (1) states that the Accounting Officer (AO) who is the Municipal Manager (MM) of the municipality shall:

ii. promptly prepare and submit a draft Supply Chain Management (SCM) policy, complying with the MSCM regulation 2 to the Council for adoption:

iii. at least annually review the implementation of the policy and

iv. When the MM considers it necessary, submit the proposal for the amendment of the policy to the Council.

1.1.2 Regulations 3 (2) states that:

i. The MM may use any Treasury guidelines determining standards for municipal SCM policies and submit to Council that standard or a modified version thereof, as a draft policy.

ii. If the MM submit a draft policy to the Council that differs from the National Treasury guideline standard, the MM shall ensure that such draft policy complies with Regulations 2.

iii. The MM shall report any deviation from the guideline standard to the National Treasury and relevant Provincial treasury.

iv. Regulations 3 (3) states that when preparing or amending its SCM policy, the municipality shall take account of the need for uniformity in SCM practices, particularly to promote accessibility of SCM systems for small businesses.

v. Regulations 3 (4) states that the MM shall in terms of section 62 (1) (f) (iv) of the MFMA take all reasonable steps to ensure that the municipality has implemented a SCM Policy as set out in regulation 2.

1.2 Review of SCM policy

1.2.1 The approved supply chain management (SCM) policy shall be reviewed at least annually to ensure that it is aligned with applicable legislation and regulations.

1.2.2 Following each review, if the SCM requires updating, the MM shall submit an updated draft policy to the Council for adoption**.**

1.3 Amended history

The amendments and reviews are done on an annual basis but in the case of NT instructions, amendments can be done as and when required.

1.4 Distribution of SCM policy

1.4.1 All changes shall be distributed to relevant SCM role players.

1.4.2 The reviewed policy was sent to the following:
The Policy Manager
The EMT
The Finance Committee
The Bid Committee Members
The Supply Chain Officials
Other Officials

1.4.3. This policy is applicable to all SPM Officials and all procurement activities shall be executed in line with this policy.

1.5 Transgression of SCM policy

1.5.1. Any SPM official who acts contrary to any provision of this policy, shall be subjected to disciplinary action in line with SPM ‘s Disciplinary Policy.

1.6 Specific Goals

1.6.1. The specific goals emanate from the Preferential Procurement Policy Act 5 of 2000, which its main purpose is to advance the participation of Small Medium and Micro Enterprises (SMME’s) as well as historically disadvantaged Individuals (HDIs) in mainstream public procurement. In addition, the RDP makes provision for SMMEs and HDIs to participate effectively in the economy.

This thus gives rise to specific goals as contemplated in section 2(1)(d) of the Act which includes contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender, and disability. The basket of specific goals that the municipality seeks to achieve is outlined in the Municipality Preferential Procurement Policy 2024.

CHAPTER 2: IMPLEMENTATION OF SUPPLY CHAIN MANAGEMENT POLICY

2. Supply Chain Management policy

1. All relevant role players in the supply chain management system of the Sol Plaatje Municipality must implement this Policy in a way that –
   (a) gives effect to
      (i) section 217 of the Constitution; and
      (ii) Part 1 of Chapter 11 and other applicable provisions of the Act;
   (b) is fair, equitable, transparent, competitive, and cost-effective;
   (c) complies with –
      (i) Chapter 2 of the Regulations Framework; and
      (ii) any minimum norms and standards that may be prescribed in terms of section 168 of the Act;
   (d) is consistent with other applicable legislation;
   (e) does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and
   (f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

2. The Policy applies when the municipality:

   (a) procures goods, services or infrastructure deliveries;
   (b) disposes of goods no longer needed;
   (c) selects contractors to provide assistance in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or
   (d) selects external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of that Act.

3. The Policy, except where provided otherwise, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Act, including

   (a) water from the Department of Water Affairs or a public entity, another municipality or a municipal entity; and
   (b) electricity from Eskom or another public entity, another municipality or a municipal entity.

3. Amendment of the Supply Chain Management policy

1. The Accounting Officer must:
   (a) at least annually review the implementation of this Policy; and
   (b) when the Accounting Officer considers it necessary, submit proposals for the amendment of this Policy to the council.

2. If the Accounting Officer submits proposed amendments to the council that differs from the model policy issued by the National Treasury, the Accounting Officer must –
   (a) ensure that such proposed amendments comply with the Regulations, chapter 2; and
   (b) report any deviation from the model policy to the National Treasury and the relevant provincial treasury.

3. When amending this supply chain management policy, the municipality must take account of the needs for uniformity in supply chain practices, procedures and forms between organs of state in all spheres, particularly to promote accessibility of supply chain management systems for small businesses must be taken into account.

4. Delegation of Supply Chain Management powers and duties

1. The council hereby delegates all powers and duties to the Accounting Officer which are necessary to enable the Accounting Officer:
   (a) to discharge the supply chain management responsibilities conferred on Accounting Officers in terms of:
      (i) Chapter 8 or 10 of the Act; and
      (ii) this Policy;
   (b) to maximize administrative and operational efficiency in the implementation of this Policy;
   (c) to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favouritism and unfair and irregular practices in the implementation of this Policy; and
   (d) to comply with his or her responsibilities in terms of section 115 and other applicable provisions of the Act.

2. Sections 79 and 106 of the Act apply to the sub-delegation of powers and duties delegated to an Accounting Officer in terms of sub-section (1).
3. The Accounting Officer may not sub-delegate any supply chain management powers or duties to a person who is not an official of the municipality or to a committee that is not exclusively composed of officials of the municipality;
4. This section may not be read as permitting an official to whom the power to make final awards has been delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in section 26 of this Policy.

5. Sub-delegations

1. The Accounting Officer may in terms of section 79 or 106 of the Municipal Finance Management Act and sections 4 and 5 of the Supply Chain Management Regulations as well as the Delegation Register of the municipality sub-delegate any supply chain management powers and duties, including those delegated to the Accounting Officer in terms of this Policy, but any such sub-delegation must be consistent with sub-section (2) of this section and section 4 of this Policy.
2. The power to make a final award:
   (a) above R10 000 000 (VAT included) may not be sub-delegated by the Accounting Officer.
   (b) above R300 000 (VAT included) but not exceeding R10 000 000 (VAT included) may be sub-delegated to the bid adjudication committee.
   (c) above R30 000 (VAT included) but not exceeding R300 000 (VAT included) must be procured by inviting formal written quotations and advertised for minimum of 7 calendar days, to attract as many possible service providers that are registered on the CSD. This must be done in accordance with Preferential Procurement Regulations of 2022 and final evaluations and must be approved by General Manager of supply chain management, or his/her delegate. The Chief Financial Officer must be provided monthly with a list of all procurements.
   (d) Petty cash procurement above R100 but not exceeding R2000, may be sourced from one supplier, however specific goals shall be applied regardless.
   (e) Formal Written Price Quotation (FWPQ) for procurement above R2000.00 (VAT included) but not exceeding R30,000 (VAT included) may be procured by inviting formal written quotations from at least 3 (three) prospective service providers. All quotations invited must be recorded and approved by the Manager Acquisition, or his/her delegate and the specific goals shall be applied.
   All quotations will be subjected to 80/20 points calculations. The 80 points will be for price, 20 points will be for specific goals.

The following specific goals and points are applicable:

Military veteran	Women	Youth	Disability	**Total**
5	5	5	5	**20**

3. The bid adjudication committee to which the power to make final awards has been sub-delegated in accordance with subsection (2) must within **seven working days** after each award submit to the Accounting Officer, a written report containing particulars of each final award made by such official or committee during that month, including:
   (a) the amount of the award;
   (b) the name of the person or company to whom the award was made; and
   (c) the reason why the award was made to that person or company.
4. A written report referred to in sub-section 3 must be submitted:
   (a) to the Accounting Officer, in the case of an award by:
      (i) the Chief Financial Officer; or his/her delegate.

(ii) a Bid Adjudication Committee of which the Chief Financial Officer or his/her delegate; or

5. Sub-sections (3) and (4) of this policy do not apply to procurements out of petty cash. This section may not be interpreted as permitting an official to whom the power to make final awards has been sub-delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in section 26 of this Policy.
6. No supply chain management decision-making powers may be delegated to an advisor or consultant.

6. Oversight role of council

1. The council reserves its right to maintain oversight over the implementation of this Policy.
2. For the purposes of such oversight the Accounting Officer must:
   (a) Within 30 days of the end of each financial year, submit a report on the implementation of this Policy and the supply chain management policy of any municipal entity under the sole or shared control of the municipality, to the council of the municipality; and
   (b) Whenever there are serious and material problems in the implementation of this Policy, immediately submit a report to council.
3. The Accounting Officer must, within 10 days of the end of each quarter, submit a report on the implementation of the supply chain management policy to the Executive Mayor.
4. The reports must be made public in accordance with section 21A of the Municipal Systems Act as well as section 75 of MFMA.
5. For the purposes of oversight in accordance with MFMA Circular 77 the Accounting Officer must:
   (a) within **30 days of the end of each financial year**, submit a report on the implementation of this Policy and the equivalent policy to the council;
   (b) whenever there are serious and material problems in the implementation of the Policy immediately submit a report to the council;
   (c) within **10 days of the end of each quarter**, submit a report on the implementation of the Policy to the Executive Mayor; and
   (d) make the reports public in accordance with section 21A of the Municipal Systems Act 0f 2000.

7. Supply Chain Management unit

1. A supply chain management unit is hereby established to implement this Policy.
2. The supply chain management unit operates under the direct supervision of the Chief Financial Officer or an official to whom this duty has been delegated in terms of section 82 of the Act.

8. Training of Supply Chain Management officials and Bid Committees.

The Accounting Officer and all other officials of the municipality involved in the implementation of the SCM Policy must meet the prescribed competency levels in terms of the National Treasury Competency Regulations:

(i) The municipality must provide opportunities and resources for training of officials preferred to meet the relevant prescribed supply chain management competency levels.
(ii) That National and Provincial Treasury or any other accredited body may assist the municipality in the training of officials in meeting the relevant prescribed supply chain management competency levels.
(iii) The members of the bid committees must be provided with relevant training in order to effectively and efficiently execute their delegated duties in connection with bids.
(iv) Refresher training must be provided annually to SCM officials and bid committee members.

CHAPTER 3: SUPPLY CHAIN MANAGEMENT SYSTEM

9. Format of Supply Chain Management system

This Policy provides systems for:
(i) Demand and Specification Management;
(ii) Acquisition Management;
(iii) Logistics and Disposal Management;
(iv) Risk and Performance Management;

10. System of Demand and Specification Management

1. The Accounting Officer must establish and implement an effective system of demand management in order to ensure that the resources required by the municipality support its operational commitments and its strategic goals outlined in the Integrated Development Plan.
2. The Demand Management system must:
   (a) be co-ordinated by SCM in consultation with end users.
   (b) Include timely planning and management processes through the proper implementation of the consolidated procurement plan as well as the Quotation Procurement Request Plan.
   (c) Each end user department shall perform an annual needs analysis of strategic objectives and programmes involving SCM and Finance to determine strategic sourcing that will ultimately provide best value for money.
   (d) Consider any benefits of economies of scale that may be derived in the case of acquisitions of a repetitive nature.
   (e) Provide for the compilation of the required specifications to ensure that its needs are met.

(f) undertake appropriate industry analysis and research to ensure that innovations and technological benefits are maximized.

(g) Annually inform Line Managers to submit all Procurement Plans for the new financial year before the 31st March annually.

10. (a) Framework for Infrastructure Procurement (Gate 1- 4)

The framework for infrastructure procurement outlines the minimum infrastructure procurement policy requirements for municipal planning and implementation.

The strategic direction set in the Integrated Development Plan (IDP) informs the framework for infrastructure procurement. For example, procurement strategies must be aligned to the municipality's developmental and internal transformation needs, as specified in the IDP.

1. Minimum Requirement for Infrastructure Procurement

(a) Infrastructure procurement must be undertaken in accordance with all applicable Infrastructure Procurement related legislation and this Framework.

(b) Infrastructure procurement must be implemented in accordance with the institutional Supply Chain Management System, which promotes differentiated procurement for infrastructure.

(c) Infrastructure procurement must be implemented in accordance with the procurement gates prescribed in paragraph 11.

(d) The Accounting Officer must ensure that a budget is available for the duration of the project, in line with MFMA provisions for capital and operating budgets.

(e) The Accounting Officer must ensure that cash flow management processes are in place to meet payment obligations within the time periods specified in the contract.

(f) Procurement gates provided in paragraph 11 of this policy must be used, as appropriate, to:

(i) Authorise commencement of activities that lead to the next control gate;

(ii) Confirm conformity with requirements; and/or

(iii) Provide information

(g) The authorisation to proceed to the next procurement gate must be given by a delegated person or body. The delegated person or body must be able to apply relevant built environment knowledge and skill to achieve the intended results required at the relevant procurement gate. The level of detail contained in the documentation on which a decision to proceed to the next procurement gate is made, must be sufficient to enable an informed decision.

(h) The Accounting Officer must develop and implement effective and efficient emergency procurement procedures, including relevant approval delegation, in compliance with relevant legislation.

(i) The Accounting Officer must develop and implement an effective and efficient infrastructure disposal policy in line with the Municipal Asset Transfer Regulations. The institution may consider disposal strategies aligned to their internal disposal policy, prior to proceeding with the procurement strategy.

(j) The Accounting Officer must keep records of Procurement Gate Approvals, in a

manual or electronic format, with the following minimum requirements:

(i) Procurement gate;
(ii) Delegated person/s or body;
(iii) Date on which the approval request was received;
(iv) Date on which the approval was actioned; and
(v) Signature of the delegated person or body.

(k) All assets must be recorded in the municipal asset register as required by the GRAP standards.

1.1. **Infrastructure Procurement Gates (PG1)**

(a) Initiate a procurement process;
(*See Annexure C: In order for the initiation to be completed, and the decision to proceed with procurement is effected; the Project Stage Deliverables for Stages 1 and 2 must be completed. In the case of Mega Projects (Projects in excess of R50 million) the Gateway Review requirements must be adhered to as stipulated within Annexure C*)

1.2. Minimum Requirement for PG 1

(i) Establish and clarify the procurement need, aligned to the municipality's development and transformation priorities specified in the IDP.
(ii) Determine a suitable title for the procurement, to be applied as the project description.
(iii) Prepare the broad scope of work for the procurement.
(iv) Perform market analysis.
(v) Estimate the financial value of proposed procurement and contract for budgetary purposes, based on the broad scope of work.
(vi) Confirm the budget.
(vii) Compliance with section 33 of the MFMA with respect to community and stakeholder consultation.

(b) PG 1 is complete when a designated person or body makes the decision to proceed/not to proceed, with the procurement of the infrastructure.

1.3 Procurement Gate 2 for PG 2:

(a) Approve procurement strategy to be adopted.
(*See Annexure C: In order for the procurement strategy to be adopted, and the decision to proceed with an approved procurement strategy; the Project Stage Deliverables for Stages 3 and 4 must be completed*

1.3.1 Minimum Requirement for PG 2:

(a) Develop a procurement strategy aligned to the institutional procurement strategy:

(i) Establish contracting and pricing strategy comprising of an appropriate allocation of responsibilities and risks; and the methodology for contractor payments.
(ii) Identify service required for works.

(iii) Decide on contracting strategy.
(iv) Decide on pricing strategy.
(v) Decide on form of contract.
(vi) Establish opportunities for promoting preferential procurement in compliance with legislative provisions and the Construction Sector Code.

(b) PG 2 is complete when a delegated person or body approves the procurement strategy that is to be adopted.

1.4 Procurement Gate 3 (PG 3)

(a) Approve procurement documents.

1.4.1 Minimum requirements for PG 3:

(b) Prepare procurement documents that are compatible with:
(i) Approved procurement strategies.
(ii) Project management design documentation.
(c) PG 3 is complete when the Bid Specification Committee approves the procurement document.

1.5 Procurement Gate 4 (PG 4)

(a) Confirm that cash flow processes are in place to meet projected contractual obligations.

1.5.1 Minimum requirement for PG 4

(a) Confirm that cash flow processes are in place to meet contractual obligations.
(b) Establish control measures for settlement of payments within the time period specified in the contract.
(c) PG 4 is complete when a delegated person or body confirms in writing that cash flow processes are in place; and control measures are established for the procurement to take place.

1.6 Verification of bids in access of R10 million

Prior to advertisement: Verification by the CFO, the senior manager responsible for a vote must submit to the CFO:

- proof that budgetary provision exists for the procurement of the goods/services and / or infrastructure projects;
- any ancillary budgetary implications related to the bid;
- any multi-year budgetary implications;

11. System of Acquisition management

1. The Accounting Officer must implement the system of acquisition management set out in this Part in order to ensure:

(a) that goods and services are procured by the municipality in accordance with authorized processes only;
(b) that expenditure on goods and services is incurred in terms of an approved budget in terms of section 15 of the Act;
(c) procurement of goods and services, either through quotations of a bidding processes, shall be within the threshold values as determined by National Treasury; and
(d) the approval of the thresholds of supply chain officials are set and reviewed annually.

2. When procuring goods or services contemplated in section 110(2) of the Act, the Accounting Officer must inform council and must be made public that such goods or services are procured otherwise than through the municipality supply chain management system, including:

(a) the kind of goods or services; and
(b) the name of the supplier.

11. (a) Framework for Infrastructure Procurement (Gate 5 - 7)

The framework for infrastructure procurement outlines the minimum infrastructure procurement policy requirements for municipal planning and implementation. The strategic direction set in the Integrated Development Plan (IDP) informs the framework for infrastructure procurement. For example, procurement strategies must be aligned to the municipality's developmental and internal transformation needs, as specified in the IDP.

1. Procurement Gate 5 (PG 5)

(a) Solicit tender offers.
Minimum requirements for PG 5
(i) Invite contractors to submit tender offers.
(ii) Receive tender offers.
(iii) Record tender offers.
(iv) Safeguard tender offers.
(b) PG 5 is complete when tender offers received are recorded and safeguarded by a delegated person from the SCM unit.

2. Procurement Gate 6 (PG 6)

(a) Evaluate tender offers premised on undertakings and parameters established in procurement documents.

Minimum Requirement for PG 6:
(i) Determine whether tender offers are complete.
(ii) Determine whether tender offers are responsive.
(iii) Evaluate tender submissions.
(iv) Review minimum compliance requirements for each tender.

(v) Perform a risk analysis.

(vi) Prepare a report on tender offers received, and on their achievement of minimum compliance.

(b) PG 6 is complete when the chairperson of the Bid Evaluation Committee approves the BEC report.

3. Procurement Gate 7 (PG 7)

(a) Award the contract.

Minimum Requirement for PG 7:

(i) Bid adjudication committee review of the BEC evaluation report.

(ii) Bid Adjudication Committee makes an award.

(iii) Accounting Officer Approval of the tender process.

(iv) Notify successful tenderer and unsuccessful tenderers of the outcome (publish information on the municipal website).

(v) Sign contract document.

(vi) Formally accept tender offer.

(b) PG 7 is complete when the Accounting Officer or the Bid Adjudication Committee where delegated, confirms that the tenderer has provided evidence of complying with all requirements stated in the tender data and formally accepts the tender offer in writing, and issues the contractor with a signed copy of the contract.

12. Range of procurement processes

1. Goods and services may be procured by way of:

Table: 3

Description	**Value (VAT inclusive)**	**Advertisement**
Petty cash purchases	Transaction up to value of R 2000 (SCM no longer have physical cash but generate an official order.)	Request one quotation through an email.
Written quotation	R 2000 to R 30 000 (Minimum three quotations)	Request minimum of three quotation through email.
Formal written price quotation	Above R 30 000 to R 300 000 (7 days advertisement quote)	Advertised on the municipal website and/or CIDB. May be advertised on E-tender upon re-advertisement and special cases.
Competitive bidding process	Above R300 000 (Tender)	Advertised on the municipal website, CSD e-tender, local newspaper and CIDB (construction related bids).

2. Goods or services may not deliberately be split into parts or items of a lesser value merely to avoid complying with the requirements of the policy. When determining transaction values, a requirement for goods or services consisting of different parts or items must as far as possible be treated and dealt with as a single transaction.

13. General preconditions for consideration of written quotations or bids

1. A written quotation or bid may not be considered unless the provider who submitted the quotation or bid:
   (a) has furnished the municipality with the following details:
      (i) full name of sole proprietor or company;
      (ii) identification number, company registration number or other;
      (iii) Tax Compliance Status (TCS) pin from the SARS;
      (iv) check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears for 90 days or Submit a current Municipal Account or Lease Agreement.
      (v) Declaration of interest is compulsory (MBD4) to be completed and signed.
      (vi) Compulsory disclosure of related parties in terms of MBD4 - 3.13.
      (vii) Full disclosure of business interests on MBD4 - 3.14 must be in line with the CSD report/ CIPC document.
      (viii) No bid will be accepted from persons in the service of the state.
      (ix) The Current Central Supplier database report (CSD).
      (x) CSD report, a valid BBBEE certificate accredited by South African National Accreditation System (SANAS) or an original Sworn Affidavit for EMEs and QSEs or BBBEE certificate for EME's and start up enterprises; to claim points for specific goals.
      (xi) Medical Certificate where a specific goal for disability is applicable.

   (b) Requirements for construction and engineering-related bids should be awarded according to CIDB Regulations and have indicated or disclosed:
      (i) If a spouse, child or parent of the provider or of a director, manager, shareholder or stakeholder is in the service of the state, or has been in the service of the state in the previous twelve months;
      (ii) any person or service provider who fails to disclose his or her employment status with organs of state, his or her contract will be terminated immediately, the service provider shall be deregistered and shall not be allowed to bid for a period not less than three years and shall be reported to National Treasury for blacklisting.
   (c) Any persons or directors in the service of the state, or has been in the service of the state in the previous twelve months are not allowed to do business with the municipality and this excludes non-executive directors as per definition in (d) below.
   (d) A Non-Executive Director is an independent member of the company's board or committee or tribunal, but he or she does not possess the management responsibilities and get paid a service fee not a salary. They are not involved on day to day operations and they have no voting rights over any decision made, therefore non declaration of such non-executive directors interest will not warrant disqualification as outlined in the MBD4.

(e) The non-executive director must furnish the municipality with the letter stating that they are not the directors of the company but the non-executive of the institution, such as a member of the audit committee/ tribunal/ legal advisor, etc.

14. Lists of service providers

1. The Accounting Officer must:
   (a) keep a list of service providers of goods and services that must be used for the procurement requirements through Petty cash written quotations and formal written price quotations;
   (b) at least once a year through various mode of communication invite service providers to register and update business information as well as commodities or type of business on the municipal database.
   (c) Failure to update the account will be deactivated (inactive) until renewal has been made.
   (d) Service providers are allowed to submit applications for listing at any time.
   (e) specify the minimum listing criteria for service providers:
      (i) Business or Owner's address;
      (ii) Bank confirmation letter of the business;
      (iii) CSD report;
      (iv) SARS Tax Compliance Status (TCS) pin for tax status;
      (v) An annual compulsory declaration of interest (MBD4)
      (vi) Listing criteria stating services provided by bidders;
      (vii) Municipal rates and taxes not in arrears for more than 90 days, or valid lease agreement stating who is responsible for the municipal account;
      (viii) In terms of the policy, no award will be made to persons whose municipal rates, taxes and service fees are more than 90 days in arrears or no arrangements have been made with the relevant Municipality to pay up arrears.
      (ix) BBBEE certificate accredited by SANAS or a Sworn Affidavit for EME'S and QSE'S for ownership and supplier classes.
   (f) Disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector, in accordance with the MFMA Circular 46 (as amended from time to time).
2. The commodity must be aligned with the goods and services provided by suppliers as per listing criteria.
3. In the case where the supplier database is maintained by a government department, in this case, National Treasury, through the Central Supplier Database, the municipality shall keep records of service providers at the level of detail that will ensure minimum compliance requirements in as far as status of the municipal account, declaration of interest, relatedness to people in service of state.

15. Petty Cash purchases

1. The conditions for the procurement of goods by means of petty cash purchases referred to in section 12 (1) (a) of this Policy, are as follows:

   (a) Council determines the terms on which a manager may delegate responsibility for petty cash to an official reporting to the manager; petty cash threshold to be delegated per month is R2000 per case;
   (b) The Council determines the maximum number of petty cash purchases or the maximum amounts per month for each manager; the threshold per month is R2000 in total per case;
   (c) a monthly reconciliation report from the acquisition manager must be provided to the chief financial officer, including:
      (i) the total amount of petty cash purchases for that month; and
      (ii) receipts and appropriate documents for each purchase.
   (d) insert any other conditions determined by the council.

16. Written or Verbal Quotation (deleted in line with the amendment of the regulation)

17. Formal Written Price Quotations (FWPQ)

1. The conditions for the procurement of goods or services through formal written price quotations are as follows:
   (a) At least three (3) written price quotations must be obtained from three (3) different suppliers registered on the CSD.
   (b) That quotations may be obtained from providers who are not listed, provided that such providers meet the listing criteria in the Supply chain management policy required by regulation 14(1)(b) and (c);
   (c) If it is not possible to obtain at least three (3) written price quotations from three (3) different suppliers registered on the CSD, except where suppliers are exempted from registration on the CSD, the reason should be recorded and approved by the Head of supply chain management and reported to the CFO and records be kept for audit purposes.
   (d) The Head of supply chain management must ensure that the prices received are market-related by testing the market through requests for quotation, and where they are not, negotiations may be entered into or re-advertisement.
   (e) The Accounting Officer must record the names of the potential providers and their written quotations.

   (f) The specific goals are applicable for all quotations and will be subjected to 80/20 points.
   (g) The 80 points for price, 20 points for specific goals, and will be allocated as follows:
   (h) 5 points for Military veteran, 5 points for women, 5 points for youth, and 5 points for disability.

The following specific goals and points are applicable:

Military veteran	Women	Youth	Disability	**Total**
5	5	5	5	**20**

The Acquisition manager must at the end of each month report to the Head of SCM regarding the procurement of the above specific goals.

18. The procedure for the procurement of goods or services through formal written price quotations, is as follows:

(a) When using the list of service providers, the Accounting Officer must promote ongoing competition amongst providers by inviting providers to submit quotations on a rotation basis.

(b) All requirements in excess of R30 000 (VAT included) that are to be procured by means of formal written price quotations must, in addition to the requirements of regulation 17, be advertised for at least seven (7) **calendar** days on the website and/or CSD e tender and an official notice board of the municipality; evaluation will be on 80:20-point system where 80 points is for price and 20 points for specific goal as per the Preferential Procurement Regulation of 2022 and SPM Preferential Procurement Policy 2024.

(c) Offers received must be evaluated on a comparative basis taking into account only unconditional discounts;

(d) the Chief Financial Officer must on a monthly basis be notified in writing of all written or verbal quotations and formal written price quotations accepted by an official acting in terms of a sub-delegation;

(e) On the second time of re-advertising a bid/quotation, suppliers on the municipal database may be consulted to apply for the bid, this must be construed as supplier relationship.

(f) The prescripts of the Preferential Procurement Policy (PPP) 2024 and its Regulations shall be applied to all procurement below R 50 million (all applicable taxes included) for 80/20;

(g) Acceptable offers, which are subject to specific goals in line with PPP 2023 and associated regulations, must be awarded to the bidder whose offer is according to specifications, has got the ability to deliver the required service (as per specification/ scope of work/ functionality criteria provided), has scored the highest points and is compliant with all the SCM requirements and is registered on CSD;

(h) The delegated officials must ensure that quotations received from bidders, letters of award and any other related relevant documentation are maintained in a standard filing system for proper record keeping purposes.

19. Competitive Bidding process

1. Goods or services above a transaction value of R300 000 (VAT included) and long-term contracts may only be procured through a competitive bidding process, subject to section 11(2) of this Policy.
2. No requirement for goods or services above an estimated transaction value of R300 000 (VAT included), may deliberately be split into parts or items of lesser value merely for the sake of procuring the goods or services otherwise than through a competitive bidding process.
3. Point systems to be used:

3.1	80:20-points	80 points for price 20 points for specific goals (equal to or below R50 million)
3.2	90:10-point system	90 points for price 10 points for specific goals (Above R50 million)

3.3 The specification committee will indicate on a bid document if functionality criteria points need to be used, and the evaluations committee will evaluate based on the functionality criteria for a specific bid.

3.4 For construction projects CIDB Act and Regulations to be used for quotations/bids from the value of R30 000.

20. Procedures for Competitive Bidding

1. The procedures for the following stages of a competitive bidding process are as follows:
   (a) Compilation of bidding documentation as required;
   (b) Public invitation of bids in line with the policy;
   (c) Site meetings or briefing sessions as and when required.
   (d) Handling of bids submitted in response to public invitation in line with the policy;
   (e) Evaluation of bids in line with the policy
   (f) Award of contracts in line with the policy;
   (g) Administration of contracts; and
   (h) Proper record keeping:
   (i) Original legal copies of written contract agreements should be kept in a secure place for reference purposes.

21. Compilation of bid documentation for Competitive bids

1. In addition to regulation 13 the criteria to which bid documentation for a competitive bidding process must:
   (a) take into account:

(i) the general conditions of contract and any special conditions of contract, if specified;
(ii) any Treasury guidelines on bid documentation; and
(iii) the requirements of the Construction Industry Development Board, in the case of a bid relating to construction, upgrading or refurbishment of buildings or infrastructure;

(b) include the specific goals to be used, as contemplated in the Preferential Procurement Regulations of 2022, & Preferential Procurement Policy 2024 and evaluation and adjudication criteria, including any criteria required by other applicable legislation;

(c) compel bidders to declare any conflict of interest they may have in the transaction for which the bid is submitted;

(d) if the value of the transaction is expected to exceed R10 million (VAT included), require bidders to furnish:
(i) if the bidder is required by law to prepare annual financial statements for auditing, their audited annual financial statements:
(aa) for the past three years; or
(bb) since their establishment if established during the past three year;
(ii) particulars of any contracts awarded to the bidder by an organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution of such contract;
(iii) a statement indicating whether any portion of the goods or services are expected to be sourced from outside the Republic, and, if so, what portion and whether any portion of payment from the municipality or municipal entity is expected to be transferred out of the Republic; and

(e) stipulate that disputes must be settled by means of mutual consultation, mediation (with or without legal representation) or when unsuccessful, in a South African court of law. The Accounting Officer reserves the right to stipulate that such a dispute to be settled utilizing a court of law within the jurisdiction of Sol Plaatje municipality.

22. Public invitation for Competitive Bids

1. Supply chain management policy must determine the procedure for the invitation of competitive bids and must stipulate:

(a) That any invitation to prospective providers to submit bids must be by means of a public advertisement in newspapers commonly circulating locally, the website of the municipality **or** any other appropriate ways which may include the Government Tender Bulletin, e-Tender Publication, CIDB i-Tender system for construction-related tenders, and in any other appropriate media.

(b) The information contained in a public advertisement, must include:
(i) The closure date for the submission of bids, which may not be less than 30 days in the case of transactions over R10 million (VAT included), or which are of a long term nature, or 14 days in any other case, from the

date on which the advertisement is placed in a newspaper, subject to sub regulation (2); and

(ii) A statement that bids may only be submitted on the bid documentation provided by the municipality of municipal entity.

(iii) The bid must be advertised a minimum of 30 calendar days, from the date on which the advertisement is placed in a newspaper/municipal website and e-tender.

(iv) In exceptional cases the tender will be advertised for 14 calendar days subject to approval by the Accounting Officer, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official procurement process.

(v) If the tender is for a period of more than 12 months or value exceeding R10 million VAT inclusive, the tender cannot be advertised for 14 days.

(vi) All bids may only be submitted on the bid documentation provided by the municipality; and

(vii) date, time and venue of any proposed site meetings or briefing sessions must be stipulated on the tender invitation.

(viii) Bids submitted must be sealed; the envelope must contain the bid number, description of bid and closing date.

2. A supply chain management policy may allow the accounting officer to determine a closure date for the submission of bids which is less than the 30 or 14 days requirement, but only if such shorter period can be justified on the grounds of urgency of emergency or any exceptional case where it is impractical or impossible to follow the official procurement process.
3. Bids submitted to the municipality or municipal entity must be sealed.
4. Where bids are requested in electronic format, such bids must be supplemented by sealed hard copies.

23. Procedure for Handling, opening and recording of bids.

1. The time for the bid opening should be the same as the closing of bids, or promptly thereafter and should be announced, together with the place for bid opening, in the invitation to bid. The normal closing time for submission of bids is 10:00 and immediately opening will take place. No late bids will be accepted under any circumstances.
2. Bids official will not sign for bids delivered via courier services. It is the responsibility of the courier personnel to ensure that the bid is placed inside the official tender box before the closing time.
3. All the tenders must be placed inside the tender box by bidders or courier company.
4. For RFQ, RFP, emergency, closed tenders closing time as and when will be determined by SCM.
5. All bids must be opened in public at the stipulated place and time, if practical. Notwithstanding the number and volume of the bids received, bidders or their

representatives should be allowed to be present at the bid opening meeting immediately after closing.

6. The names of the bidders and if practical, the total price of each bid, should be read out.
7. The procedures for the handling, opening and recording of bids, are as follows:
   (a) Bids:
      (i) may be opened in public;
      (ii) must be opened at the same place and time of the closing of bids; and
      (iii) bids received after the closing time should be recorded and but will not be considered and will be returned unopened immediately.
   (b) An opening register must be compiled for all bids received and must be made available for public inspection;
   (c) No information must be disclosed to bidders before awards.
   (d) The bidding results will be made available to public on the Municipal website under the "14 days notification and section 75" and it is the responsibility of the bidders to regularly visit the municipal website in order to obtain details of successful/unsuccessful information.

24. Negotiations with preferred bidders

1. For tenders advertised through a competitive bidding process, the necessary approval or mandate to negotiate with any service provider must obtained in writing from relevant BAC or Accounting Officer or any delegated official, as the case may be.
2. The approval or mandate to negotiate must at least include the following:
   (a) Reasons for negotiations (price negotiations)
   (b) Negotiation parameters
   (c) Objectives of the negotiations
   (d) Names of identified service providers to negotiate with and
   (e) Names of the persons authorized to conduct the negotiations - the Adhoc committee appointed by the Accounting Officer.
   (f) Minutes and attendance register of the negotiating team must be recorded in writing or virtual recording.
3. For RFQ (web quote, deviations, closed tenders below R300 000), and RFP, the General Manager of SCM and SCM team are mandated to negotiate with any service providers in a fairly, equitable transparent, competitive, cost-effective and must be done within the parameters set above and the principles of best practice.
4. The Accounting Officer may, in terms of this Supply Chain Management Policy negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provide that such negotiation:
   (a) does not allow any preferred bidder a second or unfair opportunity.
   (b) is not to the detriment of any other bidder; and
   (c) does not lead to a higher price than the bid as submitted.
5. Minutes of such negotiations must be kept for record purposes.

6. All negotiations must be exercised in a fair, equitable, transparent and competitive manner that will not unduly disadvantage other bidders and comprise integrity of the process.

25. Two-stage bidding process

1. A two-stage bidding process is allowed for:
   (a) large complex projects;
   (b) projects where it may be undesirable to prepare complete detailed technical specifications; or
   (c) long term projects with a duration period exceeding three years.

2. In the first stage technical proposals on conceptual design or performance specifications should be invited, subject to technical as well as commercial clarifications and adjustments.
3. In the second stage final technical proposals and priced bids should be invited.

26. Committee system for Competitive Bids

1. A committee system for competitive bids shall consist of the following committees:
   (a) a bid specification committee;
   (b) a bid evaluation committee; and
   (c) a bid adjudication committee;
2. The Accounting Officer appoints the members of each committee, taking into account section 117 of the Act; and cannot be sub-delegated except for the CFO in the adjudication committee who can appoint a sub-delegate:
   (a) All members of the three committees are appointed for 12 months and may be re-appointed for another 12 months (1st July to 30th June) and must declare their financial interest in line Municipal policies, sign the SCM code of conduct, and also declare business interest(s) as per Regulation 46(2)(e) and (f).
3. Members of all the bid committees are jointly and severally responsible for the decisions made by the committees in which they serve.
4. A neutral or independent observer, appointed by the Accounting Officer, must attend or oversee a committee when this is appropriate for ensuring fairness and promoting transparency. Such an observer must ensure there is no conflict of interest and should not participate in any government procurement processes.
5. The committee system must be consistent with:
   (a) sections 27, 28 and 29 of this Policy; and
   (b) any other applicable legislation.
6. The Accounting Officer may appoint the committee system to formal written price quotations.
7. Quorum: The BSC and BEC cannot undertake business without a quorum present, consisting of 50% plus 1 of its total members with voting powers (rounded to the nearest whole number).

27. Bid Specification Committee

The Accounting Officer / Authority is responsible for the appointment of bid committees and such appointment must be in writing:

1. A bid specification committee must compile the specifications for the procurement of goods or services for infrastructure delivery in accordance with MFMA Circular 77 by the municipality.
2. Determining Specifications/Terms of Reference:
   (a) The Bid Specification Committee shall draw up clear and unbiased specifications and terms of reference.
   (b) Must take account of any accepted standards such as those issued by Standards South Africa, the International Standards Organisation, or an authority accredited by or recognised by the South Africa National Accreditation System with which the equipment or material or workmanship should comply;
   (c) Where possible, be described in terms of performance required rather than in terms of descriptive characteristics for design;
   (d) May not create trade barriers in contract requirements in the forms of specifications, plans, drawings, designs, testing and test methods, packaging, marking or labelling of conformity certification;
   (e) Include clear evaluation criteria prior to the invitation of the quotation/bid as offers may only be evaluated according to the criteria stipulated in the quotation/bid document.
   (f) It is the responsibility of the end user through the facilitation of the Cross-Functional Team and the Bid Specification Committee to compile detailed and clear specification with which to source proposals.
   (g) Specifications should be based on relevant characteristics and/or performance requirements. Reference to brand name, catalogue numbers, or similar classifications to be avoided. If it is necessary to quote a brand name the words “or equivalent “should be added after the reference.
   (h) The specification should commit the acceptance of office for goods which have similar characteristics, and which provide performance at least equivalent to those specified. The quality required should not be over-specified to the extent that it will be impossible for others to offer such a product.
   (i) Must indicate the specific goal for each tender before advertisement takes place in line with Preferential Procurement Regulation 2022 and as set out in the Preferential Procurement Policy 2024.
   (j) The Bid Specification Committee must determine the Bid advert days in line with Supply Chain Policy.
   (k) The Bid Specification Committee may, after due consideration of the circumstances around the already advertised bid, consider extension for the closing of the bid as may be requested by the service provider.
   (l) The BSC is responsible for approval of Bid specifications prior to publication of the invitation for bids in terms of this Policy.
   (m) The specification committee will indicate on a bid document if functionality criteria points need to be used.

(n) The Accounting Officer must appoint the chairperson of the committee. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of their own to preside at the meeting provided they form a quorum.

3. A bid specification committee must be composed of 50% + 1 (one) of the appointed members, for a period as determined by the Accounting Officer; the Chairperson; Engineer (depending on the type of specification); SCM practitioner; official from Finance / Budget Office (BTO) and a Secretariat of the BSC and other officials from any cross functional section depending on the number of members.
4. All committee members must declare their interests during the introduction of the meeting either in writing or virtual.
5. BSC members must be complete the code of conduct on an annual basis.
6. The Line Managers will be invited as and when their items are presented at the Bid Specification Committee for their presentation.
7. Internal or external advisor with no voting rights can form part of the Bid Specification Committee and the number of specialists is not restricted.
8. A legal expect may be required to provide advisory support to the committee.
9. the Risk Manager attending the meeting shall ensure that evaluations are compliant to policy, procedure and process.
10. The specification committee will approve the functionality points that must be used.
11. No person, advisor or corporate entity involved with the bid specification and procurement documentation committee, or director of such a corporate entity, may bid for any resulting contracts.
12. Secretariat of the BSC shall fulfill the professional Secretariat function.
13. For general goods and services that are frequently procured, a specifications library may be compiled, and such specifications revised annually.

28. Bid Evaluation Committee

The Accounting Officer / Authority is responsible for the appointment of bid committees and such appointment must be in writing:

1. Bid Evaluation Committee for infrastructure (construction), **goods and services** must:
   (a) Evaluate bids in accordance with:
      (i) The specifications for a specific procurement; and
      (ii) The point system must be set out in the supply chain management policy of municipality in terms of regulation 27(2) (f) and as prescribed in terms of the Preferential Procurement Policy 2024.
      (iii) The committee will evaluate each bidder in line with the specific goal setup in the tender document as set out.
   (b) Evaluate each bidder’s technical and financial ability to execute the contract;
   (c) Check that the bid under the evaluation are compliant as per bid document;
   (d) Check in respect of the recommended bidder whether municipal rates and taxes are not in arrears for more than 90 days;
   (e) Check in respect of the recommended bidder if there is a valid lease agreement stating who is responsible for the municipal account;

(f) Submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter to the adjudication committee for consideration and/or approval.

(g) The BEC may, if necessary, authorise communication where clarification is required with bidders prior to the recommending of the tender to BAC for consideration of award.

(h) Such communication must go to all bidders if all bidders are affected but in case where one bidder is required to clarify certain information, only that bidder must be communicated with, and such communication must be recorded in the minutes.

(i) Any communication authorised by the BEC shall be in the form of a written request for clarification, on any matter affecting the evaluation of the bid offer.

(j) A copy of the notice together with a transmission verification report / proof of posting shall be submitted to the BEC and be kept for record purposes.

(k) The BEC members are the custodians of the minutes, although SCM are safe keeping the minutes, and the BEC is accountable to the Municipal Manager and the Chairperson must attach his or her signature thereto.

(l) The Risk Manager attending the meeting shall ensure that evaluations are compliant to policy, procedure, and process.

(m) All committee members must declare their interests during the introduction of the meeting either in writing or virtual.

(n) The BEC must ensure that the recommended bidder(s) are not listed in the National Treasury's Register for tender Defaulters or list of restricted suppliers; and

(o) The BEC must ensure the declaration of interest (MBD 4) is completed and signed by the bidder and no bid will be accepted from persons in the service of the state.

(p) All bidders must complete the declaration of interest accurately and honestly, failure to do so may lead to disqualification.

(q) the Current compliant Central Supplier database report (CSD).

(r) CSD report, BBBEE certificate accredited by South African National Accreditation System (SANAS) or Sworn Affidavit for EMEs and QSEs or BBBEE certificate for EME's and start up enterprises; to claim points for specific goals.

(s) Medical Certificate where a specific goal for disability is applicable

(2) A bid evaluation committee composition:

(a) 50% + 1 (one) as appointed by the Accounting Officer, for period stated and the quorum is constituted by **Chairperson**; **SCM practitioner**, **official from Finance division** and **three (3) other officials** from any cross functional section depending on the number of members (user departments).

(b) Officials including an internal specialist from the department who require the goods and/or services.

(c) The Accounting Officer must appoint the chairperson of the committee. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting provided they form a quorum.

(d) Members of the committee will be appointed for a period determined by the Accounting Officer.

(e) All committee members must declare their interests during the introduction of the meeting either in writing or virtual.

(f) BEC members must be complete the code of conduct on an annual basis.

(g) Secretariat of the BEC shall fulfill the professional Secretariat function.

(h) A legal expect may be required to provide advisory support to the committee.

(i) An official may not be a member of the Bid Evaluation Committee and the Adjudication Committee for the same bid.

29. Bid Adjudication Committee

The accounting Officer / Authority is responsible for appointment of bid committees and such appointment must be in writing:

1. A bid adjudication committee for infrastructure (construction), **goods and services** must:

(a) Consider the report and recommendations of the bid evaluation committee; and either:

(i) verify that the procurement process which was followed complies with the provisions of this document;

(i) confirm that the report is complete and addresses all considerations necessary to make a recommendation;

(ii) depending on its delegations, make a final award or a recommendation to the Accounting Officer to make the final award; or

(iii) make another recommendation to the Accounting Officer for the award and on how to proceed with the relevant procurement.

(b) A BAC shall ensure that:

(i) All bids have been evaluated in a compliant manner.

(ii) Disqualifications are justified and that valid and accountable reasons/motivation were furnished for passing over of bids.

(iii) Scoring have been fair, consistent and correctly calculated and applied, and

(iv) Declarations of interest have been taken into account.

(d) A BAC shall ensure, before recommending or awarding a bid, that the bid represents the best value available to the Municipality in terms of price, functionality, local content and specific goals.

(e) consider commercial risks and identify any risks that have been overlooked or fall outside of the scope of the report which warrant investigation prior to taking a final decision.

2. A bid adjudication committee composition:

must consist of at least four senior managers of the municipality which must include-

(i) The Chief Financial Officer or, if the chief financial officer is not available, another manager in the budget and treasury office reporting directly to the chief financial officer and designated by the chief financial officer; and

(ii) At least one senior supply chain management practitioner who is an official of the municipality; and any other 4 senior managers.

(iii) A technical expert in the relevant field who is an official of the Municipality, if the Municipality has such an expert.

3. Outside technical experts may form part of the adjudication process in case; they must leave the meeting after advice has been given. Only the standing committee members can be involved in final deliberations and recommendations for final approval.
4. A legal expect may be required to provide advisory support to the committee.
5. The risk and compliance officer attending the meeting shall ensure that evaluations are compliant to policy, procedure and process.
6. All committee members must declare their interests during the introduction of the meeting either in writing or virtual.
7. BAC members must complete the code of conduct on an annual basis.
8. The Accounting Officer must appoint the chairperson of the committee. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting.
9. An official may not be a member of the Bid Evaluation Committee and the Adjudication Committee for the same bid.
10. (a) If the bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must prior to awarding the bid:
    (i) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears, and;
    (ii) notify the Accounting Officer.

    (b) The Accounting Officer may:
    (i) after due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in section (1a); and
    (ii) if the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration and
    (iii) refer the report back to the evaluation committee for their reconsideration or make an award of a tender with or without conditions if the value is below R10 million. If above R10 million, make recommendation to the Accounting Officer.
11. The Accounting Officer may at any stage of a bidding process, refer any recommendation made by the evaluation committee or the adjudication committee back to that committee for reconsideration of the recommendation.
12. The Accounting Officer must comply with section 114 of the MFMA within 10 working days.
13. The Accounting Officer shall appoint an alternative bid committee member for continuity where the appointed member is unavailable.
14. The BAC committee shall consider proposals regarding the variation, cancellation, amendment, extension or transfer of contracts that have been awarded.
15. The BAC committee shall consider the merits of an unsolicited offer and make a recommendation Accounting Officer.

16. The BAC committee shall report to the Accounting Officer any recommendation made to award a contract to a bidder other than the bidder recommended by the evaluation committee giving reasons for making such a recommendation.

17. The BAC recommendations must be submitted to the AC after the BAC meeting and the AC on a need's basis may refer the recommendation to the internal audit for quality assurance/ Audit risks to audit the bidding process before the awards in line with circular 62.

18. The BAC committee shall not make a recommendation for an award of a contract or order if the recommended bidder or framework contractor has:
    (i) made a misrepresentation or submitted false documents in competing for the contract or order; or
    (ii) been convicted of a corrupt or fraudulent act in competing for any contract during the past five years.

19. The BAC committee may on justifiable grounds and after following due process, disregard the submission of any bidder if that bidder or any of its directors, members or trustees or partners has abused the delivery management system or has committed fraud, corruption or any other improper conduct in relation to such system. The National Treasury and the provincial treasury shall be informed where such tenderers are disregarded.

20. BAC must check the CIDB status of the bidder before an award.

21. BAC can only make an award if the bidder's CIDB status is active.

29. (a) High-level responsibilities of Bid Secretariat

1. Secretariats of the Bid committees shall fulfil the professional Secretariat function.
2. Prepare submission packs, agendas, signed minutes of bid committees' meeting.
3. Ensure timeous distribution of packs to committees.
4. Coordinate meeting to take place in an orderly fashion.
5. Communicate submissions and decisions.
6. Ensure that documentation is aligned with recommendations from the committees.
7. Keep record of all minutes and recordings and follow up on actions items.
8. Manage proper record keeping of the committees.
9. Ensure that minutes are properly filed for audit purposes.

30. Procurement of Banking Services

1. A contract for the provision of banking services:
    (a) must be procured through competitive bids;
    (b) must be consistent with section 7 or 85 of the Act; and
    (c) may not be for a period of more than five years at a time.

2. The process for procuring a contract for banking services must commence at least nine months before the end of an existing contract.

3. The closure date for the submission of bids may not be less than sixty (60) calendar days from the date on which the advertisement is placed in a newspaper in terms of the section.

4. Bids must be restricted to banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990).

31. Procurement of IT related goods or services

1. The Accounting Officer may request the State Information Technology Agency (SITA) to assist with the acquisition of IT related goods or services through a competitive bidding process.
2. The parties must enter into a written agreement to regulate the services rendered by, and the payments to be made to, SITA.
3. The Accounting Officer must notify SITA together with a motivation of the IT needs of the municipality if:
   (a) the transaction value of IT related goods or services required by the municipality in any financial year will exceed R50 million (VAT included); or
   (b) the transaction value of a contract to be procured by the municipality whether for one or more years exceeds R50 million (VAT included).
4. If SITA comments on the submission and the municipality disagree with such comments, the comments and the reasons for rejecting or not following such comments must be submitted to the council, the National Treasury, the relevant provincial treasury and the Auditor General.

32. Procurement of goods and services under contracts secured by other organs of state

1. The Accounting Officer may procure goods or services for the municipality under a contract secured by another organ of state, but only if:
   (a) the contract has been secured by that other organ of state by means of a competitive bidding process applicable to that organ of state;
   (b) the municipality has no reason to believe that such contract was not validly procured;
   (c) there are demonstrable discounts or benefits for the municipality to do so; and
   (d) that other organ of state and the provider have consented to such procurement in writing.

2. Sub-sections (1)(c) and (d) do not apply if:
   (a) a municipal entity procures goods or services through a contract secured by its parent municipality; or
   (b) a municipality procures goods or services through a contract secured by a municipal entity of which it is the parent municipality.

33. Procurement of goods necessitating special safety arrangements

1. The acquisition and storage of goods in bulk (other than water), which necessitate special safety arrangements, including gasses and fuel, must be restricted where ever possible.
2. Where the storage of goods in bulk is justified, such justification must be based on sound reasons, including the total cost of ownership and cost advantages for the municipality.

34. Proudly South African Campaign / Locality

The Municipality supports the Proudly South African Campaign to the extent that, as far as possible preference is given to procuring local goods and services from:

(a) Offices within the jurisdiction of SPM.
(b) Offices within the jurisdiction of Francis Baard District
(c) Offices within the Northern Cape Province
(d) Offices within the Republic of South Africa

Table: 4 Locality

No#	Criteria	80/20 Points allocation	90/10 Points allocation
1.	Offices within the jurisdiction of SPM	10	5
2.	Offices within the jurisdiction of Francis Baard District	5	3
3.	Offices within the Northern Cape Province	3	2
4.	Offices within the Republic of South Africa	1	1

All tenders must comply with locality point scoring and this scoring will vary according to the nature of the tender as and when required by the BSC.

NB. The bidder must clearly stipulate the location of the business. For the above measurement, the business/trading address in the form of a municipal account lease agreement, or both will be used as proof of locality. The inspection will be done by the Municipality where applicable.

35. Appointment of Consultants

1. A supply chain management policy may allow the accounting officer to procure consulting services provided that any Treasury guidelines in respect of consulting services are taken into account when such procurements are made.
2. A contract for the provision of consultancy services to a municipality must be procured through competitive bids if –
   (a) The value of the contract exceeds R 300 000 (VAT included); or
   (b) The duration period of the contract exceeds one year.
3. In addition to any requirements prescribed by these Regulations for competitive bids, bidders must furnish the municipality with particulars of:

(a) All consultancy services provided to an organ of state in the last five years; and
(b) Any similar consultancy services provided to an organ of state in the last five years

4. The municipality must ensure that copy right in any document produced, and the patent rights or ownership in any plant, machinery, thing, system process designed or devised by a consultant in the course of consultancy services is vested in the municipality**.**

36. Deviation from, and ratification of minor breaches of, procurement processes (Refer to SPM Directive 01 of 2021/ 2022)

1. The Accounting Officer may:
   (a) dispense with the official procurement processes established by this Policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only
      (i) in an emergency;
      (ii) if such goods or services are produced or available from a single provider only;
      (iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;
      (iv) acquisition of animals for zoos; or
      (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and
   (b) ratify any minor breaches of the procurement processes by officials or committees acting in terms of delegated powers or duties which are purely of a technical nature.
2. The Accounting Officer must record the reasons for any deviations in terms of subsection (1)(a) and (b) of this policy and report them to the next meeting of the council and include as a note to the annual financial statements.
3. Subsection (2) does not apply to the procurement of goods and services contemplated in section 110(2) of the Act.
4. For the sole provider or accredited agency, the procurement of any class of goods (parts) or services will be procured within the threshold not exceeding R200 000 for each sole provider or accredited agency as it will be determined by the Supply Chain. This will be selected from the database of accredited agencies and the sole provider. This procurement strategy cannot be viewed as splitting but to improve service delivery. This clause is in line with section 61 of the policy under the sole provider.

36. (a) Conditions/Circumstances that necessitate deviations

1. There are mandatory and extreme conditions that compels a Line Manager to urgently want to dispense of Supply Chain Management or procurement and these reasons should at least cover the following;
   (a) Disastrous situation leading to loss or damage to public or private property
   (b) Life threatening
   (c) Environmental pollution

(d) Loss of revenue by the municipality

2. These circumstances may lead to emergency procurement to mitigate the risk anticipated from the eventuality, and in the case of an eventuality, minimize the impact on life, environment and property.
3. Emergency procurement in its nature is aimed to avert temporarily, whilst permanent strategies must be sought to address the situation and /or an unexpected and sudden event that must be dealt with urgently and where there is an immediate threat to revenue, to property, to life and limb.

4. All reports for deviations submitted by Line Managers and respective ED's are to be checked by all respective the General Managers of Finance Directorate as indicated in the deviation form for any of the following:
   (a) Is the motivation valid for the deviation?
   (b) Is the process fair, equitable, transparent and cost effective?
   (c) Is there sufficient reason for not going out to tender?
   (d) Is there no existing tender similar to the request?
   (e) Is there adequate budget?

5. The administrative process of the deviation must be concluded within 14 working days which relates to the signing off by various parties reflected in the deviation template.
6. Extension of deviation is not allowed since the deviation is regarded as an interim solution while putting a long term solution to the problem.
7. Extension may only be granted under exceptional cases where justifiable grounds are made and it must be recommended by, ED's and approved by the Accounting Officer.
8. The Head of SCM together with other the SCM practitioners (Managers) and the technical experts of user department can negotiate with bidders who responded to RFP for deviation in the best interest of the municipality without any prejudices to bidders.

37. Unsolicited Bids

1. In accordance with section 113 of the Act, the municipality is not obliged to consider unsolicited bids received outside a normal bidding process.
2. If an Accounting Officer decides in terms of section 113(2) of the Act to consider an unsolicited bid, only if:
   (a) the product or service offered in terms of the bid is a demonstrably or proven unique innovative concept;
   (b) the product or service will be exceptionally beneficial to, or have exceptional cost advantages for the municipality;
   (c) the person who made the bid is the sole provider of the product or services for the municipality; and
   (d) the reasons for not going through the normal bidding processes are found to be sound by the Accounting Officer.
3. Where the Accounting Officer decides to consider an unsolicited bid that complies with subsection (2) of this policy, the decision must be made public in accordance with section 21A of the Municipal Systems Act, together with –

(a) its reasons as to why the bid should not be open to other competitors;
(b) an explanation of the potential benefits if the unsolicited bid were accepted; and
(c) an invitation to the public or other potential suppliers to submit their comments within 30 days of the notice.

4. Once the Accounting Officer has received written comments, it must submit such comments to the National Treasury and the relevant provincial treasury.
5. The adjudication committee must consider the unsolicited bid and may award the bid or make a recommendation to the Accounting Officer, depending on its delegations.
6. A meeting of the adjudication committee to consider an unsolicited bid must be open to the public.
7. When considering the matter, the adjudication committee must take into account –
   (a) any comments submitted by the public; and
   (b) any written comments and recommendations of the National Treasury or the relevant provincial treasury.
8. If any recommendations of the National Treasury or provincial treasury are rejected or not followed, the Accounting Officer must submit to the Auditor General, the relevant provincial treasury and the National Treasury the reasons for rejecting or not following those recommendations.
9. Such submission must be made within seven days (7) after the decision on the award of the unsolicited bid is taken, but no contract committing the municipality to the bid may be entered into or signed within 30 days of the submission.

37. (a) Unsolicited Bids (National Treasury Practice Note No.11 of 2008/9)

1. Criteria for consideration of an Unsolicited proposal:
   (a) A comprehensive and relevant project feasibility study has established a clear business case; and
   (b) The product or service involves an innovative approach to project development and management; or
2. The Accounting Officer must reject the unsolicited proposal if the proposal relates to known institutional requirements that can, within reasonable and practicable limits, be acquired by conventional competitive bidding methods.
3. Use of external consultants. The municipality may seek advice from independent consultants or experts provided that:
   (a) An appropriate undertaking be obtained from any such person that any confidential material or information provided by the proponent will not be disclosed to anyone other than an employee or agent of such a third party who will, in turn treat the information or material as confidential and give an undertaking to do so; and
   (b) The cost of obtaining independent advice will be incurred by the institution, unless the proponent withdraws the proposal prior to entering into an unsolicited proposal agreement, in other which event the proponent will be liable to the institution for these costs.

38. Combating of abuse of Supply Chain management system (bid rigging)

1. The Accounting Officer must–

   (a) Take all reasonable steps to prevent abuse of the supply chain management system;
   (b) Investigate any allegations against an official or other role player of fraud, corruption, favouritism, unfair or irregular practices or failure to comply with this Policy, and when justified –
      (i) take appropriate steps against such official or other role player; or
      (ii) report any alleged criminal conduct to the South African Police Service;
   (c) Check the National Treasury's database prior to awarding any contract to ensure that no recommended bidder, or any of its directors, is listed as a person prohibited from doing business with the public sector;
   (d) Reject any bid from a bidder–

      (i) if any municipal rates and taxes or municipal service charges owed by that bidder or any of its directors to the municipality, or to any other municipality or municipal entity, are in arrears for more than three months; or
      (ii) who during the last five years has failed to perform satisfactorily on a previous contract with the municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory;
   (e) Reject a recommendation for the award of a contract if the recommended bidder, or any of its directors, has committed a corrupt or fraudulent act in competing for the particular contract;
   (f) Cancel a contract awarded to a person if –
      (i) the person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or
      (ii) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person; and
   (g) Reject the bid of any bidder if that bidder or any of its directors –
      (i) has abused the supply chain management system of the municipality or has committed any improper conduct in relation to such system;
      (ii) has been convicted for fraud or corruption during the past five years;
      (iii) has wilfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or
      (iv) has been listed in the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004).

2. The Accounting Officer must inform the National Treasury and relevant provincial treasury in writing of any actions taken in terms of sub-sections (1)(b)(ii), (e) or (f) of this policy.

3. Section 4(1)(b)(iii) of the competition act No.89 of 1998, as amended, prohibits any agreement between or concerted practice by firms, or a decision by association o firms, if it is between parties in horizontal relationship and if it involves collusive bidding/ tendering (or bid rigging).

4. In order to deter any form of collusive bidding (bid rigging), bidders shall confirm that they have not entered into any such practices by completing a certificate to that effect.
5. The standard document pertaining to the certification of the independent bid determination shall accompany all price quotation, advertised competitive bids, limited bids and proposals.
6. SPM is required to utilise the information contained in the Certificate of Independent Bid Documentation (MBD 9) to ensure that when bids are considered all reasonable steps are taken to prevent any form of bid rigging.

39. Logistics Management

1. The Accounting Officer must establish and implement an effective system of logistics management, which must include –

   (a) No issuing of store items or the commencement of the procurement process may take place without a properly completed requisition form.
   (b) The monitoring of spending patterns on types or classes of goods and services incorporating, where practical, the coding of items to ensure that each item has a unique number;
   (c) The setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
   (d) The placing of electronic orders for all acquisitions including those from petty cash;
   (e) Before payment is approved, certification by the responsible Municipal Officer that the goods and services are received or rendered on time and is in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged is as quoted in terms of a contract;
   (f) Appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
   (g) Regular checking to ensure that all assets including official vehicles are properly managed, appropriately maintained and only used for official purposes;
   (h) Monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services; and
   (i) The maintenance and administration of term contracts is co-managed with acquisition management for general goods/ services.
   (j) Only orders created via the official SPM mechanism will be deemed valid by SPM.

40. Disposal Management

1. The criteria for the disposal or letting of assets, including unserviceable, redundant or obsolete assets are subject to sections 14 and 90 of the MFMA.
   (a) The committee may be appointed by the Accounting Officer for the disposal of movable and immovable capital assets for a period so determined by the Accounting Officer.
   (b) For movable capital assets, the composition would be consistent with the Asset Management Policy;
   (c) Before disposal of immovable assets refer to section 14 of the MFMA and the Municipal Asset Transfer Regulations (no. R.*878);*
   (d) Such a disposal committee are advisory committees to the Municipal Manager on the disposal of capital assets and do not replace any of the bidding committees.

2. (a) Assets may be disposed of by:
      (i) transferring the asset to another organ of state in terms of a provision of the Act enabling the transfer of assets;
      (ii) transferring the asset to another organ of state at market related value or, when appropriate, free of charge;
      (iii) selling the asset; or
      (iv) destroying the asset.
   (b) The Accounting Officer must ensure that:
      (i) immovable property may be sold only at market related prices except when the public interest or the plight of the poor demands otherwise in accordance with section 14 of the MFMA;
      (ii) movable assets may be sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous to the municipality;
      (iii) in the case of disposable computer equipment, the provincial department of education must first be approached to indicate within 30 calendar days whether any local schools are interested in the equipment; and
      (iv) in the case of disposable firearms, National Conventional Arms Control Committee has approved any sale or donation of fire arms to any person or institution within or outside the Republic; provided that:
   (c) Immovable property is let at market related rates except when the public interest or the plight of the poor demands otherwise; and
      all fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed.
   (d) Ensure that where assets are traded in for other assets, the highest possible trade-in price is negotiated.

3. Competitive bids: The sale and letting of assets:
   (a) 80/20 preference points system for tenders for income-generating contracts with Rand value equal to or below R50 million, shall be evaluated with a specific goal.
   (b) 90/10 preference point system for tenders for income-generating contracts with Rand value above R50 million, shall be evaluated with specific goals.

(c) The sale and letting of assets above a transaction value of R300 000 (VAT included) and long-term contracts may only be procured through a competitive bidding process, subject to subsection 11(2) of this Policy.

(d) The sale and letting of assets less than a transaction value of R300 000 (VAT included) may only be procured through a formal written price quotation (7 days web quote).

(e) The sale and letting of assets above an estimated transaction value of R300 000 (VAT included), may not be deliberately split into parts or items of lesser value merely for the sake of selling or letting such assets otherwise than through a competitive bidding process.

41. Risk Management

1. A Supply Chain Management policy must provide for an effective system of risk management for the identification, consideration and avoidance of potential risks in the Supply Chain Management system**.**

2. Risk management must include:
   (a) the identification of risks on a case-by-case basis;
   (b) the allocation of risks to the party best suited to manage such risks;
   (c) acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it;
   (d) the management of risks in a pro-active manner and the provision of adequate cover for residual risks; and
   (e) the assignment of relative risks to the contracting parties through clear and unambiguous contract documentation.
3. The MFMA requires the accounting officer to effectively manage risk as well as ensure that an effective fraud prevention plan is in place as part of ensuring good governance and effective management of resources of the municipality.
4. A systemic risk management framework which shall incorporate a regular assessment of the relevant risk shall be developed.
5. Risks shall be identified upfront on a case-by-case basis.

42. Performance Management

1. A Supply Chain Management policy must provide for an effective internal monitoring system in order to determine, on the basis a retrospective analysis, whether the authorised supply chain management processes are being followed.
2. In the monitoring of supply chain management performance, the accounting officer together with the Chief Financial Officer, must set goals and performance criteria for SCM officials against which performance can be measured.
3. The SCM will notify the end user department six (6) months (180 days) prior to the expiration of an existing contract.

43. Prohibition on awards to persons whose tax matters are not in order
(in line with National Treasury circular 90 and NT instruction note no.7 of 2017/18)

1. Municipality may not make any award above R10 000 to a person whose tax matters have not been declared by the South African Revenue Service to be in order until written proof from SARS of their tax compliance status or proof from SARS that they have made an arrangement to meet their outstanding tax obligation.
2. If the recommended bidder is not tax compliant, the bidder should be notified of their non-compliant status and the bidder must be requested to submit to the municipality within 7 working days.
3. The SCM will not generate an official order if the service provider is non-compliant as per CSD report. The bidder will be notified of their non-compliance status. The order will be generated once the tax is compliant.
4. The proof of tax compliance status submitted by the bidder to the municipality must be verified via the CSD or E-filling.
5. The accounting officer should reject any bid submitted by the bidder, if such bidder fails to provide proof of tax compliance status within the time frame stated above.
6. Where goods or services have been delivered satisfactorily without dispute, accounting officers should not delay processing of invoices due to outstanding tax matters.

44. Prohibition on awards to persons in the service of the state

1. Irrespective of the procurement process followed, no award may be made to a person in terms of this Policy:

   (a) who is in the service of the state;
   (b) if that person is not a natural person, of which any director, manager, principal shareholder or stakeholder is a person in the service of the state; or
   (c) a person who is an advisor or consultant contracted with the municipality.
   (d) any persons or directors in the service of the state, or has been in the service of the state in the previous twelve months are not allowed to do business with the municipality and this exclude non-executive directors as per definition in (e) below.
   (e) A Non-Executive Director is an independent member of the company's board or committee or tribunal, but he or she does not possess the management responsibilities and get paid a service fee not a salary. They are not involved on day to day operations and they have no voting rights over any decision made.

2. Any person or service provider who fails to disclose his or her employment status with organs of state, his or her contract will be terminated immediately, the service provider shall be deregistered and shall not be allowed to bid for a period not less than three years and shall be reported to National Treasury for blacklisting.

45. Awards to close family members of persons in the service of the state

1. The Accounting Officer must ensure that the notes to the annual financial statements disclose particulars of any award of more than R2000 (incl. VAT) to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including:
   (a) the name of that person;
   (b) the capacity in which that person is in the service of the state; and
   (c) the amount of the award.
2. The SCM relies on the information submitted by the bidder and thus it becomes impractical for the SCM to verify if the close family member of the bidder is in the service of the state in line with the MFMA, circular 62. All the bidders must disclose if their spouse, children, and parents are in the service of the state. If the bidder did not disclose on MBD4 - 3.13, their account will be suspended.
3. The provision of the POPI Act prohibit search of personal information without proper authorisation.

46. Ethical standards

1. A code of ethical standards as set out in the "*SPLM's code of conduct for supply chain management practitioners and other role players involved in supply chain management*" is attached as annexure c in order to promote:
   (a) mutual trust and respect; and
   (b) an environment where business can be conducted with integrity and in a fair and reasonable manner.

2. Municipal code of ethical standards must stipulate that an official or other role player involved in the implementation of the supply chain management policy of the municipality
   (a) Must treat all providers and potential providers equitably
   (b) May not use her or his position for private gain or to improperly benefit another person
   (c) May not accept any reward, gift, favour, hospitality or other benefits directly or indirectly, including to any close family members, partner or associate of that person
   (d) Notwithstanding sub-regulation (2)(c), must declare to the accounting officer details of any reward, gift, favour, hospitality or other benefits promised, offered or granted to that person or to any close family member, partner or associate of that person
   (e) Must declare to the accounting officer details of any private or business interests which that person or any close family member, partner or associates may have in any proposed procurement or disposal process of, or in any award of a contract by, the municipality
   (f) must immediately withdraw from participating in any manner whatsoever in a procurement or disposal process or in the award of a contract in which that

person or any close family members, partner or associate has any private or business interest.

(g) Must be scrupulous in his or her use of property belonging to the Municipality
(h) Must assist the Accounting Officer in combating fraud, corruption, favouritism and unfair and irregular practices in the SCM system.
(i) Must report to the Accounting Officer any alleged irregular conduct in the SCM system which that person may become aware of including:
    (i) Any alleged fraud, corruption, favouritism or unfair conduct
    (ii) Any alleged contravention of regulation 47(1)
    (iii) Any alleged breach of code of ethical standards

3. A supply chain management policy must:
    (a) Determine that all declarations in terms of sub-regulation (2) (d)and (e) must be recorded in a register which Accounting Officer must keep for this purpose.
    (b) Determine that all declaration by the Accounting Officer must be made to the Mayor of the Municipality who must ensure that declarations are recorded in the register, and
    (c) Contains measures to ensure that appropriate action is taken against any official or other role players who commits a breach of code of ethical standards.
4. A SCM Policy must take into account the National Treasury code of conduct for SCM practitioners and other role players involved in SCM.
5. A Municipality may adopt the National Treasury code of conduct for SCM practitioners and other role players involved in SCM. When adopted such code of conduct becomes binding on all officials and other role players involved in the implementation of SCM Policy of the Municipality.
6. Sub-regulation (2) (c) does not apply to gifts less than R350 in value.
7. A breach of the code of ethics must be dealt with as follows:
    (a) in the case of an employee, in terms of the disciplinary procedures of the municipality envisaged in section 67(1)(h) of the Municipal Systems Act;
    (b) in the case a role player who is not an employee, through other appropriate means in recognition of the severity of the breach.
    (c) In all cases, financial misconduct must be dealt with in terms of chapter 15 of the Act.
8. All committee members and SCM practitioners may be vetted by the National Intelligence Agency (N.I.A) as and when required and on the instruction of the Accounting Officer.
9. A “Confidential” financial declaration of interest form may be completed by all Bid Adjudication members and submitted to the Accounting Officer annually.
10. A cooling off period for former employees and councillors will apply: they will be prohibited for a period of 12 months after leaving the municipal services to participate in any SCM activities e.g. rendering goods /services or consulting services to the Municipality or its entity if established.

47. Inducements, rewards, gifts and favours to municipalities and other role players

1. No person who is a provider or prospective provider of goods or services, or a recipient or prospective recipient of goods disposed of or to be disposed of may either directly or through a representative or intermediary promise, offer or grant:
   (a) any inducement or reward to the municipality for or in connection with the award of a contract; or
   (b) any reward, gift, favour or hospitality to:
      (i) any official; or
      (ii) any other role player involved in the implementation of this Policy.
2. The Accounting Officer must promptly report any alleged contravention of sub-section (1) to the National Treasury for considering whether the offending person, and any representative or intermediary through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.
3. Sub-section (1) does not apply to gifts less than R350 in value.
4. All supply chain practitioners and bid committee members must disclose annually rewards, gifts and favours to the Accounting Officer or his delegate who will maintain a Gift Register**.**
5. The Accounting Officer will disclose any such gifts and or favours annually to the Executive Mayor.

48. Sponsorships

1. The Accounting Officer must promptly disclose to the National Treasury and the relevant provincial treasury any sponsorship promised, offered or granted, whether directly or through a representative or intermediary, by any person who is –
   (a) a provider or prospective provider of goods or services; or
   (b) a recipient or prospective recipient of goods disposed or to be disposed.
2. All sponsorships by the SPM to external organizations or parties shall be subject to such terms and conditions as the Council may determine from time to time, which terms and conditions shall be deemed to be incorporated into this Policy.

49. Objections and complaints

1. Municipality must allow persons aggrieved by decisions or actions taken in the implementation of this supply chain management system, may lodge within fourteen (14) calendar days of the decision or action, a written objection or complaint against the decision or action to the Accounting Officer, on the prescribed grievance forms or a letter.
2. Objections and complaint must be in writing addressed to the Accounting Officer of the Municipality.
3. The 14 days period notification for objection and complaints will be published on the municipal website for 14 calendar days. The notice indicates the preferred bidders marked with {*}, as well as the unsuccessful bidders, and stating reasons for

unsuccessful. It is the responsibility of bidders to regularly visit the website of the municipality to check such information.

4. After the signing of the contract with the successful bidder marked with {*} the municipality will publish section 75.
5. Objections received after 14 calendar days will not be considered by the Municipality.

50. Resolution of disputes, objections, complaints and queries

1. The Accounting Officer must appoint an independent and impartial person, not directly involved in the supply chain management processes as and when the need arises:
   (a) to assist in the resolution of disputes between the municipality and other persons regarding:
      (i) any decisions or actions taken in the implementation of the supply chain management system; or
      (ii) any matter arising from a contract awarded in the course of the supply chain management system; or
   (b) to deal with objections, complaints or queries regarding any such decisions or actions or any matters arising from such contract.
2. The Accounting Officer, or another official designated by the Accounting Officer, is responsible for assisting the appointed person to perform his or her functions effectively. A complaints register must be implemented and maintained per annum.
3. The person appointed must:
   (a) strive to resolve promptly all disputes, objections, complaints or queries received; and
   (b) submit monthly reports to the Accounting Officer on all disputes, objections, complaints or queries received, attended to or resolved.
4. A dispute, objection, complaint or query may be referred to the relevant provincial treasury if:
   (a) the dispute, objection, complaint or query is not resolved within 60 days; or
   (b) no response is forthcoming within 60 days.
5. If the provincial treasury does not or cannot resolve the matter, the dispute, objection, complaint or query may be referred to the National Treasury for resolution.
6. This regulation must not be read as affecting a person's rights to approach a court at any time.

51. Contracts Providing for compensation based on turnover

1. If a service provider acts on behalf of a municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to the service provider is fixed as an agreed percentage of turnover for the service or the amount collected, the contract between the service provider and the municipality must stipulate:
   (a) a cap on the compensation payable to the service provider; and
   (b) that such compensation must be performance-based.

CHAPTER 4: OTHER MATTERS

52. Promotion of Environmentally Friendly Procurement

1. The Municipality commits itself to environmentally friendly procurement when procuring goods and services, including, but not limited to:
   (a) the incorporation of energy efficiency measures when procuring electrical supplies such as bulbs, globes etc.
   (b) the adoption of an integrated waste management strategy such as investigating recycling options and the handling of hazardous substances.
   (c) compliance with green building guidelines and standards (SANS).
   (d) sourcing and using resources that are renewable as far as possible.
   (e) consider the extent of pollution of using the type, quantity and energy of materials procured.
   (f) source vehicles and equipment that are more energy efficient and produce less pollution.

53. Local Economic Participation / Contractor Participation Goals (CPGs)

1. Subcontracting may be applied to advance designated groups in line with Specific goals as outlined in the PPP. copy from the act
2. In certain instances:
   (i) Subcontracting may be negotiated after the award of a tender and;
   (ii) it can also be included in the specifications during the approval of the specifications by BSC and this will differ from project to project.
   (iii) For construction related projects, the main contractor must, where required, subcontract construction works to CIDB registered contractors.

a) In so far as is possible based on the skills and experience required for each project, preference will be given to SPM resident businesses. The SPM management will put in place mechanism to ensure that locality is validated.
b) If no SPM based business qualifies, then businesses based in Francis Baard will be given preference for award.
c) There after preference will be given to businesses based in the Northern Cape Province and those domicile in South Africa.
d) Joint ventures and subcontracting to local businesses will be encouraged to facilitate the development and skills transfers to local SMMEs to allow these entities to grow.
e) The CIDB BUILD Regulations will apply to all construction projects and professional services contracts falling under the ambit of CIDB and that trigger provisions contained in the CIDB regulations and guidelines as set below including any future updates:

- Contract Skills Development Goals (CSDG) targets are applicable to ALL classes of Engineering and Construction Works contracts of Grade 7 to Grade 9 and with a minimum duration of 12 months. The CSDG is set at 0.25% of the sub total of the Tender sum for all CIDB classes of works except for the GB class of work which is set at 0.5%
- Contract Skills Development Goals targets for Professional Services Contracts of a minimum value of R 5 million and with a minimum duration of 12 months is set at 150 hours for every R1 million of the professional fees. These hours are to be utilised for training and development utilising Method 3 and / or Method 4 of CIDB Training Method.
- Indirect Targeting for Enterprise Development is applicable to contracts of grade 7 to grade 9 in the Civil Engineering (CE), Mechanical Engineering (ME) and General Building (GB) with a minimum duration of 6 months. It requires the lead partner or main contractor to subcontract a minimum of 5% up to 30% of the Contract Value to targeted subcontractor(s) or JV partner(s) and provide developmental support.

f) SPM may apply additional criteria and expand local economic participation provisions to any contract or set Contractor Participation Goals (CPGs) of up to 30% where possible or other Supplier Performance Goals and targets that promote local economic participation based on the nature of the projects or services procured as determined by SPM management from time to time.

g) SPM will put in place measures to ensure fair and transparent processes are followed in the recruitment of labour, procurement of suppliers, contractors and professional services providers and in subcontracting opportunities.

h) SPM to develop reporting mechanisms to be complied with by all entities awarded contracts by SPM and where SPM is required by law, ensure these entities submit required documentation as per prescribed by relevant regulatory bodies.

54. Validity period

1. The validity period for the tender is **one hundred and twenty (120) days**. This period should be sufficient to enable the bid committees to complete the comparison and evaluation of bids, review the recommendations, and award the contract.
2. Line Managers must submit a technical report for tenders within fourteen (14) calendar days from the closing date of the tender.
3. The validity period for all contracts is 120 days, including the once-off (once-off) procurement except the CIDB Contract.
4. All tenders may not be extended beyond 150 days. The granted extension must be only (30) days to award.
   (a) An extension must be requested by the line manager in writing before the expiration date.

5. The validity period for the CIDB contract is 90 days.

(b) Once-off contract are generally not complex in nature and procurement maybe for once-off delivery and payment.
(c) Short term contract which are the contract with less than 12 months and may include multiple delivery and payments.
(d) Long term contract which are the contract more than 12 months and and may include multiple delivery and payments and could also be complex.
(e) In the case of long-term contract, no price adjustment can be made before the first 12 months cycle from the signing of the contract by the successful bidder. The price must hold goods for 12 months before the price adjustments, unless there are prevailing special circumstances, e.g. natural disasters, pandemic, etc.
(f) The price increase must not exceed the 15% in terms of the supply and delivery and not exceed 20% in terms of construction project and consultants.
(g) The SCM and the Line Manager will agree on the percentage depending on the reason provided, during the request, then recommendations must be approved by the Accounting officer.
(h) The minutes of the price adjustment must be recorded.
(i) No Cooling off period is applicable for Goods and Services tenders and SCM has to notify all stakeholders through various communication platforms if the tender is withdrawn or canceled.
(j) If the SCM received no bids during the closing date of the tender, the tender will be re-advertised without taking it to other committees.
(k) In case one or more bids received and they are non-responsive they must go through all the Bid committees.
(l) Cooling off period for CIDB tenders is no longer applicable but when re-advertising for the third time the municipality must obtain approval from the National Treasury.

4. The validity period for web quote is for thirty (30) days. It can be extended for 30 days provided that the proof of confirmation from supplier that the price remains the same.
5. Line Managers must submit a technical report for a web quote within five (5) calendar days from the closing date of the web quote.

55. Evaluation of bids based on functionality as a criterion

1. In general, the need to invite bids based on functionality as a criterion depends on the nature of the required commodity or service considering quality, reliability, viability and durability of a service and the bidder's technical capacity and ability to execute a contract.
   (a) In best practice:
      (i) For infrastructure projects functionality criteria are set at 70 points out of 100 points and this cannot be expressed in percentage. In complex projects can be set as 75 points.
      (ii) For goods and services, the functionality criteria are set at 65 points out of 100 points.

(b) The Sol Plaatje Municipality must state in the tender documents if the tender will be evaluated on functionality.
(c) The evaluation criteria for measuring functionality must be objective.
(d) The evaluation criterion may include criteria such as the consultant's relevant experience for the assignment, the quality of the methodology; the qualifications of key personnel; transfer of knowledge, etc.
(e) The weight allocated to each criterion should not be generic but should be determined separately for each bid on a case by case basis.
(f) The tender documents must specify-
    (i) the evaluation criteria for measuring functionality;
    (ii) the points for each criteria and, if any, each sub-criterion; and
    (iii) the minimum qualifying score for functionality.
(g) The minimum qualifying score for functionality for a tender to be considered further:
    (i) must be determined separately for each tender; and
    (ii) may not be so:
    (iii) low that it may jeopardise the quality of the required goods or services; or
    (iv) high that it is unreasonably restrictive.
(h) Points scored for functionality must be rounded off to the nearest two decimal places.
(i) A tender that fails to obtain the minimum functionality threshold as indicated in the tender documents is not an acceptable tender, and should be eliminated.
(j) Each tender that obtained the minimum functionality threshold must be evaluated further in terms of price and the specific goals in line with Preferential Procurement Regulation of 2022 and Preferential Procurement Policy of 2024.

56. Extension of Contract

1. The municipality may not extend the contract for more than three months. The price increase must not exceed the 15% in terms of the supply and delivery and not exceed 20% in terms of construction project and consultants. Any increase above this thresholds is considered a contract amendment and should be taken to council and public notification in accordance with MFMA section 116 (3).
2. Any request for extension must be made by the Line Manager of the user department and must be recommended by the Executive Director of the user department.
3. The SCM, after verifying the validity of the contract, will formally write to the Municipal Manager to consider approval of such an extension request.
4. The value of the extension may not exceed the original approved value of the contract.
5. Approval for the extension of contract shall be obtained from the delegated structure that approve the original award of the bid.
6. Where prices are amended for the extended period, the reasonableness of prices shall be established and approved by the delegate structure referred above.
7. The extension of the current contract shall be requested in advance, before the expiring of the contract in writing by the Line Manager of the user department.

8. Where justifiable reasons are provided for extending a contract, the relevant application may be considered favourably and contractors may be approached by the line manager with the request to indicate whether they are prepared to extend the contract period.
9. The system contracts such as financial system and other related software system must be registered with the ICT and there must be an SLA in place.
10. In case of a software system, the contract may be extended for a period not exceeding 24 months after going through the MFMA section 116 (3) processes.

57. Variation of contracts

1. The expansion or variation of orders against the original contract has, however led to a wide scale abuse of the current SCM system.
2. Variation orders for goods and services, construction and consultancy are as follows:
   (i) For construction and consultancy works it can be expanded or varied by not more than 20% of the value of the contract.
   (ii) For goods and services, it can be expanded and varied by not more than 15% of the value of the contract.
3. If it is recognised that, in exceptional cases, an accounting officer of a municipality may deem it necessary to expand or vary orders against the original contract.
4. Contracts may be amended/varied/modified according to SPM delegated powers to achieve the original objective of the contract.
5. All contractual parties shall agree to the amendment in writing in exception of the SCM practitioners who can only perform compliance.

58. Contract Termination

1. Municipality may terminate a contract awarded to a supplier of goods and services;
   (i) If the supplier committed any proven corrupt, and misrepresentation of information or fraudulent act during the bidding process or the execution of the contract.
   (ii) If any official or other role player committed any corrupt, and misrepresentation of information or fraudulent act during the bidding process or the extension of that contract that benefits the supplier.
   (iii) Termination of a contract may be considered for a variety of reasons, as stipulated in the general conditions of contract, such as delayed deliveries, failing to perform any other contractual obligation or if the supplier has engaged in corrupt and fraudulent practices and insolvency.
   (iv) Contract termination must be affected as provided for in the service level agreement/ contract.
   (v) In case of volunteering termination of the contract, the municipality will determine the merits of the termination of the contract as to whether the service provider can be blacklisted or not.

59. Local Production and Content

1. Local content will be applicable in certain designated groups for tenders as determined by the BSC in line with DTI directives when implementing programmes of RDP and this can be used for points allocation for specific goals.
2. Local production and content can no longer be used as a disqualification criterion but for point allocation.
3. It is advisable and important that organs of state support government's initiatives in developing and sustaining the local production.
4. The municipality will identify designated sectors, sub-sectors or industries or products for local production and content as outlined by the DTI.
5. The municipality must advertise the tender and specify the minimum threshold required for local content or production.
6. According MFMA circular 62 all local content bids must include Municipal Bid Document (MBD 6.2) 'Declaration Certificate for Local Production and Content for Designated Sectors" All Annexures (A-E).
7. Bidders must complete Declaration B, D, E and consolidate the information on C. Annexure C must be submitted with the tender by the closing date and time as determined by the Municipality. The municipality reserves the right to request that Declarations D and E also be submitted. If the bidders are successful, the bidder must continuously update Declarations C, D and E with actual values for the duration of the contract.

60. Joint Venture Companies

The SCM policy recognises the opportunity through joint ventures to promote local businesses and promote their sustainability and development.

1. Companies or bidders bidding as Joint venture must include their consolidated:
   (i) Joint Venture Agreement (must clearly stipulate the name of the lead partner).
   (ii) Separate Tax compliance status pin for both companies.
   (iii) Separate CSD report for both companies.
   (iv) Separate Municipal accounts for both companies or a valid lease agreement.
   (v) MBD 4,8 & 9 must be completed respectively by both parties and submitted as part of the bid document.

61. Single Source / Sole Provider Selection

1. National Treasury Guidelines provide for single source / sole provider selection in exceptional cases for services. The justification for single source or sole provider selection must be examined in the context of the overall interests of SPM and the project.
2. A database must be developed and manage for single source (sole provider) by SCM.
3. Single source / sole provider may be appropriate if it presents a clear advantage over competition:

(a) For services that represent a natural continuation of the previous work carried out by the consultant, and continuity of downstream work is considered essential provided that the initial appointment was done fairly, equitable, competitive, transparent and value for money.
(b) Where rapid selection is essential
(c) For very small appointments
(d) When only one consultant or service provider is qualified or has experience of exceptional worth for the project

4. The procurement for the services of sole provider supplier, the letter must be submitted, amount must not exceed R200 000, (unless it is a deviation inline with regulation 36) and the report must be submitted to the CFO on a monthly basis.
5. For the sole provider or accredited agency, the procurement of any class of goods (parts) or services will be procured with the value of R200 000 per week for each sole provider or accredited agency.
6. In case of emergency, the requisition and the order must be generated within three working days and for deviation procurement the order must be generated within three days after receipt of the signed deviation certificate.
7. In case where the service provider is inactive/ tax non-compliant on CSD, the service provider will be notified and given 7 working days to update and correct the tax status.
8. The selection will be done from the data base of accredited agency or the sole provider, and this procurement strategy cannot be viewed as splitting but to improve on service delivery.
9. Single source or Sole provider appointments in terms of a single source selection process must be formalized in a written contract which describes the terms and conditions of the contract as well as the scope of services required.
10. For any appointment on a single source or sole provider, a letter of accreditation for being sole provider must be provided as proof or an authorised single source agency letter must be produced.
11. Sole provider must be the manufacturer or accredited agent to provide such goods or service which are unique in its nature or requirements.
12. Such goods or services must be already in the value chain of the municipality and are only supplied by original equipment Manufacturer (OEM) or by a licensed agent thereof.
13. This goods must offer the requirements for compatibility, continuity and / or alignment

62. Rejection of Bids/Non-Responsive Bids

1. Bidding documents must provide for the rejection of all bids if and when deemed necessary. This is justified when there is lack of effective competition or bids are not substantially responsive, provided that lack of competition should not be determined solely on the basis of the number of bidders.
2. If all bids were rejected, the SPM must review the causes justifying the rejection and consider revising the specific conditions of contract, design and specifications, scope of the contract, or a combination of these, before inviting new bids.
3. If rejection is due to lack of competition, wider advertising should be considered.

4. All bids should not be rejected solely for the purpose of obtaining lower prices to the extent to which the provisions of the Preferential Procurement Regulations, 2022 are complied with. A comprehensive risk analysis (documentary evidence) should be conducted.
5. The tender may not be awarded to the service provider who under-quoted / whose prices are not market-related and may pose risk in terms of non-delivery and contract disputes, however, the line manager as well as the SCM must prove beyond reasonable doubt that such service provider's prices are not market-related. In proving such, relevant market research documentation must be presented.
6. If the lowest evaluated responsive bid exceeds the SPM's pre-bid cost estimates by a substantial margin, the SPM must investigate the causes for the excessive cost and consider requesting new bids as described above.
7. The SPM should negotiate with the identified preferred bidder(s) to try to obtain a satisfactory contract as contemplated in the Preferential Procurement Regulations, 2022.
8. The Municipal Manager's approval (as delegated to bid committees) must be obtained before rejecting all bids, soliciting new bids, or entering into negotiations with the identified preferred bidder. This approval should be recorded for auditing purposes.

63. Panel of Service providers

1. A panel of service providers is appointed on functionality such as consultants, legal services and contractors for maintenance, and the prices are sourced as and when services are required.
2. The SCM requests the price from the pool/panel of appointed Service Providers through a RFQ from the closed tender.
3. The requests for each pool/panel are registered and allocated the project number in the register.
4. The request should be published for a minimum of 5 calendar days.
5. The appointment of a pool or panel for RFQ should be on a rotational basis, if there is a standardised rate or the rating price is included in the document in order promote fairness of distribution of work or equal participation within the panels or pools.
6. If there is no standardised rate for the project, the tender will be awarded to the highest scoring responsive bidder.
7. No Cooling off period is applicable for any tenders.

64. Consequence Management

In order to prevent the abuse of the SCM processes of the SPM by internal or external parties, the SPM will adopt a system of consequence management.

1. In addition to the stipulations of this section, the Municipal Manager must provide further measures for the combatting of abuse of the SCM system. The Municipal Manager is provided with the authority to:
   (a) take all reasonable steps to prevent such abuse;

(b) refer any allegations of abuse against officials or any other role player for investigation;
(c) take appropriate action against officials or other role players, including the reporting of any alleged misconduct to the South African Police Service (SAPS; and
(d) must report such cases to the Municipal Council.

2. Any officials that have adverse findings against them relating to the abuse of the SCM system will be prohibited from taking part in any procurement processes. This section is not applicable to adverse findings related to mistakes made in good-faith during the normal execution of duties.
   (a) participation by such officials in SCM processes will automatically result in that process being put under review, and the process may be invalidated.
   (b) participation by such officials will result in further appropriate disciplinary steps:
      i. against the offending official if the offending official was found to have misled the party making the decision to include them in the process; or
      ii. against the offending official and the party that made the decision to include the offending official if the decision-making party should have reasonably known that the offending official must have been excluded from the process.
3. Where the bids exceed a total value in excess of R5 million, the SPM must conduct a correctness process to ensure that:
   (a) the National Treasury's Database of Restricted Suppliers and Register for Tender Defaulters has been cross-checked for bidders or directors that are prohibited from doing business with the public sector;
   (b) there has been no abuse of the SCM process;
   (c) no official with adverse findings against them relating to the abuse of the SCM process was part of the specific SCM process;
   (d) no councillors exercised any influence over the SCM process;
   (e) the bidder or any of its directors have not been found guilty of abuse of any abuse of any SCM system, corruption or fraud in the past five years.
4. The SPM reserves the right to cancel a contract awarded to a bidder if it is found that:
   (a) the bidder committed any abuse of the SCM system during the bidding process or the execution of the contract; or
   (b) any official or other role player committed any corrupt or fraudulent act during the bidding or in the execution of the contract that benefited the person.
5. The Municipal Manager must inform National Treasury, in a timely manner, of any decisions taken in terms of Clauses 3 and 4.
6. Sureties or performances guarantees for the procurement of goods and services (including consultant services) will not generally be called for, but in exceptional circumstances, where required, will be in accordance with the limits set for construction works below.

The performance guarantees required for construction works are as follows:

Amount (incl. VAT)	Percentage
Up to R1 000 000	0%
R1 000 000 to R10 000 000	2.5%
Above R10 000 000	5%

6.1 The above indicative thresholds may be increased depending on the complexity and risk of the project.

65. Payment through official orders and vouchers.

1. Payment of invoices will be made within 30 days of receiving the relevant invoice or statement, unless otherwise prescribed for certain categories of expenditure or specific contractual requirements in accordance with any other applicable policies of the SPM.
2. Payments through vouchers must be submitted with a fully motivated application directly to the Expenditure.
3. Expenditure Section must perform all compliance checks such as CSD and SOLAR supplier number for all payments through vouchers.
4. In case where the service provider is inactive on SOLAR, the expenditure will refer the documentation to supply chain to update.

14. Cancellation Of Tender

(a) The Municipality may, before the award of a tender, cancel a tender invitation if:

i) due to changed circumstances, there is no longer a need for the goods or services specified in the invitation.

ii) funds are no longer available to cover the total envisaged expenditure;

iii) no acceptable tender is received; or

iv) there is a material irregularity in the tender process.

(b) The decision to cancel a tender invitation must be published in the same manner in which the original tender invitation was advertised.

(c) The SPM should notify to the Provincial Treasury when a bid is cancelled for the second time and when re-advertised for the third time.

66. Specific Goals:

Procurement of Goods and Services and Infrastructure projects

In this SCM policy the specific goals must be referred to the approved Preferential Procurement Policy of SCM as revised below.

1. Specific Goal 1: Ownership as specific goal

A maximum of 20 points (80/20 preference points system) or 10 (90/10) preference points system), may be allocated. Bidder may score specific goal points based on company ownership.

If Municipality applies ownership as specific goal, the Municipality must advertise the tender with such a specific goal in order for a tenderer to claim 20 / 10 points for specific goals.

The maximum of 20 points will be allocated for ownership (80/20).

The maximum of 10 points will be allocated for ownership (90/10).

80/20 equal to or below R50 million 90/10 above R50 million		
Ownership - Black		
% Ownership	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

2. Specific Goal 2: Gender as specific goal

The maximum of 20 points will be allocated for Black women (80/20).
The maximum of 10 points will be allocated for Black women (90/10).

80/20 equal to or below R50 million 90/10 above R50 million		
Women		
% Women	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

3. Specific Goal 3: Youth as specific goal

The maximum of 20 points will be allocated for Youth (80/20).

The maximum of 10 points will be allocated for Youth (90/10).

80/20 equal to or below R50 million 90/10 above R50 million		
Youth – Black		
% Youth	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	10

4. Specific Goal 4: Disability as specific goal

The maximum of 20 points will be allocated for Disability (80/20).

The maximum of 10 points will be allocated for Disability (90/10).

80/20 equal to or below R50 million 90/10 above R50 million		
Disability		
% Disability	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

5. Specific Goal 5: **Military veteran**

The maximum of 20 points will be allocated for Military Veteran (80/20).

The maximum of 10 points will be allocated for Military Veteran (90/10).

80/20 equal to or below R50 million 90/10 above R50 million		
Military Veteran		
% Veteran status	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	10	5
Total Points	**20**	**10**

Specific Goals for Tenders which Generate Income or Dispose or Lease Assets

(a) Documents required for claiming of specific goal points on income or sale or lease of property/land are the following;

i) Municipal account or lease agreement or letter from the tribal authority.

ii) Official South African Identity will be used to established whether the individual falls below of the age of 35 and can be classified as youth.

iii) Official South African Identity will be used to established whether the gender in line with specific goal.

iv) Medical certificate will be used to determine the status in line with disability of individual.

v) Force number, Identity number and full names (confirm with dept of Military veterans).

(b) Specific goal for **Youth**: Income generating project

80/20 equal to or below R50 million 90/10 above R50 million		
Youth – Black		
% Youth	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

(c) Specific goal for **Women**: Income generating project

80/20 equal to or below R50 million 90/10 above R50 million		
Women		
% Women	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

(d) Specific goal for **Disability**: Income generating project

80/20 equal to or below R50 million 90/10 above R50 million		
Disability		
% Disability	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

(e) Specific goal for **Military Veteran**: Income generating project.

80/20 equal to or below R50 million 90/10 above R50 million		
Military Veteran		
% Veteran status	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

(f) Specific goal for **Ownership**: Income generating project.

80/20 equal to or below R50 million 90/10 above R50 million		
Ownership - Black		
% Ownership	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

67. National Treasury: Transversal Account

- Municipality may procure from the NT: Transversal account after receiving the approval to participate in the account with the guidance from the NT.
- The Transversal account differs from one account to another. Currently the municipality receives the approval for the following accounts.
    - Fuel contract.
    - Lubricants account
    - Vehicles account
    - RT46 Tracker account
    - Prepaid meter RT29
    - PPE for fire department RT4 & 64
    - RT15 application submitted not yet approved

ANNEXURE A

SUPPLY CHAIN MANAGEMENT POLICY REVIEW AND ADOPTION PROCESS

Version No	Adoption and Review	Council Resolution Date	Council Resolution Number
1	Original adoption	17 November 2005	CR500
2	Reviewed and amended	08 February 2006	C26
3	Reviewed and amended	17 February 2010	C75/10
4	Reviewed and amended	02 March 2011	C85/11
5	Reviewed and amended	29 August 2012	C214/12
6	Reviewed and amended	07 August 2013	C175/08/13
7	Reviewed and amended	04 November 2014	C265/11/14
8	Reviewed and amended	24 February 2016	C68/2/16
9	Reviewed and amended	31 May 2018	C38/05/18
10	Reviewed and amended	12 March 2019	C31/04/19
11	Reviewed and amended	30 June 2020	C129/06/20
12	Reviewed and amended	30 March 2021	C36/03/21
13	Reviewed and amended	07 June 2022	C74/06/22
14	Reviewed and amended	04 March 2023	
15	Reviewed and amended	March 2024	
16	Reviewed and amended	March 2025	

SOL PLAATJE LOCAL MUNICIPALITY

PREFERENTIAL PROCUREMENT POLICY

Final Version of March 2025

PREFERENTIAL PROCUREMENT POLICY (PPP) REVIEW AND ADOPTION PROCESS

PREFERENTIAL PROCUREMENT POLICY 2025/26				
Item No.	Original Author(s)	Policy status	Council Resolution No	Date of Approval
1	Betty Nkoe	3rd Review		
2	Name of Speaker Dipuo Peters	Signature	Date	
3	Name of Accounting Officer (MM) BS Matlala	Signature	Date	
4	**Mr. SB Matlala**			

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1. DEFINITIONS AND ACRONYMS

"Act"	means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)
"B-BBEE"	means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act
"B-BBEE status level of contributor"	means the B-BBEE status of an entity in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act
"black designated groups	has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act
"black people"	has the meaning assigned to it in section 1 of the Broad Based Black Economic Empowerment Act
"Broad-Based Black Economic Empowerment Act"	means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)
"co-operative"	means a co-operative registered in terms of Section 7 of the Cooperatives Act, 2005 (Act No. 14 of 2005)
"Construction works"	Means a combination of goods and services arranged for the development, extension, installation, repair, maintenance, renewal, removal, renovation, alteration, dismantling or demolition of a fixed asset including building and engineering infrastructure;

"Council"	Means the Council of the Sol Plaatje Local Municipality;
"designated group"	(a) black designated groups (b) black people (c) women (d) people with disabilities; or (e) small enterprises, as defined in section 1 of the National Small Enterprise Act, 1996 (Act No. 102 of 1996) (f) emerging enterprises which are enterprises, owned, managed and controlled by previously disadvantaged persons and which is overcoming business impediments arising from the legacy of apartheid
"designated sector	means a sector, sub-sector or industry or product designated in terms of regulation 8(1)(a)
. **"EME"**	means an exempted micro enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act
. **"functionality"**	means the ability of a tenderer to provide goods or services in accordance with specifications as set out in the tender documents
"highest acceptable tender"	means a tender that complies with all specifications and conditions of tender and that has the highest price compared to other tenders;
. **"lowest acceptable tender"**	means a tender that complies with all specifications and conditions of tender and that has lowest price compared to other tenders;

"Military veteran"	Means a military veteran in accordance with section 1 of the Military Veterans Act, 2011 (Act No. 18 of 2011)
"Municipality""	Means the Sol Plaatje Local Municipality
National Treasury"	Means National Treasury in accordance section 1 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
"people with disabilities"	has the meaning assigned to it in section 1 of the Employment Equity Act, 1998 (Act No. 55 of 1998)
"price"	means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts.
"Proof of B-BBE status level of contributor	(a) the B-BBEE status level certificate issued by an authorised body or person (b) a sworn affidavit as prescribed by the B-BBEE Codes of Good Practice; or (c) any other requirement prescribed in terms of the Broad-Based Black Economic Empowerment Act
"QSE"	means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act
"Rand value"	means the total estimated value of a contract in Rand, calculated at the time of the tender invitation
"rural area"	means- (a) a sparsely populated area in which people farm or a. depend on natural resources, including villages and small towns that are dispersed through the area; or

	(b) an area including a large settlement which depends on migratory labour and remittances and government social grants for survival, and may have a traditional land tenure system
"Specific goals"	means specific goals as contemplated in section 2(1)(d) of the Act which may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender and disability including the implementation of programmes of the Reconstruction and Development Programme as published in Government Gazette No. 16085 dated 23 November 1994;
"stipulated minimum threshold"	means the minimum threshold stipulated in terms of regulation 8(1)(b)
"tender"	means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
"tender for income generating Contracts"	means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions.
"township"	means an urban living area that any time from the late 19th century until 27 April 1994, was reserved for black people, including areas developed for historically disadvantaged individuals post 27 April 1994

"treasury"	has the meaning assigned to it in section 1 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
"youth"	has the meaning assigned to it in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008)
"Immovable Capital Assets"	Means any immoveable assets such as land, assets or building refer to as capital assets.
"Locality (Doorstep)"	means the local suppliers and/or service providers that reside within the Municipal area
"Proof of locality" means a –	(a) municipal account in the name of the tenderer not older than 90 days; (b) lease agreement where the tenderer is the lessee; or (c) an official letter from the bank confirming the registered business address of the tenderer;
"Municipality"	Means Sol Plaatje Municipality

2. PURPOSE

(a) This Policy complies with the PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT no. 5 of 2000 and its purpose is to:

i) Provide for categories of preference in awarding of bids;

ii) Provide for the advancement of persons or categories of persons disadvantaged by unfair discrimination; and

iii) Provide and clarify mechanisms on how the paragraphs 2(a)(i) and (ii) will be implemented.

3. SCOPE

(a) The Constitution of the Republic of South Africa Act, 1996, (section 217) requires an organ of state to contract for goods or services in accordance with a procurement system which is fair, equitable, transparent, competitive, cost effective and to grant preferences within a framework prescribed by National Legislation.

(b) Section 2 (a) of The Broad-based Black Economic Empowerment Act, No.53 of 2003, states that one of the goals of the Act is to promote economic transformation to enable meaningful participation of black people in the economy. This Policy gives rise to the National Legislation to advance section 217 of the Constitution.

(c) This policy in its design, development, implementation, and review is guided and underpinned by the Preferential Procurement Policy Framework Act of 2000; and is consistent with the Municipality's strategic objectives, intent, values, code of conduct, and applicable legislation. Should any aspect of this policy be in conflict with the PPPFA Act, any regulations or other applicable legislations, the Constitution of the Republic of South Africa shall take precedence.

4. LEGISLATIVE FRAMEWORK

- The Constitution of the Republic of South Africa, 1996
- Broad Based Black Economic Empowerment Act (Act No. 53 of 2003.
- Preferential Procurement Policy Framework Act (Act of 2000).
- The Local Government Municipal Systems (Act No. 32 of 2000) as amended.
- The Local Government: Municipal Structures Act (Act No. 117 of 1996);
- Municipal Finance Management Act, MFMA (Act No. 56 of 2003).
- The Supply Chain Management Regulations (Gazette 25767, 5 December 2003)
- The Supply Chain Management Policy of the Sol Plaatje Municipality.

5. PROCUREMENT

5.1 Procurement Objectives

(a) Promote Broad-Based Black Economic Empowerment (B-BBEE) - enterprises providing services and goods.

(b) Promote local labour and /or promotion of enterprises located in the municipal area.

(c) Promote Small, Medium and Micro Enterprises (SMME's), Joint Ventures, Consortiums, and partnerships.

(d) Implement recognised best procurement practices through effective planning, strategic purchasing, and contract management.

5.2 Application of Preference Point System

(a) The Municipality shall, in the tender documents stipulate:

i) the preference point system applicable; and

ii) any specific goal as envisaged in section 2(1)(d) and (e) of the Preferential Procurement Act.

6. APPLICATION OF THE PREFERENTIAL POINT SYSTEM: ACQUISITON OF GOODS AND SERVICES

6.1 80/20 PREFERENCE POINT SYSTEM FOR ACQUISITION OF GOODS OR SERVICES FOR RAND VALUE EQUAL TO OR BELOW R50 MILLION.

(a) The PPPFA provides for the 80/20 preference point system to apply to contracts equal to or below a prescribed amount. It therefore **does not allow for a minimum threshold** value to be prescribed.

(b) The following formula must be used to calculate the points out of 80 for price in respect of an invitation for a tender with a Rand value **equal to or below** R50 million, inclusive of all applicable taxes:

$$Ps = 80 \left(1 - \frac{(Pt - Pmin)}{Pmin}\right)$$

i. Where-

ii. Ps = Points scored for price of tender under consideration;

iii. Pt = Price of tender under consideration; and

Pmin = Price of lowest acceptable tender.

(c) A maximum of 20 points may be awarded to a tenderer for the specific goal specified for the tender.

(d) The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.

(e) A tenderer must submit proof of locality, i.e. Municipal account / lease agreement / affidavit / CSD in order to claim point(s) for locality.

(f) A tenderer failing to submit proof of locality with the quotation/tender may not be disqualified, but will only score 0 points for locality.

6.2 90/10 PREFERENCE POINT SYSTEM FOR ACQUISITION OF GOODS OR SERVICES WITH RAND VALUE ABOVE R50 MILLION.

(a) The following formula must be used to calculate the points out of 90 for price in respect of a tender with a Rand value above R50 million, inclusive of all applicable taxes:

$$Ps = 90\left(1 - \frac{(Pt - Pmin)}{Pmin}\right)$$

i) Where-

ii) Ps = Points scored for price of tender under consideration;

iii) Pt = Price of tender under consideration; and

Pmin = Price of lowest acceptable tender.

(b) A maximum of 10 points may be awarded to a tenderer for the specific goal specified for the tender.

(c) The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.

7. APPLICATION OF THE PREFERENTIAL POINT SYSTEM: FOR TENDERS TO GENERATE INCOME OR DISPOSE OR LEASE ASSETS

7.1 80/20 AND 90/10 PREFERENCE POINT SYSTEM FOR TENDERS TO GENERATE INCOME OR TO DISPOSE OF OR TO LEASE ASSETS

(a) Essentially, this provision allows for the formula for the 80/20 and 90/10 preference point system to be applied in reverse. For example, in the 80/20 preference point system, the formula would be applied as follows:

$$Ps = 80\left(1 + \frac{Pt - Pmax}{Pmax}\right)$$

Where-

Ps = Points scored for price of tender under consideration;

Pt = Price of tender under consideration; and

Pmax = Price of highest acceptable tender.

$$Ps = 90\left(1 + \frac{Pt - Pmax}{Pmax}\right)$$

Where-

Ps = Points scored for price of tender under consideration;

Pt = Price of tender under consideration; and

Pmax = Price of highest acceptable tender.

(b) A maximum of 20 (80/20) and 10 (90/10) points may be awarded to a tenderer for the specific goal specified for the tender.

(c) The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.

(d) Documents required for claiming of specific goal points on income or sale or lease of property/land are the following;

i) Municipal account or lease agreement or letter from the tribal authority.
ii) Official South African Identity will be used to establish whether the individual falls below the age of 35 and can be classified as youth.
iii) Official South African Identity will be used to establish whether the gender is in line with the specific goal.
iv) Medical certificate will be used to determine the status in line with disability of the individual.
v) Force number, Identity number, and full names or a letter from the Department of Military veterans.

(e) Specific goal for **Youth**: Income-generating project

80/20 equal to or below R50 million 90/10 above R50 million		
Youth – Black		
% Youth	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

(f) Specific goal for **Women**: Income-generating project

80/20 equal to or below R50 million 90/10 above R50 million		
Women		
% Women	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

(g) Specific goal for **Disability**: Income generating project

80/20 equal to or below R50 million 90/10 above R50 million		
Disability		
% Disability	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

(h) Specific goal for **Military Veteran**: Income generating project

80/20 equal to or below R50 million 90/10 above R50 million		
Military Veteran		
% Veteran status	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

(i) Specific goal for **Ownership**: Income generating project

80/20 equal to or below R50 million 90/10 above R50 million		
Ownership - Black		
% Ownership	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

8. HDI Goals

the specific goals may include contracting with persons, or categories of persons, historically disadvantaged individuals (HDI) by unfair discrimination on the basis of

i. race,
ii. gender or
iii. disability;

9. RDP Goals

Over and above the awarding of preference points in favour of HDIs, the following activities may be regarded as a contribution towards achieving the goals of the RDP (published in Government Gazette No. 16085 dated 23 November 1994):

(a) The promotion of South African owned enterprises;
(b) The promotion of export orientated production to create jobs;
(c) The promotion of SMMEs;
(d) The creation of new jobs or the intensification of labour absorption;
(e) The promotion of enterprises located in a specific province for work to be done or services to be rendered in that province;
(f) The promotion of enterprises located in a specific region for work to be done or services to be rendered in that region;
(g) The promotion of enterprises located in a specific municipal area for work to be done or services to be rendered;
(h) The promotion of enterprises located in rural areas;
(i) The empowerment of the work force by standardizing the level of skill and knowledge of workers;
(j) The upliftment of communities through, but not limited to, housing, transport, schools, infrastructure donations, and charity organizations.
(k) The Municipality may also use other RDP goals identified in the Government Gazette No. 16085 dated 23 November 1994;
(l) Military veterans

10. THE BASKET OF PREFERENCE GOALS

The basket of preference goals as contained in the relevant legislation are listed hereunder and the Municipality is at liberty to apply specific goals in any combination format depending on their preference targets. The Municipality must include in their policy specific goals as part of their tendering conditions.

(a) The Bid Specification Committee shall set appropriate local economic development targets in terms of specific goals or targeted procurement

objectives which must form part of the invitation to tender, set as criteria within bid, where appropriate.

(b) Specific goals will be selected either on a single specific goal or a combination of specific goals from HDI and RDP goals as stated in this policy.

(c) Tender(s) received need to be evaluated on firstly on the basis of price point system. Once the points for price have been calculated, specific goal points are added to come to the final points of the bidder.

10.1 LOCALITY

The table below show how points will be allocated in terms of locality

(a) Offices within the jurisdiction of the Sol Plaatje Municipality;

(b) Offices within the jurisdiction of Francis Baard District;

(c) Offices within the Northern Cape Province

(d) Offices within the Republic of South Africa

Specific Goal 1: Locality

No#	Criteria	80/20 Points allocation	90/10 Points allocation
1.	Offices within the jurisdiction of SPM	20	10
2.	Offices within the jurisdiction of Francis Baard District	5	3
3.	Offices within the Northern Cape Province	3	2
4.	Offices within the Republic of South Africa	1	1

The municipality reserves the right to advertise the bids with any combination of specific goals and the total points will remain 20.

10.2 Specific Goal 2: Ownership - Black as specific goal

A maximum of 20 points (80/20 preference points system) or 10 (90/10) preference points system), may be allocated. Bidder may score specific goal points based on company ownership.

If Municipality applies ownership as specific goal, the Municipality must advertise the tender with such a specific goal in order for a tenderer to claim 20 / 10 points for specific goals.

- The maximum of 20 points will be allocated for ownership (80/20).
- The maximum of 10 points will be allocated for ownership (90/10).

80/20 equal to or below R50 million 90/10 above R50 million		
Ownership - Black		
% Ownership	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

10.3 Specific Goal 3: Gender as specific goal

- The maximum of 20 points will be allocated for Black women (80/20).
- The maximum of 10 points will be allocated for Black women(90/10).

80/20 equal to or below R50 million 90/10 above R50 million		
Women		
% Women	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

10.4 Specific Goal 4: Youth as specific goal

- The maximum of 20 points will be allocated for Youth (80/20).
- The maximum of 10 points will be allocated for Youth (90/10).

80/20 equal to or below R50 million 90/10 above R50 million		
Youth – Black		
% Youth	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	10

10.5 Specific Goal 5: Disability as specific goal

- The maximum of 20 points will be allocated for Disability (80/20).
- The maximum of 10 points will be allocated for Disability (90/10).

80/20 equal to or below R50 million 90/10 above R50 million		
Disability		
% Disability	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

10.6 Specific Goal 6: Military Veteran as specific goal

- The maximum of 20 points will be allocated for Military Veteran (80/20).
- The maximum of 10 points will be allocated for Military Veteran (90/10).

80/20 equal to or below R50 million 90/10 above R50 million		
Military Veteran		
% Veteran status	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	**20**	**10**

- A tenderer must submit proof of locality, i.e. Municipal account / lease agreement / affidavit / CSD in order to claim point(s) for locality.
- A tenderer failing to submit proof of locality with the quotation/tender may not be disqualified, but will only score 0 points for locality.
- The bidders are required to submit the following documents in order to claim points for specific goals.

i) Central Supplier Database (CSD) report and/or Companies and Intellectual Property Commission (CIPC)
ii) BBBEE Certificate or sworn affidavit.
iii) Municipal Account or Lease agreement for locality.
iv) Medical Certificate is required where specific goal for disability is applicable.

10.7 Specific Goal for Formal Written Price Quotation (FWPQ) below R30 000

FWPQ for procurement above R2000.00 (VAT included) but not exceeding R30,000 (VAT included) may be procured by inviting FWPQ (through an email) from at least 3 (three) prospective service providers. All quotations invited must be recorded and approved by the Manager Acquisition, or his/her delegate and the specific goals shall be applied. All quotations will be subjected to 80/20 points calculations. The 80 points will be for price, 20 points will be for specific goals.

The following specific goals and points are applicable:

Military veteran	Locality	Women	Youth	Total
5	*5*	*5*	*5*	**20**

11. TENDERS TO BE EVALUATED ON FUNCTIONALITY

(a) The Sol Plaatje Municipality must state in the tender documents if the tender will be evaluated on functionality.

(b) The evaluation criteria for measuring functionality must be objective.

(c) The tender documents must specify-

i) the evaluation criteria for measuring functionality;
ii) the points for each criteria and, if any, each sub-criterion; and
iii) the minimum qualifying score for functionality.

(d) The minimum qualifying score for functionality for a tender to be considered further:

i) must be determined separately for each tender; and

ii) may not be so:

iii) low that it may jeopardise the quality of the required goods or services; or

iv) high that it is unreasonably restrictive.

(e) Points scored for functionality must be rounded off to the nearest two decimal places.

(f) A tender that fails to obtain the minimum qualifying score for functionality as indicated in the tender documents is not an acceptable tender.

(g) Each tender that obtained the minimum qualifying score for functionality must be evaluated further in terms of price and the specific goals and any objective criteria envisaged in the policy.

12. CRITERIA FOR BREAKING DEADLOCK IN SCORING

(a) If two or more tenderers score an equal total number of points for price, the contract must be awarded to the tenderer that scored the highest points for Specific goal.

(b) If functionality is part of the evaluation process and two or more tenderers score equal total points for price and equal preference points for specific goal, the contract must be awarded to the tenderer that scored the highest points for functionality.

(c) If two or more tenderers score equal total points in all respects, the award must be decided by the drawing of lots.

13. AWARD OF CONTRACTS TO TENDERERS NOT SCORING HIGHEST POINTS

(a) A contract may be awarded to a tenderer that did not score the highest points only in accordance with section 2(1)(f) of the Preferential Procurement Policy Framework Act, 2000 (Act No 5 of 2000)

(b) If the Sol Plaatje Municipality intends to apply objective criteria in terms of section 2(1) (f) of the Act, the Sol Plaatje Municipality must stipulate the objective criteria in the tender documents.

14. DECLARATIONS

(a) A tender must, in the manner stipulated in the document, declare that-

i) the information provided is true and correct;

ii) the signatory to the tender document is duly authorised; and

iii) documentary proof regarding any tendering issue will, when required, be submitted to the satisfaction of the municipality.

15. REMEDIES

15.1 If the Municipality is of the view that a tenderer submitted false information regarding a specific goal, it must—

(a) inform the tenderer; accordingly, and

(b) give the tenderer an opportunity to make representations within 14 days as to why the tender may not be disqualified or, if the tender has already been awarded to the tenderer, the contract should not be terminated in whole or in part; and

(c) the organ of state should not restrict the tenderer from conducting any business for a period not exceeding 10 years with any organ of state.

(2) After considering the representations referred to in subregulation (1)(b), the organ of state may—

(a) if it concludes that such false information was submitted by the tenderer—

(i) disqualify the tenderer or terminate the contract in whole or in part; and

(ii) if applicable, claim damages from the tenderer;

(b) if it concludes that the tenderer must be restricted, restrict the tenderer from doing business with any organ of state for a period not exceeding 10 years.

(3) An organ of state must, within five working days—

(a) inform the National Treasury, in writing, of any action taken in terms of subregulation (2); and

(b) if it decides to restrict a tenderer, request the National Treasury to publish the name of the tenderer in its list of restricted suppliers.

(4) The National Treasury must, within three working days after receiving a request in terms of subregulation (3)(b), publish the name of the tenderer in its list of restricted suppliers.

16. REVIEW OF THE POLICY

(a) This policy will be reviewed in line with any changes in the legislative environment including legislative changes, regulations and policy directives issued by National Treasury.

SOL PLAATJE LOCAL MUNICIPALITY

CONTRACTS PERFORMANCE MANAGEMENT POLICY

Final Reviewed Version of March 2024

MUNICIPAL CONTRACT PERFORMANCE MANAGEMENT POLICY

LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003

CONTRACT PERFORMANCE MANAGEMENT POLICY REVIEW AND ADOPTION PROCESS

Adoption and Review	**Council Resolution Date**	**Council Resolution number**
Original adoption	01 July 2017	Not applicable
Reviewed and amended	16 May 2019	C43 /05/19
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Reviewed and amended	27 February 2023	

CONTRACT PERFORMANCE MANAGEMENT POLICY- 2023/24				
Item No.	Original Author(s)	Policy status	Council Resolution No	Date of Approval
1	Betty Nkoe	5th Review		
2	Name of Speaker Dipuo Peters	4th Review		
3	Name of Accounting Officer (MM)	Signature	Date	
4	**Mr. SB Matlala**			

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A. ACRONYMS AND DEFINITIONS

In this Policy, unless the context indicates otherwise:

Accounting Officer	means the Municipal Manager referred to in section 60 of the MFMA (2003); and include a person acting as the accounting officer.
Act or MFMA	the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003).
AMU	Asset Management Unit of the Municipality
BAC	Bid Adjudication Committee
B-BBEE	Broad-Based Black Economic Empowerment
BEC	Bid Evaluation Committee
BEE	Black Economic Empowerment
BoQ	Bill of Quantities
BSC	Bid Specification Committee
BTO	Budget and Treasury Office
CFO	Chief Financial Officer of the Municipality
CIDB	Construction Industry Development Board
Circular 62	communication from National Treasury by means of a Circular to enhance compliance and accountability to SCM Regulations and the MFMA of 2003.
Construction Industry Development Board (CIDB):	the Construction Industry Development Board (CIDB), a national body established by an Act of Parliament (Act 38 of 2000) to oversee the sustainability and growth of construction enterprises across the country.
Contingencies	a percentage of concept budget allowed for unforeseeable programmatic and design changes which occur over the course of the execution.
Contract	the agreement that results from the acceptance of a bid by the Municipality (signed mutual agreement).
Contract Alteration	changing technical writing or input errors to the agreement of the contract without changing the scope of contract.
Contract Amendment	changing the scope, nature, duration, purpose or objective of the agreement or contract (In context of Circular 62 and section 116 (3) of the MFMA).
Contract Lifecycle	the period from the beginning of the contract, its inception, management, and termination of such contract
Contract Lifecycle Management	the process by which the municipality strengthens and taps into value of its contract portfolio, this includes risk management, managing budgets

	and successful delivery of the project according to management expectations.
Contract Management	the administrative activities by all stakeholders involved in an agreement (SLA/SDA) or contract and include the; SCM Contract Manager, Contract Owner, Line/Project Manager, Service Provider or Suppliers, associated with contracts, and includes processes associated with the invitation to bid, Bid Evaluation, Award of Contract, Contract Implementation, Measurement of work completed, and Computation of payments. It also includes monitoring the contract relationship, addressing related problems, incorporating necessary changes or modifications in the contract, ensuring both parties meet or exceed each other's expectations, and actively interacting with the contractor to achieve the contract's objective(s).
Contract Owner	the Executive Director, Senior Manager or Manager, as the case may be, that is ultimately accountable for all activities during the life cycle of the contract. The Contract Owner can also be seen as the Budget holder.
Contract Variation or Variation Order	an alteration to the scope of works in a construction or service contract in the form of addition, subtraction, substitution or omission form the original scope.
Council	Means the Council of the Sol Plaatje Local Municipality.
CSD	Central Supplier Database
Delegation ***(in relation to a duty)***	Includes an instruction or request to perform or to assist in performing the duty.
Executive Director	Means a senior manager of the Municipality appointed in terms of section 56 of the Municipal Systems Act Delegation (in relation to a duty)
Force Majeure (Act of God)	Is the expression used to denote irresistible superior force which might cause damage or prevent the execution of an obligation, therefore suppliers are not liable for damages caused by force majeure or for failure to carry out a contract if prevented (terms and conditions in this regard will be determined by every individual contract/s).
GCC	General Conditions of Contract
IDP	Integrated Development Plan
IUDG	Integrated Urban Development Grant
KPI	Key Performance Indicators
Line/Project Manager	the official/line manager within a specific department, responsible for all day to day activities (including performance management and dispute resolution) during the life cycle of the contract (with delegated powers to perform this function). A Line/Project Manager could also be the Project Manager.

MBD	Means the Municipal Bid Documents
MFMA	Means the Local Government: Municipal Finance Management Act, 2003 (Act no 56 of 2003)
MSA	Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
Municipality	means the Sol Plaatje Local Municipality;
NT	National Treasury established by section 5 of the Public Finance Management Act.
Official ***(In relation to the Municipality)***	means: • an employee of the Municipality. • a person seconded to the municipality to work as a member of the staff of the municipality; or • a person contracted by the municipality to work as a member of the staff of the municipality otherwise than as an employee.
PID	Project Initiation Documents
PIP	Project Implementation Plan
PMU	Project Management Unit
Price Escalation	Means the changes in the cost or price of specific goods or services in a given economy over a period.
Project Funding	the allocated funds to cover all costs associated with Acquisitioning, Implementation, Monitoring and Handover/Commissioning of the project. A project may be funded from more than one source as per the approved budget.
PSC	Means Project Steering Committee
SCC	means the Special Conditions of Contract
SCM	Supply Chain Management
SCM Contract Performance Manager	the SCM officials responsible for Monitoring, Regulating and Reporting on all contract related activities as set out in Section 116 of the MFMA.
SDA	Service Delivery Agreement
SDBIP	means Service Delivery Budget Implementation Plan
Service Level Agreement (SLA)	an agreement between a service provider and the SPM that defines the level of service expected from the service provider. This agreement is either included in the contract or serves as an addendum to the contract. The SLA is subservient in its interpretation and application to the main contract
SLA	Service Level Agreement
Standard Contract	Is a contract between two parties where the terms and conditions of the contract are set by one of the parties and the other party has little or no ability to negotiate more favourable? In the case of the municipality, standard contracts shall be initiated by the municipality as the employer

	and negotiated in good faith with the contracted service provider. For software maintenance, the contract shall be initiated by the service provider as they carry extensive knowledge of their systems, and the municipality shall cover itself in the Master Agreement on the system, software application or program developed.
Structures Act	Local Government: Municipal Structures Act, 2000 (Act No. 117 of 1996)
Users	all officials as set out in the organogram of the Sol Plaatje Municipality involved with contracts.
VAT	Value Added Tax

1. INTRODUCTION

The policy applies to all transactions undertaken by the Sol Plaatje Municipality which involves a contract whether explicitly agreed in writing, or implicitly implied through actions.

Properly managed contracts by all stakeholders involved, can ensure that services are delivered within specifications as set and agreed by all, during the specifications phase and at the agreed cost, (inclusive of VAT and escalation clauses in contracts) time period and quality of the goods and services procured.

All contracts must be managed throughout the Contract Life Cycle, based on the level of management control appropriate for the classification of that contract.

Improperly managed contracts may impact negatively on service delivery. Adverse effects of ineffective contract management include but are not limited to:

(a) Goods and services outside of specification.
(b) Cost overruns.
(c) Poor suppliers, buyer or other stakeholder relations;
(d) Negative public perception, and
(e) Potentially complete service delivery failures.

Hence, good contract management by all stakeholders involved is essential for good financial management and will contribute greatly to the effectiveness and efficiency of service delivery. In effect, it would give strategic direction to all Directorates following a centralised strategy of contract management. This policy must be read in conjunction with the SCM Policy of the Municipality.

2. OBJECTIVES

The objectives of this policy are to give effect to Section 217 of the Constitution of South Africa (1996) that stipulate:

(a) "When an organ of state in the national, provincial or local sphere of government, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system which is equitable, transparent, competitive and cost effective".

(b) This is consistent with section 112(1) of the MFMA, which provides that "the Supply Chain Management Policy of the Municipality must be fair, equitable, transparent, competitive, cost effective and comply with a prescribed regulatory framework…"

(c) The Supply Chain Management Policy (SCM) ensures effective and efficient control of contracts procured through the SCM processes, thus ensuring that:

(i) Proper recording and enforcement of contracts throughout the contract life cycle (specifications regarding contract reviews);

(ii) Support is provided to the Demand Management framework as set out in Circular 62 of National Treasury (August 2012), optimizing proper planning, resulting in effective service delivery.

(iii) Management of Contract Performance.

(iv) Compliance with the regulatory framework.

(v) Assistance is provided to officials in understanding their legal and managerial responsibilities with regards to contract management;

(vi) The optimization of the efficient use of resources and the financial sustainability of the Municipality, resulting in lower cost drivers, and

(vii) The continuous development of effective Management Information Systems, resulting in strategic support and risk prevention

(d) The existence of Contracts Management Policy is to ensure that no contract procurement of goods and services (excluding land sales or rentals of Sol Plaatje Municipal Assets, which are managed by Property Management Services), takes place outside of the SCM System.

3. LEGISLATIVE AND POLICY FRAMEWORK

- The Constitution of the Republic of South Africa, 1996
- Municipal Finance Management Act (Act No. 56 of 2003)
- Preferential Procurement Policy Framework Act (Act No. 5 of 2000)
- Preferential Procurement Policy Framework Act, 2000: Preferential Procurement Regulations 2017 (No. Reg 40553, 20 January 2017)
- Local Government: Municipal Systems Act (Act No. 32 of 2000)
- Local Government: Municipal Structures Act (Act No. 117 of 1996)
- Municipal Supply Chain Management Regulations, (No. 27636, Notice 868 of 2005 as amended)
- Supply Chain Management Policy of the Sol Plaatje Municipality

4. STATUTORY AND REGULATORY FRAMEWORK FOR MANAGING CONTRACTS

4.1 Application and Framework of the Contract Management Policy:

(a) All officials and other role players in the Supply Chain Management system of the Sol Plaatje Municipality must implement this Policy in a way that gives effect to:

(i) Section 217 of the Constitution.
(ii) Section 33 and 116 of the MFMA (Act No. 56 of 2003).
(iii) Municipal Supply Chain Management Regulations (No. 27636, Notice 868 of 2005)
(iv) Supply Chain Management Policy of the Municipality
(v) Any other applicable legislation pertaining to the acquisition of goods and services and contract management.

b) This Policy applies when the Municipality:

(i) Procures goods or services.

(ii) Disposes of goods no longer needed; and

(iii) Selects service providers and suppliers to provide assistance in the provision of municipal services including circumstances where Chapter 8 of the Municipal Systems Act applies.

4.2 Adoption, Amendment, and Implementation of the Contract Management Policy:

(a) The accounting officer must:

(i) At least annually review the implementation of this Policy; and

(ii) When the accounting officer considers it necessary, submit proposals for the amendment of this Policy to Council.

(b) In terms of Section 62(1) (f) (iv) of the Act, take all reasonable steps to ensure that the Contract Management Policy is implemented.

4.3 Application of Policy:

The policy applies to all transactions per the Supply Chain Management processes and undertaken by the Sol Plaatje Municipality which involves a contract whether explicitly agreed in writing, or implicitly through actions.

4.4 Basis for binding the Municipality in a Contract:

(a) The Supply Chain Management Policy of the Municipality gives guidance for procurement of goods and services in line with various thresholds determined by monetary value. The policy stipulates that procurement of goods and services up to R30 000.00 inclusive of VAT shall be done through a formal written price quotation evaluated based on price only, the service providers must be registered in the Central Supplier Database (CSD) and Sol Plaatje Municipality Database. Most of these quotations are for once off delivery of such goods and services at an agreed upon point.

(b) By accepting the quotation as submitted by service provider (municipality will issue an official order), there is a form of contract that gives rights and obligations to both parties. In these instances, it is not necessary to sign a contract, unless it the contract for the rental of printer or others, whereby an Invoice or order will be issued on a monthly or annual basis for 2 to 3 years with a minimum not exceeding the threshold. Such rental of printer, landfill site assessment, audit reviews of the AFS, and Actuaries, etc. All documents pertaining to such procurement shall be in custody of Supply Chain and Expenditure Management Section and shall form the basis for the issuing of the official order and for payment.

(c) Procurement of goods and services above R30 000, 00 but not exceeding R300 000.00 (inclusive of VAT) shall be advertised on the Municipal Website. The evaluation of such quotations shall be based on (80 price /20 specific goals) and Price. The evaluation of these quotes shall be conducted by Supply Chain Management Unit officials and shall inform the procuring department of the outcomes of the evaluation. Upon acceptance, an official order shall be issued to the successful bidder. Entering into a contract shall be optional at the instance of the Procuring Department for this category of procurement. The letter of appointment may be issued in this regard stipulating specific conditions of delivery of goods/services procurement, as well as timelines involved in the delivery depending on the contract or procurement, in most case an official order will be generated.

(d) Procurement of goods and services above R300 000 (inclusive of VAT) shall be through an open, competitive bidding process and the specification shall be approved by the Bid Specification Committee (BSC), evaluated by the Bid Evaluation Committee (BEC) and the award is made by the Bid Adjudication Committee (BAC) in line with the delegated powers. It is compulsory to enter into a Service Level Agreement for procurement of goods and services with the value exceeding R300 000.00. The level of complexity of contract will depend on the nature of services, quality and other special conditions of delivery.

(e) Where the above supply chain processes could not be fulfilled, an authorised deviation by the Municipal Manager, which also leads to a binding agreement between the two parties. The deviation must indicate the motivation, mitigation plan, and the timelines of the bidding process.

(f) It is based on the above approaches that the Municipality may enter into a binding agreement between the Municipality and the service provider.

(g) Appointment of a service provider without following the above procedures may lead to invalid contracts, and the official involved may be held responsible for financial misconduct and be subjected to Disciplinary action, and the resultant expenditure will be irregular and may be recovered from such officials.

(h) The municipal Supply Chain Management Regulations (MSCMR) permit the Accounting Officer to ratify minor non-compliances from SCM Policy by Bid Committees and Officials.

4.5 Conditions of Contract:

(a) A contract or Agreement procured through the Supply Chain Management System of the Municipality must:

(i) Be in writing;

(ii) Stipulate the terms and conditions of the contract or agreement, which must provide for;

(iii) The termination of the contract or agreement in the case of breach or non- or underperformance.

(iv) The termination of the contract or agreement in the case of breach or non- or underperformance.

(v) Dispute resolution mechanisms to settle disputes between the parties.

(vi) A periodic review of the contract or agreement once every three (3) years in the case of a contract or agreement for longer than three (3) years, such as the banking contract/ software systems.

(vii) The municipality's liability and indemnity exposure.

(viii) Force majeure and

(ix) Any other matters that may be prescribed.

(b) The relevant Executive Director, with delegated powers from the Municipal Manager, must establish capacity in his/her Directorate to assist the Accounting Officer in carrying out the duties set out in section 116(2) of the MFMA.

4.6 Administrative Capacity:

The relevant Senior Manager, with delegated powers from the Municipal Manager, must establish capacity in his/her Directorate to assist the Accounting Officer in carrying out the duties set out in section 116(2) of the MFMA.

4.7 Management of Contracts:

The Accounting Officer and delegated officials must take all reasonable steps to:

(a) Ensure that a contract or agreement procured through the Supply Chain Management Policy of the Municipality is properly enforced.

(b) Monitor on a quarterly basis the performance of the contractor under the contract or agreement, and the monitoring report for infrastructure projects must be submitted to PMU and SCM on a monthly basis.

(c) The monitoring report for the goods and services project must be submitted to SCM by the Line Manager on a monthly basis/ prior to any payments or before generating official order (whichever comes first).

(d) No order will be generated without the monitoring report for that particular month, and including the payment voucher for construction related projects.

(e) The PMU and the SCM will share the monitoring report of all service provider of share point and the line manager will give access.

4.8 Non-Performance of the Supplier/ contractor:

a) If the supplier after received the official order fails to deliver the goods and services as indicated in an official order within the timelines agreed with the LM and SCM. The municipality must inform the supplier and cancel an official order / or terminate the contract. The service can be requested from other service provider.

b) If the lowest bidder (quotations below R30 000) is non-tax complaint before generating an official order for **goods and services,** the bidder will be notified

and given 7 days to correct the tax status. In case of emergency or the urgent items to be procured the SCM will generate an official order to the responsive second lowest bidder and tax matter must be verified and to be tax compliant.

c) If the bidder is non-tax compliant before the payment of the **infrastructure project** the bidder will be notifies and give 7 days to correct the tax status.

d) For the infrastructure projects and goods and services, if the contractor / service provider fails to perform the work as awarded to his/her company, the municipality will inform the contractor through letter about the unsatisfactory and the non-performance as first warning and the second warning. All the non-performance activities must be recorded, and the contract will be terminated considering relevant clauses on SLA or GCC.

4.9 Contract Lifecycle Management:

Contract Lifecycle is a back to back process of acquisition to the award of contract. The cycle further entails execution, closure and handover of the project to the relevant official representing the Municipality. The Municipality recognises seven steps in Contract Lifecycle Management as elaborated below:

(a) Contract Requisitioning – this is the first action of defining the purpose and request.

(b) Authoring – this involves the development of the contract documentation, version control and validation. Legal experts or suitably experience officials must be involved in authoring the contract.

(c) Negotiation – the ability to analyse the versions of contracts and the relevant attachments as influenced by the discussions between the parties to the contract. The Accounting Officer may appoint an official to assist in the negotiations or may make use of external experts depending on the complexity of the service and contract.

(d) Approval- routing the contract document and the necessary attachments for review and approval. The Line/Project Manager must approve the draft contract prior to the final version being submitted to the Accounting Officer or his delegate for signature.

(e) Execution – the process of allowing the contracted service provider to perform duties as outlined in the contract document. The Line/Project Manager must ensure that the performance by the other party is not

delayed or impeded in any way where it is within the Municipality's control.

(f) Obligations Management – involves that deliverables are being met and maintain compliance at all times. The Line/Project Manager must ensure that all deliverables are quality assessed and controlled.

(g) Contract Amendment – process of keeping track of original terms in addition to current obligations to deliver on the contract. Where any such amendment is proposed, the Line/Project Manager must prepare a report and motivation accompanying such proposal for the approval of the Contract Owner and complying with the relevant clause.

(h) Audit and Reporting – access to the entire contract for audit tracking, reporting and easy integration with other systems. It is the responsibility of the Line/Project Manager to ensure that a comprehensive file to Auditing Standards are kept in a safe place and that access to such file is available by authorised personnel.

(i) Renewal Clauses – contract extensions after the expiry dates. The Line/Project Manager must advise the Contract Owner (Municipal Manager) within 30 days regarding the renewal clauses and the financial implications thereof and final approval must be granted by the Municipal Manager.

4.10 Amendment of Contracts:

(a) A Contract or Agreement procured through the Supply Chain Management Policy of the Municipality may be amended by the concerned parties to the contract, in exceptional circumstances in order to mitigate abuse, in perception after the fact to prevent financial inefficiencies and influencing financial sustainability.

(b) In terms of Section 116(3) of the MFMA, (56 of 2003), amendments (in compliance with SCM procedures), may only be made after the initial, original contract has been signed. The MFMA requires that the reasons for the proposed amendment must be tabled in Council; and the local community has been given reasonable notice of the intention to amend

the contract or agreement; and have been invited to submit representations to the Municipality.

(c) Amendments of contracts where the expansion or variation is not more than (National Treasury Circular 62):

(i) 20% (construction related goods, services and/or infrastructure projects), and

(ii) 15% (all other goods and/or services) of the original value of the contract, must be submitted directly to the Head of Supply Chain Management.

(d) Division for approval and further reference to the Bid Committees, and or Chief Financial Officer or Municipal Manager (depending on delegations) committee system for approval.

(e) Amendments of contracts where the Expansion or Variation is more than the threshold prescribed by National Treasury (Circular 62), must be dealt with in terms of the provisions of section 116(3) of the MFMA, and are exempt from this process.

(f) Amendments to the contract, without influencing the value or Term of the Contract, within the scope of the original terms and conditions, may be altered, provided that both parties have consensus on the amendment and the contract amendment is in writing and signed by both parties.

(g) No agreement to amend or vary a contract shall be valid and of any force unless such agreement to amend or vary is entered into writing and signed by the contracting parties.

(h) When an amendment has a budgetary implication for a term longer than 3 (three) years, Section 33 of the MFMA will apply to this amendment (Section 116 (3) of the MFMA will be followed with Section 33, when amending an existing contract for longer than 3 years).

(i) The variation will be presented and approved at the BAC.

4.10.1 Procedures for contract amendment:

Contract amendment may include change in some elements of scope of work as a result of unforeseen circumstances, change in area of work, or change in the number of units or materials for the benefit of the organisation.

(a) The Line/Project Manager shall prepare a report to the Executive Director motivating the need for contract amendment or adjustment. The motivation will be prepared in a prescribed format with the following information as mandatory:

(i) Short description of the project;

(ii) Project status;

(iii) Summary of Contractors performance;

(iv) Project budget and expenditure to date;

(v) Proposed amendment (scope, area, associated costs, budget);

(vi) Reason for amendment contrary to inviting bids for the new scope;

(vii) Benefits arising from the amendment;

(viii) Cost implication and funding of such costs.

(b) The Head of the Supply Chain Management Division must provide their written professional opinion of the compliance with the Supply Chain Management Policy as well as the Municipal Finance Management Act. The Executive Director in whose purview the contract resides and for whom the amendment report has been prepared shall submit the completed report under their signature to the Chief Financial Officer.

(c) The CFO will then in turn solicit the approval of such from the Municipal Manager upon the CFO's satisfaction that the report is complete and sufficiently substantiated.

(d) Should the Municipal Manager support the proposed amendment, the CFO shall prepare an item for the Municipal Council using the motivation provided by the Line/Project Manager and Executive Director initially. The Head of SCM shall facilitate the notification to the public with regards to the amendment and receive any objections or comments.

(e) Once the comments are received, the Head of SCM and the CFO will advise the Municipal Manager and the Executive Director concerned.

(f) Contract amendment shall require signing of the addendum to the original contract by all contracting parties to the contract. It should however be noted that amendments should be made in line with the allocated budget as per the approved budget for the project/service. If the amendment requires additional funding, the above process can only resume once funds are confirmed in respect of the work to be done.

(g) For Integrated Urban Development Grant (IUDG) funded projects, confirmation must be obtained from the PMU Office with regards to approved funding on the project and procedures for Budget Maintenance must be fulfilled prior to taking the recommended steps for Contract Amendment.

4.11 Contract Variation:

(a) A variation order register must be developed, maintained and kept by the PMU Manager and the SCM.

(b) Contract variation refers to the variation of actual work that needs to be done or the methodology, approach or resources planned to be used in the execution of the project. Contract variation shall be initiated by the appointed contractor after demonstrating the benefits of varying the original contract bills of quantity or other inputs used in the implementation of the contract agreement. Issues of quality, subsequent maintenance costs and materials and the completion period must be considered prior to agreeing with the variation.

(c) The process shall entail a request letter from the Contractor to the Line/Project Manager, and the request shall entail cost and benefits of the variation, financial implications, advantages of the variation and the impact or implications on quality of the product/service at the end of the day.

(d) The variation must be considered by the Contract Owner concerned, and once agreed upon, the Contract Variation Agreements shall be signed by all parties concerned. The Executive Directors shall inform the Chief Financial Officer for to assess the impact of the variation on the project for Assets Management and SCM purposes and information.

(e) Where contract variation requires additional funding, not exceeding 20% of the contract value, which is within the approved budget for current and subsequent year for that line item or project, reference will be made to Accounting Officer's guidelines for implementing Supply Chain Management Regulation. The request shall be approved by the Accounting Officer on recommendation of the Chief Financial Officer.

(f) The variation will be presented and approved at the BAC.

4.11.1 Procedures for Contract Variation:

Activity	**Responsible Person**
The Contractor or Service Provider shall propose variation order to the Line/Project Manager responsible and overseeing the contractor, with a full cost-benefit analysis, financial implications, future maintenance costs and availability of parts/materials.	Contractor/Service Provider
The Line/Project Manager shall consider the request and present such to the Executive Director responsible to obtain concurrence.	Line Manager
The concurrence shall be presented to the Budget and Treasury Office, Assets Management Unit for their analysis.	Line Manager
The Line Manager shall liaise with the CFO with all the inputs received thus far for recommendation to approve to the Accounting Officer	Line Manager
The Line Manager and CFO shall submit the variation to the Accounting Officer for approval.	Line Manager/CFO
The Service Provider shall be informed of the acceptance of the variation and all necessary documents shall be signed and filed.	Line Manager
The PMU and SCM must be informed, and copy must circulate	Line Manager

in order to update the register	

4.12 Contract Contingencies:

(a) A contingency clause is a provision in the contract that requires a specific event or action to take place for a contract to be considered valid. A contingency clause should clearly outline what the condition is, how the condition is to be fulfilled and which party is responsible for it.

(b) In Construction Contracts, contingencies are those unforeseen conditions experienced during contract execution. These conditions need to be dealt with to enable the contractor to proceed with executing the scope of work as per the agreement.

(c) The contingency is brought to the attention of the Line/Project Manager responsible for that work, and upon assessment agree that the circumstances are indeed a contingency. A recommendation to proceed with work aimed at resolving the contingency shall be made by the Line/Project Manager and approved by the relevant Executive Director. The approval shall be in writing, and once signed off by all parties, it shall be communicated to the Chief Financial Officer to ensure that the correct budget/line item is used for the processing of invoices against the contingency budget as per the signed agreement. Contingency fees are normally set at a percentage not exceeding 10% of the project costs as per the bidding document.

(d) Where contingencies are expected to exceed 10% or the Contract Terms Conditions, the CFO must be notified so as to provide professional advice on the process which must be followed in this regard.

4.13 Contract Budget Adjustment:

(a) Projects where costs are not time bound like consultancy services and similar advisory services executed through use of Human Resources to execute and budgeted for in the Capital Budget, can only be adjusted by way of Council Resolution, through an adjustment budget or through adhering to MFMA Section 29 – unforeseen and unavoidable expenditure.

(b) A differentiation should be made between project budgets overrun or over-expenditure and additional funding required as a result of contract value as per the winning bid price offer. In cases of projects funded under Capital Budget, the following process must be followed:

Where the amount of the project awarded far exceeds the budget – Capital	
Confirmation of funding of project.	Chief Financial Officer or Delegate
Successful bidder price exceeds the budget.	Negotiate scope reduction to align award amount with available funds
Successful bidder price exceeds the budget.	Approval by Municipal Manager with the commitment to adjust project funding. An award can only be made once there is confirmation that the quoted price is fully funded in either current year's budget, or will be funded through an adjustment budget or in the following year's budget
Where the project is overspending	
Oversee project implementation against project plan which is addendum to the Service Level Agreement entered into.	Line/Project Manager
Monitor claims against BoQ or project costing as per MBD1.	Line/Project Manager
Query any claims that exceed BoQ as per tender documents upon receipt of invoices.	Line/Project Manager
Obtain clarification from Contractor/Consultants on claims/quote variations, and the impact of the variation on entire project budget/costs	Line/Project Manager
If clarification is satisfactory, report in writing to BTO the implications of the variances.	Line/Project Manager
Inform the CFO of imminent changes in project costs and impact on total project budget.	BTO
Approval of invoice for payment.	Senior Manager/CFO
Perform project budget forecast	Line/Project Manager and BTO
Advise CFO on projections and for noting for budget adjustment budget.	Senior Manager or Line/Project Manager and BTO

5.1 Maintenance and Contract Administration

(a) Contract Administration includes all administrative duties associated with a contract once it is adjudicated and implemented. No rights in terms of an awarded contract will accrue before the SCM appeal period and/or appeal has been finalised.

(b) The contract should be signed by all parties concerned (The relevant official should also ensure that the suppliers have the delegated powers to sign and amend the Contractual Agreement). The contract will only be enforceable after all the signatures of the relevant parties are documented and the date of such enforcement shall be the date of the last authorised signature.

(c) A signed Service Level Agreement must be compiled and signed which will incorporate all the relevant sections of the tender documentation.

(d) All once-off purchases shall have a specified end delivery date.

5.2 Processing of Payments by the Expenditure Section

(a) For Civil Contracts, all invoices shall be delivered to the Engineer responsible together with the Consultant report detailing the BoQ used during the period the invoice applies. After satisfying themselves with the contents of the invoice, the Consultant Report, and an Engineers Certificate shall be completed accordingly within the department by Line Manager and be submitted to Expenditure Section.

(b) The SCM must register all the civil contract in the system and inform the Expenditure sections for all the new awards.

(c) The PMU will link the job for the contract in the civil module for each new financial and the SCM will verify and authorise.

(d) The PMU will link all the budget jobs in the system.

(e) SCM will capture all the extension of the contract after received all the relevant documentation for extensions of the tender.

(f) Upon completion of the Engineers Certificate, a voucher for payment shall be completed and presented to the Budget and Treasury Office to confirm the vote number.

(g) All vouchers shall be signed by the Engineer or Line/Project Manager and approved by the Executive Director, which must be submitted to Expenditure Section for verification of validity of the contract (CSD report requirements and Municipal Rates & Services). All payment documents shall be forwarded to the Expenditure Division by the Line Manager for processing.

(h) All queries regarding the payment shall be directed to the Engineer responsible for the function. The Expenditure Section shall complete the payment reference number on the voucher and forward yellow copy to Assets Management Unit (for use in capitalisation and unbundling of assets). AMU shall liaise with BTO for the completion of commitments and grants registers. The Expenditure Section shall update the Civil Contracts Register and ensure that the Engineers Certificates per project follow a chronological order and that the line item used is consistent throughout the project execution and payment period.

(i) Virements on the Capital Budget shall be done by the Chief Financial Officer in line with Council resolutions.

5.3 Contractor Performance Reporting:

(a) The reporting of the contractor's performance is the responsibility of the Line/Project Manager.

(b) The reporting should emanate from the Governance Structure (Project Steering Committee (PSC)) which have been established for the management and monitoring the performance of the contract (project).

(c) The establishment of the Governance Structure (Project Steering Committee (PSC)) must form part of the terms and conditions of the SLA.

(d) The SLA will be developed by the Line/Project Manager in consultation with the Legal Advisor of the Municipality.

(e) Once the SLA have been finalised by the Line/Project Manager and Legal Advisor, it must be submitted to SCM for finalisation of contract documentation.

(f) It is imperative that upon signing the Contract and Service Level Agreement that a project scorecard is completed as well. The project scorecard shall indicate the following;

(i) Tender

(ii) Tender description as per register Procurement Plan

(iii) Key Performance Area

(iv) Key Strategic Objective

(v) Key Performance Indicator

(vi) Key Activities and Milestones

(vii) Project Performance Evaluation Scorecard

(viii) Project Plan

(ix) Project Deliverables.

(g) The above shall be used to appraise the project progress as well as the contractor.

5.4 Contract Administration:

Contract Administration is the function of the Line/Project Manager and shall be overseen by the Executive Director responsible. Contract Administration includes the following activities and responsibilities:

Contract Initiation	Through the SCM Processes
Negotiations	Including SCM Practitioners and BTO Officials and CFO
Appointment of Contractor/Service Provider/Consultants	Municipal Manager
Contractor Engagement and Authoring of Service Level Agreement	Line Manager and Legal Advisor
Service Level Agreement	Line Manager, Executive Director & Head of SCM.
Contractor Invoices	Line Manager, Executive Director, BTO and Expenditure Section
Contractor Performance Reporting	Line Manager, PMU and Executive Director
Contract Amendment/Variation/ Contingencies	Line Manager, PMU, Head of SCM, CFO, ED, & MM
Termination of contract	Line Manager, Executive Director, Head of SCM/ Municipal Manager, Legal Advisor
Project Close-Out	Line Manager, Assets Management, IDP Manager, ED, & PMU

5.5 Once-off Service Delivery Contracts:

(a) It is advised that for a contract appointment with a value above R200 000.00 and the nature of appointment is services related, that a Service Level Agreement be entered into for the purposes of specifying;

(i) Nature of services (scope of work)

(ii) Service standards and compliance requirements

(iii) Timelines

(iv) Claims procedures and milestones

(v) Quality of reports

(vi) Timeframes

(vii) Progress report and meetings

(viii) Contract Termination Clauses

(ix) Address nominated by a party in a legal contract (Domicilia).

(b) Where the contract involves delivery of goods, the appointment letter should state all of the above as preconditions, and such appointment letter will serve as an annexure to the contract. Quality and place become critical for delivery and invoicing.

5.6 Closing of contract and project sign off:

(a) Once the terms and conditions of the contract had been fulfilled, the Contractor and Line Manager will prepare a Project Completion Certificate with the following details;

(i) Date of commencement of the project

(ii) Project costs (list of all invoices submitted and the value of each)

(iii) Retention fees held and the release date of such

(iv) Project successes and challenges

(v) List of all variations, amounts and summary of details

(vi) BoQ of materials used (actual quantities versus budgeted quantities)

(vii) Prices (actual prices versus budgeted prices)

(viii) Actual timeliness of delivery under contract vs contracted timeframes

(ix) Review of procurement methods

(x) Risk strategies

(xi) Any warranties certificates, guarantees and Standard Operating Manual where necessary

(xii) Confirmation of the satisfactory completion of all obligations by the other party per the contract.

(b) All the above shall be part of the Project Certificate. The certificate shall be submitted to the Assets Management Unit for unbundling of work in progress and capitalisation.

(c) The completion report or close-up report must be submitted to the SCM Contracts by the Line/Project Manager on completion of the project/contract.

5.7 Classification of Contracts

The Line Manager must classify the contract or groups of contracts according to the level of management intervention required, such classification should consider on the Procurement Plan per registration of the project.

(i) Nature of Contract
(ii) Strategic importance of the goods and services being purchased
(iii) Contract value
(iv) Contract duration, and
(v) Contract complexity

6. Reporting of Bad Performance and Remedial Action

(a) During monthly reporting, the Line/Project Manager is expected to report any concerns of performance, quality and communication from the service provider's side. In the scorecard, indication must also be made of achievement of timelines and staying within the budget without compromising quality.

(b) The Line/Project Manager may recommend to the Executive Director and with motivation, to terminate the contract for various reasons. The Executive Director will in turn consult with the Legal Section. Notwithstanding the above, prior to any legal action in whatever way, it is the Policy of the Municipality to always consider the impact to the community and the interests of the Municipality, of any action it may take when invoking any legal or other remedies against a party in breach of such contract.

(c) A letter to terminate a contract shall be issued only on instruction by the Contract Owner (Municipal Manager) and through the Legal Section after having complied with any provisions contained for the remedy of breach and taking cognisance of repercussions and costs after consultation with the CFO.

(d) SCM will only consider termination of the contract upon receipt of a written approval from the Contracts Owner (Municipal Manager) supported by the Legal Advisor.

(e) All stakeholders involved in these discussions must firstly consider any remedial action to prevent or avoid termination or litigation. The Contract Owner (Municipal Manager) may serve a Dispute Resolution Mechanism in such cases where the relationship is breaking down or performance is beyond tolerance and impacts on project execution and financials associated with the project.

7. Blacklisting of Service Providers

(a) Bidders or contractors shall be reported to National Treasury for blacklisting under the following circumstances:

(i) Failure to disclose honestly, the relationship of the company, its shareholders, owners, and/or directors with any Organs of State

(ii) False CIDB or fraudulent CIDB Certificates

(iii) False or fraudulent Tax Clearance Certificates

(iv) False or fraudulent Municipal Accounts

(v) Termination of contracts due to breach of contract

(vi) If the supplier committed any act of corruption or fraudulent during the bidding process or during the execution of the contract

(vii) Termination of a contract may be considered for variety of reasons, as stipulated in the general conditions of contract, such as delayed deliveries, failing to perform or if the supplier is engaged in corrupt and fraudulent activities.

(viii) All communication must be done in writing and such evidence must form part of the termination of the contract and must be developed and submitted by the Line Manager to the Municipal Manager and Legal Advisor.

(b) As soon as one of the above instances is found, the Chief Financial Officer shall communicate with the Service Provider/Contractor affected to confirm the information obtained against such. Once the finding is confirmed, a report from the Line Manager responsible for that contract or Service Level Agreement must be obtained with regards to the project status. The Service Provider may be requested to finish the project as soon as it is practical and vacate the site with immediate effect.

(c) Such Service Provider will also be blacklisted using the SPM internal blacklist register controlled by the Head of SCM and the Bid Committees shall be informed of the Blacklisted Bidders to avoid of making further awards to the Company in future.

(d) A bidder reconstituted and bearing another name shall for the purposes of this register also be considered an undesirable bidder where the Service Providers consist of substantially the same components (including Human Resources and Directors or owners) which gave rise to the blacklisting of first instance.

(e) The Blacklist Register shall have the following information:

(i) Name of the Bidder/Company, including the name whereby Trading as (t/a)

(ii) Company registration details

(iii) VAT Number

(iv) Tender reference number

(v) Copy of MBD4

(vi) Report prove false declaration

(vii) Copy of letter sent to the Bidder and their response if any

(viii) Letter of notice of blacklisting.

(f) Only the BEC, BAC and Legal Services shall have access to this report. The register shall be signed off by Municipal Manager in consultation with the Head of Legal Services of the Municipality.

8. ROLES AND RESPONSIBILITIES OF OFFICIALS

8.1 Municipal Manager:

(a) The Municipal Manager appoints successful bidders, whilst the Chief Financial Officer signs and issues all letters of notices to unsuccessful bidders per bid. The appointment letter includes the signing of the MBD7 – form of contract which must be accepted by the Bidder.

(b) In cases where a Service Level Agreement is entered into, the Municipal Manager or his delegate may sign the SLA upon advice by Legal Services of the Municipality. The Municipal Manager further delegates contracts management to the Executive Director responsible.

8.2 The Chief Financial Officer:

(a) The Chief Financial Officer is the custodian of the Supply Chain Management Policy and must ensure compliance across the organisation for all procurement financial thresholds. The Chief Financial Officer is also responsible for the updating of the Supplier Database, and by sub-delegation to the Supply Chain Management Section, issues order as per requisitions and arrange for the delivery of items.

(b) The Chief Financial Officer is also the Chairperson of the Bid Adjudication Committee and as such must report all bids awarded to the Municipal Manager. The Chief Financial Officer must oversee the updating of the Tender and Contracts Registers and ensures completeness and compliance of such. The Chief Financial Officer may sign Contracts and Service Level Agreements as and when necessary and when delegated by the Municipal Manager to.

(c) The Chief Financial Officer Co-ordinates Contract Performance Reporting to Council for the Municipal Manager.

8.3 Executive Directors:

The Executive Director is the custodian of the contract/project and is responsible for the following activities:

(x) Ensuring that all the necessary legal formalities in entering into the contract are adhered to;

(xi) Ensuring that purchase orders are processed on the Financial System in accordance with the pricing schedule;

(xii) Maintaining adequate records (paper and/or electronic) in sufficient detail on an appropriate contract file to provide an audit trail;

(xiii) Inform the Asset Management Section of the Expenditure Department of the location of newly procured assets for Asset Register and insurance purposes; and

(xiv) Where appropriate, in terms of Council's Delegations, authorise invoices due for payment;

(xv) To take appropriate action in consultation with the Senior Manager and the SCM Contract Administrator, where a contractor is underperforming or is in default or breach of the contract;

(xvi) Ensure performance of suppliers is managed appropriately to the terms and conditions of the contract.

8.4 Line/Project Manager:

a) The Executive Director is responsible for ensuring that Line/Project Manager are assigned to all contracts.

b) The Line/Project Manager must coordinate the signing of contracts with the relevant service provider, in line with the Delegation of Powers and Duties Policy. However, the Executive Director is ultimately accountable for the contract.

8.4.1 The Line/Project Manager is responsible for the following activities:

(a) Proper records regarding all aspects of the contract must be maintained and kept in accordance with relevant legislation by the Line/Project Managers. All communication related to contracts must be linked to the master document on the electronic system, by the relevant official.

(b) Safe custody of all contract documents must be enforced by all relevant users. Line/Project Manager and Senior Managers are responsible for the electronic capturing of the contract information and maintenance thereof on the Contract Management system;

(c) The original signed contract must be kept at the SCM Contract Management office for safekeeping and storage, and a copy sent to the Line/Project Manager office for safekeeping and storage at their records department. The SCM Contracts Management office is responsible for the administration of archived contract documentation.

8.5 The IDP Office:

(a) The IDP Office is responsible for coordinating performance reporting, as such, once a bid has been awarded, the IDP Office must be provided with the Project Implementation Plan (PIP or PID), to note the delivery timelines and milestones relevant for reporting purposes. Monthly, the IDP Office will receive a Project Scorecard pertaining to the activities of the month and these will be reported against the PIP or PID for performance

reporting purposes. Performance report Service Delivery Budget Implementation Plan per project must be forwarded to SCM Contracts Management monthly by the IDP Office for audit purposes.

(b) The IDP Office will liaise with the Line/Project Manager with regards to targets against the actual and coordinate the Top Layer SDBIP which may incorporate indicators accomplished by way of SLA. The IDP Office may be provided with the copy of the SLA as part of the KPI file necessary for performance reporting.

8.6 The PMU Office:

(a) The Project Management Unit oversees project implementation, grant expenditure and related reporting to the transferring department. The Unit is more concerned about qualitative reporting on the project as such, project designs, materials usage, and site meetings are coordinated with the PMU.

(b) The PMU is the custodian of layout plans/designs of projects (Civil/Town Planning/Engineering). Minutes of site meetings must be submitted to PMU for comments which may be useful in future meetings, bringing management's perspective on contractor performance, quality and timelines concerned. Project Grant Expenditure reports must be submitted on a monthly basis to SCM Contracts Management for audit purposes by the PMU office.

8.7 Internal Audit:

(a) The Internal Audit Unit is responsible for assurance audit in as far as performance management and internal controls are concerned. The section is responsible to test the level of compliance with regards to this policy and may inspect project files and test completeness in as far as documents and reporting is concerned. Part of the assurance procedures is to check the validity of contracts and the level of risk exposure of the municipality and how the contract mitigates this risk.

(b) MFMA Circulars also guides that the Municipal Manager may request the Internal Audit to validate the capability of the service provider in executing a project by testing its functionality, experience as well as financial resource strength necessary.

(c) As part of Auditing Performance, the Internal Audit Section may assess the adherence to the PID or PIP and make recommendations to management.

8.8 Head of SCM or his / her delegate:

The Head of Supply Chain Management Unit or his/her delegate, through the Contracts Administrator is responsible for system administration, status and reporting on all contracts related activities.

(a) Ensure that the SLA and contracts are signed by all relevant stakeholders involved.

(b) Monitor on monthly basis the expiry of the contracts and the resubmission of new procurement plan.

(c) Ensure that the established PMU / Line Manager provide the Monitoring performance management report to SCM on monthly basis and must be uploaded on the existing SharePoint.

(d) Report to the CFO on performance of all contracts in connection with

(i) delayed projects,

(ii) suspended projects arising from objection by other bidders,

(iii) lack of capacity for the appointed bidder to implement the project,

8.9 The Expenditure Manager:

(a) Expenditure Management Section is responsible for the processing of payments based on terms and conditions of all contracts entered into. Expenditure Control Section must be provided with BoQ, PIP or PID, milestones and payment schedules for each contract.

(b) The Section must make sure that the contract clearly describes the project, the cost centre, the Line/Project manager, funding sources and the responsible person so that all signatures as per the payment documents are matched with the SLA.

(c) The Section must also test compliance with Value Added Tax Guidelines as well as with SCM compliance in so far as facilitating payment in concerned. The control of banking details of all contractors is exercised by the Demand Management Section and Expenditure Section uses the Creditor reference number for payments purposes.

(d) The section records payments against a project based on the sequential numbering of payment certificates duly signed by the Engineer of the Line/Project Manager, referring to supply chain bid reference numbers, must be forwarded to SCM Contracts Administrator monthly. The Expenditure Section monitors progress payments made against the awarded amount and must report any over-expenditure to the Executive Director, Supply Chain Manager and CFO.

(e) It is the function of the Expenditure Section to identify any irregular expenditure incurred and report these prior to payment to the CFO to verify if the expenditure/payment is irregular and shall receive further instruction from the CFO.

9. CONTRACTS HAVING BUDGETARY IMPLICATIONS BEYOND THREE FINANCIAL YEARS

The Municipality may not enter into any contract that will impose financial obligations beyond the three years covered in the annual budget for that financial year, unless the requirements of Section 33 of the Municipal Finance Management Act have been fully complied with.

10 RESOLUTION OF DISPUTES, OBJECTIONS, COMPLAINTS AND QUERIES

The Accounting Officer is responsible to establish a dispute resolution mechanism as per paragraph 5.3.1.2. and also, as required by section 116(1) of the MFMA and paragraph 50 of the SCM Policy.

11. CONTRACT PRICE ESCALATIONS

(a) There are requirements that must be complied with for requests for price escalation during the implementation of contracts for procurement of Goods and Infrastructure Projects under extraordinary circumstances pursuant to and in accordance with MBD 3.2.

(b) The extraordinary circumstances refer to event or occurrence or series of events or occurrences during contract implementation which gives rise to price escalation. These occurrences or events are unforeseen and inevitable as a result of nature or Act of God.

(c) An appropriate Contract Price Adjustment formula or specified terms of escalation must be specified in the bid documents.

(d) Escalation notification must be in writing and presented before the implementation date thereof.

(e) Line/Project Managers are responsible to manage, verify and implement price escalations as per originally agreed terms and conditions set out in the specifications of the contract and they must keep proof of evidence to the newly agreed escalations on the system for all other relevant stakeholders to access.

(f) No contract price escalation for consulting services shall be allowed.

(g) In the case of fixed price contract, no price adjustment can be made within the first 12 months cycle by the successful bidder from the commencement date of the project.

(h) In the case of non-fixed contract, only where local content, import exchange rate is applicable, according to MFMA circular 62, price adjustment can be made within the first 12 months cycle by the successful bidder through a written application given reasons for such adjustment.

12. PERFORMANCE IN TERMS OF CONTRACTS

In terms of the SCM Policy and the Municipal Systems Act, the Accounting Officer must implement an internal monitoring system in order to determine, on the basis of a retrospective analysis, whether the authorised Supply Chain Management processes were followed and whether the objectives of this Policy were achieved in terms of the Performance Management System Implementation Policy (Paragraph 9).

12.1 Performance Guarantees, Warrantees, Securities and Sureties

(a) Guarantees of an insurance company or bank and retention monies required in engineering and construction contracts shall be in accordance with the provisions of the CIDB Standard for Uniformity in Construction Procurement – refer to Best Practice Guideline A2: Applying the procurement prescripts of the CIDB in the Public Sector dated December 2007: Edition 5 for the Minimum levels of securities generally provided for in engineering and construction contracts.

(b) If, during the warranty period, goods do not comply with the requirements because of faulty material used during manufacture, or faulty finishing, or any deficiency, latent or otherwise, the contractor shall be requested without delay, by registered mail, to replace or repair the goods depending on the circumstances. Supplies replaced or repaired or services rendered shall be warranted for the same period as the original supplies or services. See the general conditions of contract in connection with warrantees.

12.2 Unsatisfactory Performance: SPM's Role

(a) Unsatisfactory performance shall be communicated to contractors in writing compelling the contractor to perform according to the contract and thus to rectify or to restrain from unacceptable actions.

(b) Unsatisfactory performance occurs when performance is not in accordance with the contractual conditions. Directives regarding action in such cases should appear in the general conditions of contract.

(c) Before action is taken in terms of the general conditions of contract or any other special contract condition applicable, SPM shall warn the contractor by registered mail that action will be taken in accordance with the contract conditions unless the contractor complies with the contract conditions and delivers satisfactory supplies or services within a specified reasonable time. If the contractor still does not perform satisfactorily despite a final warning, the SCM Unit may make a recommendation to the MM or the delegate for the appropriate penalties to be introduced or make a recommendation to the MM for the cancellation of the contract concerned.

(d) When SPM has to satisfy its need through another provider (for the contractor's expense), the loss to SPM shall always be restricted to the minimum since it is difficult to justify the recovery of unreasonable additional costs from the contractor.

12.3 Municipality's Performance:

(a) The municipality is required to pay creditors within 30 days of receiving all relevant invoice statements.

(i) The municipality is also required to create a favourable environment to receive services and goods without preventing the supplier to perform their duties.

(ii) All parties involved must perform according to the terms and conditions of the relevant contract, while the contract is active.

12.4 Supplier Performance:

(a) **The supplier of goods and services** is required to perform as per terms and conditioned agreed upon and should inform the Municipality if circumstances prevent them to perform, with reasons provided, within **5 working days** (to be included in all contracts).

(b) **For all relevant deviations** from the agreed terms and conditions of any contract, the Key Performance Indicators (KPI's) should be reviewed as well as the alignment with the strategic objectives established in the IDP.

(c) **Supplier's performance will be reviewed** by Sol Plaatje Municipal Officials / Line/Project Managers on a monthly basis (**every 30th of the month**) giving effect to section 116 of the MFMA, 2003 and the Performance Management System Implementation Policy.

(d) **Prescribed procedures** to evaluate Service Providers must be complied with (Refer to the Performance Management Framework Policy)

12.5 The following procedures need to be followed:

(a) The requirements of this policy must be included in the contract of the Service Provider.

(b) The performance of the Service Provider under the contract or **Service Level Agreement must be assessed monthly** by the Line/Project Manager.

(c) The assessment must be completed in the Contract Management System.

(d) The Line/Project Manager must complete the Service Provider Assessment on the Contract Management System at the end of each month.

(e) The quarterly assessment and reporting must be completed within **15 working days** after the end of each quarter. (Refer to the Performance Management Framework Policy, paragraph 9.2.1).

(f) The Line/ Project Manager must provide an electronic copy of the assessment to the Service Provider, PMU and SCM, at the end of each quarter, assessment period.

(g) SCM will review quarterly Service Provider assessments **within 20 days** after the submission by the line manager and PMU end of each quarter and submit a summary report to Council.

(h) The Line Manager and PMU submit supplier's performance reports which is signed by the ED to the SCM Contract Administrator.

13. REVIEW OF CONTRACTS

(a) In terms of section 116 (1) of the MFMA, a Contract or Agreement procured through the Supply Chain Management system must have a periodic review once every three years in the case of a contract.

(b) The Executive Directors or Line/Project Managers must conduct a review within 3 months after the expiry of contracts, post contract review.

(c) The expired contract can only be renewed once within **three (3) months** after it has expired.

14. CESSION AND ASSIGNMENT OF CONTRACTS

The application of Cessions and assignments is not valid according to MFMA Circular 120, Sect 2.3 and be seen to contradict Section 217 of the Constitution of the Republic of South Africa, 1996 (the Constitution) which stated fairness, transparency and competitiveness in that a contract may be executed by a person that was not the appointed bidder in a competitive bidding process or a payment may be made to a person who is not the contracted supplier / service provider.

14.1 Assignment of Contracts

Clause 19 of the General Conditions of Contract (GCC) makes provision for assignment of contract. Clause 19 of the GCC provides that "a supplier (or service provider) shall not assign, in whole or in part, its obligations to perform under the contract, except with the purchaser's prior written consent". However, as stated above, transfer of rights and obligation of the service provider with or without consent of an organ of state is against the principles of section 217 of the Constitution and is therefore not allowed. National Treasury is currently in the process of reviewing the GCC.

14.1.2.1 Cession of Contracts

(a) Cession refers to the transfer of only the rights a service provider has in terms of a contract from it to a third party. In commercial contracts, the main right involved is the right to be paid for services rendered. While the appointed bidder remains the service provider that continues to render the services, the service provider may cede (transfer) its right to be paid for the services it rendered in terms of the contract to a third party. This means that the service provider renders the services to an organ of state,

while the organ of state pays for the services rendered to a third party instead, most commonly, a financial institution.

(b) Cession is permissible within the SCM legal prescripts. However, it is important that the application of cession in public procurement is carefully regulated to limit possible instances of abuse through fronting arrangements and similar processes. It is for this reason that the application of cession be limited only to those cession agreements in favour of registered Financial Services Providers (FSP) and state institutions established for the express purpose of providing funding to businesses and entities (State Institution).

(c) Therefore, cession shall only be applicable as follows: MFMA Circular No 120 Cession and Assignment of Contracts August 2022 Page 3 of 3

(i) Cession must only be applicable to the transfer of right to payment for services rendered by a service provider to an FSP or State Institutions.

(ii) The written request for cession must be by the service provider and not a third party; and

(iii) The written request by the service provider must be accompanied by the cession agreement.

15. POLICY REVIEW AND IMPLEMENTATION PROCESS

(a) The Policy shall be reviewed, in line with the process for budget-related policies.

(b) When there are any changes in the legislation affecting this policy, such amendment shall be submitted to Council for approval.

(c) This policy will come into effect on the date of Council approval.

SOL PLAATJE LOCAL MUNICIPALITY

TARIFF POLICY

APPROVED ON THE

RESOLUTION NUMBER

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GENERAL POLICY PROVISIONS

1. LEGISLATIVE CONTEXT

a. Section 74 of the Municipal Systems Act, No. 32 of 2000 ("MSA") requires that the Council adopt a Tariff Policy.

b. Section 62 of the Municipal Finance Management Act, No. 56 of 2000 ("MFMA") requires the Accounting Officer to ensure that the municipality has and implements a tariff policy.

c. The Constitution entitles everyone to administrative action which is lawful, reasonable and procedurally fair and to be given reasons for any such action which affects them.

d. The Promotion of Administrative Justice Act 3 of 2000 is the legislation required by the Constitution to give effect to the right to just administrative action and in order to promote an efficient administration and good governance and to create a culture of accountability, openness and transparency in public administration or in the exercise of a public power or the performance of a public function.

e. This policy incorporates the above principles by providing parameters and procedures to guide the municipality and its officers in implementing it, and thereby exercising a public power through a series of administrative actions. In so doing, this policy seeks to provide certainty on the part of those affected by it with regard to how the municipality will act in the circumstances covered by the policy and uniformity of action on the part of its officers.

f. The municipality commits itself and its officers to act fairly and justly in an open and transparent manner in implementing this policy.

2. SCOPE OF THE POLICY

a. Accordingly this policy document provides a framework for the annual setting (or revision) of tariffs. The policy does not set specific tariffs, nor does it make tariff proposals. Details relating to specific levels and applications of the various tariffs are published in the municipality's schedule of tariffs approved annually and published in conjunction with the budget, and are contained in the schedule hereto.

b. The policy is applicable to all consumption tariffs for electricity, water, sanitation and solid waste services provided by the municipality as well as all fixed tariffs related thereto.

c. Pursuant to the prescripts in paragraph a above, and notwithstanding paragraph b, in recognition of the total number of tariffs, rates, levies and other charges existent within the Municipality, the Municipal Manager must cause the establishment of an administrative Tariff, Tax and Services Committee to ensure, *inter alia*, the adherence to this and all other policies and legislation which regulate or influence tariffs in Sol Plaatje Municipality. The terms of reference for said Committee will be approved by the Municipal Manager.

3. DEFINITIONS

a. **"Total Municipal Account"** means an assumed current account based on average bills for water, electricity, sanitation, solid waste services and rates.

b. **"Indigent Fund"** means a budget provision, funded from equitable share transfers and municipal rates, used to subsidise the basic level of services provided free by the municipality in terms of its Indigent Management Policy.

c. **"Rates and General Account"** means a budget provision used to fund municipal services excluding those funded by tariffs such as electricity, water, sanitation and solid waste.

d. **"Fixed Tariff"** means a tariff set as a fixed Rand amount and includes miscellaneous tariffs.

e. **"Consumption-based Tariff"** means a tariff set as a Rand amount per measurable unit of service.

f. **"CPI"** means the consumer price index excluding mortgage costs as measured by STATSSA.

g. **"The municipality"** means the Sol Plaatje Local Municipality acting through the Municipal Manager in terms of the delegations contained in this policy

h. **"The Council"** means the Council of the municipality.

i. **"MSA"** means the Municipal Systems Act 32 of 2000.

4. PRINCIPLES APPLICABLE TO THIS POLICY

a. The tariffs approved during the Budget process by the Council to fund services must be consistent with this policy.

b. The municipality is committed to equitable and sustainable provision of services achieved through the economic and effective funding of efficient services.

c. Poor people should have access to free basic services in accordance with national government policy, taking into account affordability thereof for the municipality.

d. The cost of a service provided primarily for the benefit of an individual user, the provision of which is able to be accurately measured, should be recovered from the individual by means of tariffs.

e. A fixed tariff should be used when a service connection or other once-off or occasional work is undertaken by the municipality in connection with provision of a service and when a metered amount of a service is consumed; a consumption-based tariff should be used unless paragraphs i and j below apply.

f. Some services, although provided primarily for the benefit of individual users, have important community benefits. The cost of such services, particularly if the use thereof cannot be accurately measured, may be recovered by a combination of tariffs and rates (e.g. the provision of solid waste services).

g. If a service is provided primarily for the benefit of the community and the use thereof by individuals cannot be accurately measured, the cost of providing the service should be recovered by means of rates (e.g. the provision of street lighting).

h. Where an individual user's consumption can be metered, electricity and water will be charged for in terms of consumption-based tariffs. These tariffs must be structured to accommodate the provision of free basic electricity and water in terms of the municipality's Indigent Management Policy.

i. Where the infrastructure enabling reading of meters like roads and street names are not yet available or determined or the cost of reading meters and the cost of debt recovery exceed the benefit, the municipality may levy a fixed consumption charge based on management best consumption estimate for metered services rendered in that area.

j. The municipality may resolve to subsidise, up to the maximum as per the indigent policy, services billed at flat tariff based on certain terms and conditions to be determined in the customer care, credit control and debt collection policy and/or indigent management policy

5. APPLICATION OF PRINCIPLES IN THE MSA

a. Users of municipal services will be treated equitably and differentiation between different categories of users, debtors, service providers, services, service standards, geographical areas will occur only to the extent provided for in this policy and must preclude unfair discrimination.

b. To the extent possible, the amount individual users pay for services consumed by them, must be in proportion to their use of that service through the levying

of consumption-based tariffs, dependent however upon the ability of the municipality to provide metering of the service which meets the standards contained in its Customer Care, Credit Control and Debt Collections Policy.

c. Tariffs must be reflective of the costs reasonably associated with the rendering of the service in question as reflected in the budgeted income and expenditure of the service including any contributions to the Rates and General Account.

d. Tariffs must be set at levels that ensure the financial sustainability of the service, taking into account any subsidies received from outside sources (such as capital grants).

e. The Council may impose a surcharge on the tariff applicable to a service.

f. The Council may provide for the promotion of local economic development through the imposition of special tariffs for categories of commercial and industrial users as provided in a policy adopted for this purpose.

g. The economical, efficient and effective use of resources will be encouraged *inter alia* through the use of rising block tariffs, time of use tariffs, and tariff options linked to solid waste minimisation for certain categories of users.

h. The extent of subsidisation of tariffs for poor households and any other category of user will be reflected on the monthly account of such users. The impact of such subsidisation will be fully disclosed in the Budget report to the Council.

i. The amount that all consumers pay for services, as reflected in the Total Municipal Account must be affordable for different categories of users and as far as possible, annual tariff increases should be limited to the rate of inflation as measured in the CPI.

6. DIFFERENTIATION IN TERMS OF THE MSA

a. The MSA entitles a municipality to differentiate on the basis described in 5(a). The municipality is not obliged to differentiate but should it resolve to do so in

respect of a particular service, such differentiation must be in accordance with the framework contained in this paragraph. Any categories provided for which are not defined for a particular service, must be adequately defined in the budget resolutions imposing the tariff and in the municipality's tariff schedules and a distinct tariff must be applicable to each such category.

b. The following categories of users may be used (subject to appropriate definition):

i. Residential/domestic
ii. Non-residential
iii. Commercial
iv. Industrial/mining
v. Farming
vi. Government
vii. State-owned enterprise
viii. Vacant land
ix. Informal settlements and transient camps (domestic supply see annexure)

c. The municipality may use different categories of service, subject to definition of the basic service in its Indigent Management Policy and definition of any other categories in its Budget resolutions. The following criteria may be used in defining different categories of service:

i. Type of service
ii. Category of user
iii. Level of consumption
iv. Type of connection
v. Time of use

Categories of service may be restricted to certain categories of user (e.g. the basic service will be restricted to residential/domestic users).

d. Different categories of standard of service may be defined for different categories of users or of services, provided that the basic service may not include different standards.

e. The Council may apply differentiation based on geographic area, provided that the service in question meets at least the standard of the basic service and at least one of the following criteria is also met:

i. Topography will have a significant impact on the cost of delivery of the service
ii. Significant capital costs will be required to develop service infrastructure
iii. The area in question may be identified in the IDP as having strategic developmental importance.

7. SUBSIDISATION OF BASIC SERVICE TARIFFS FOR RESIDENTIAL/ DOMESTIC USERS

The Council may provide for the subsidisation of basic levels of service to qualifying users in terms of the municipality's Indigent Management Policy in tariffs levied on other categories of users.

8. ACCESS TO SERVICES BY POOR HOUSEHOLDS

a. The Council applies the standards for basic service levels described in national government policy with regard to free basic services. The free and subsidised basic services provided to poor households are as provided for in the Council's Indigent Management Policy.

9. MUNICIPAL MANAGER AS RESPONSIBLE AND ACCOUNTABLE OFFICER

a. The Municipal Manager is responsible and accountable for the implementation and enforcement of the provisions of this policy and must take the necessary steps to do so.

b. The Municipal Manager shall from time to time report to the Executive Mayor on matters relating to this policy, the efficacy of the tariffs set by the Council in terms hereof, the administrative mechanisms, resources, processes and procedures related to its implementation and the extent to which the policy is achieving the objectives of the Council.

c. All the necessary power and authority is hereby delegated to the Municipal Manager to enable him/her to fulfil his/her functions, responsibilities and obligations in terms hereof, with full authority to further delegate any specific responsibility.

WATER AND SANITATION TARIFF POLICY

10. DEFINITIONS

a. **"Average historic cost of water (AHCW)"** means the total current annual cost of the water service (including capital charges but excluding surcharges and contributions to a capital development fund) divided by the total volume of billed water sales for that year.

b. **"Commercial water use"** means water supplied to premises predominantly of a commercial nature (e.g. shops, offices, showrooms, service stations, hospitals).

c. **"Domestic water use"** means water that is used predominantly for domestic purposes, including garden irrigation.

d. **“Industrial water use"** means water which is used in mining, manufacturing, generating electricity, land-based transport, construction or any related purpose.

e. **"Other water use"** means all water used not defined as domestic, industrial and commercial.

f. **"Future incremental marginal cost"** means the average incremental cost of system expansion, taking into account the next large scheme or schemes to be built to meet current and future increases in water demand.

g. **"Residential unit"** means a group of rooms, used for residential purposes, contained within a block of flats, and which includes any undivided share of common property or any other portion of the property apportioned to that unit for its exclusive use, which shall include a garage or any other outbuildings.

h. **"Average historical cost of sanitation"** means the total annual cost of the sanitation service (including capital charges but excluding contributions to a

capital development fund) divided by the total volume of sewage discharged for that year.

i. **"Commercial wastewater"** means effluent discharged from premises predominantly of a commercial nature (e.g. shops, offices, showrooms, service stations).

j. **"Industrial wastewater"** means wastewater arising from mining, manufacturing, electricity generation, land-based transport, construction or any related activities.

k. **"Other wastewater"** means effluent discharge from premises not defined as domestic, commercial or industrial.

11. POLICY PROVISIONS SPECIFIC TO WATER SUPPLY

a. User categories: In setting water tariffs, the Council shall take into account at least the following four categories of user; viz:

   i. Domestic water use
   ii. Industrial water use
   iii. Commercial water use
   iv. Other water use

b. Domestic consumer sub-categories: In setting water tariffs for domestic consumers, the Council may take into account the significantly different levels and standards of services provided by the municipality and accordingly determine at least the following four sub-categories of domestic consumer; viz

   i. Domestic communal (which shall mean consumers with access to communal water services such as a public standpipe or a water tanker service)

   ii. Domestic controlled (which means consumers with access to a controlled volume of water supply)

iii. Domestic full (which means consumers with access to an uncontrolled volume of water supply that is metered)

iv. Domestic cluster (which means consumers in a multi-residential unit development, with an uncontrolled supply, served by one metered connection point)

c. Metering: All connections providing an uncontrolled volume of water supply shall be metered and tariffs shall be applied in proportion to water use. The amount of water supplied to standpipes in informal settlements without title deeds should also be measured to assess the impact of this free water supply on the service as a whole, but should not be billed. The municipality is moving progressively towards the implementation of a demand metering system through the installation of water management devices.

d. Consumption tariffs: In setting tariffs, the Council may have regard to at least the following categories of tariffs:

i. Consumption tariffs – Domestic communal: Where a communal water supply provides water for domestic use and such usage at the communal outlet is, on average, less than 6 kl per household served, then no charge shall be levied for this water.

ii. Consumption tariffs – Domestic controlled: Where water use is controlled to less than 6kl a month per connection, for domestic purposes, then no charge shall be levied on domestic households for such water. Should usage exceed 6 kl per month, a fixed monthly tariff shall be applied.

iii. Consumption tariffs – Domestic full: Consumption tariffs for un-controlled volume, metered domestic connections shall be based on an increasing block structure with the first block set at 6kl per connection per month and the last block set at an amount that would deter unnecessarily high water use and would reflect the incremental cost that would be incurred to increase the water supply infrastructure to meet an incremental growth in demand. The rising block tariff structure should consist of at least five steps. The consumption level at which the last step begins

should be at an amount that would encourage water conservation and should not be greater than 60 kl per month.

iv. Consumption tariffs – Domestic cluster: Consumption tariffs for multi-residential unit developments served by one metered connection point will be set to recover at least the AHCW.

v. Consumption tariffs – Industrial, Commercial and other: Other than in instances where special tariffs have been set, the consumption tariffs for all other consumers in this category should be set to at least equal to the AHCW. Data in respect of separate consumption categories such as for sporting bodies, schools and municipal consumption may be maintained to assist in water demand management measures.

vi. Consumption tariffs – Schools, sports fields, clubs, churches, charities: any subsidies to these categories of users should be made through the medium of grants or other transparent mechanisms but not through tariffs lower than the AHCW so as not to negate the inherent incentive to use water wisely and economically.

vii. Consumption tariffs – Users of non-potable water.

e. Surcharges: The Council may impose a surcharge on any water tariff.

f. Fixed service charges: In setting fixed service charges for various purposes, the Council shall have regard at least to the following provisions:

i. Fixed service charges – Domestic: If a fixed monthly charge is applied, it should be kept at a minimum where possible as the domestic water tariff should, as much as possible, take into account the cost of maintaining the connection.

ii. Fixed service charges – Industrial and other: Any fixed monthly service charge for these categories shall take into account the size of the connection and the historic cost of maintaining it to ensure that it is cost-reflective.

g. Connection charges: Connection charges shall be set to recover the full costs of installation of a connection.

h. Credit Control measures: The following provisions should be read with the municipality's Credit Control Policy:

   i. Domestic consumers who fail to pay amounts due for water consumption may, after due process, have their uncontrolled water connections restricted by a flow-limiting or water management device, in the sole discretion of the municipality.

   ii. All non-domestic consumers who fail to pay amounts due for water consumption shall, after due process, have their uncontrolled water connections disconnected.

i. Water restriction tariffs: Special tariffs may be introduced during periods when water restrictions are in effect as an incentive to reduce water to within sustainable limits. The Council may approve a separate tariff schedule in conjunction with the normal tariff schedule approved with the budget, which will apply when water restrictions are in force.

j. Rebates for underground leaks:

   i. The cost of repairing leaks in a reticulation system situated on private property and the cost of water wasted as a result of such a leak are the responsibility of the owner/consumer.
   ii. The municipality will nevertheless in implementing its Water Loss Minimisation Project address the question of underground leaks and leaks not visible to the eye, on private property, by granting a rebate in respect of the additional cost of water wasted as a result of such a leak to consumers who have made application in the prescribed manner.
   iii. A rebate approved by the Council in terms of this policy shall apply only in respect of the additional cost of water wasted as a result of leaks that occur underground and/or are not visible, in the property's primary water reticulation system (plumbing) and shall not apply if the leak occurs in a supplementary system (such as garden irrigation systems, automatic filling systems to ponds, pools etc.).

iv. Additional consumption occurring as a result of a qualifying leak shall be determined by establishing the difference between the "average" consumption over a corresponding consumption period and the total consumption during that period when the leak occurred. The consumer will be credited with that proportion of the additional consumption constituting the rebate approved by the Council.

v. The rebate will be granted for a maximum of three months (being an adequate period for the consumer to be alerted to the increased consumption and arrange for the leak to be repaired). The municipality will not approve more than two claims for a rebate in respect of a property per calendar year.

12. POLICIES SPECIFIC TO THE SANITATION SERVICE

a. User categories: In setting sanitation tariffs, the Council shall take into account at least the following user categories (but may specify additional categories) which shall be precisely defined in the Council's tariff resolutions:

i. Domestic users
ii. Industrial/Commercial users
iii. Other users

b. Domestic user sub-categories: the sanitation tariff structure for domestic users shall distinguish between the different levels and standards of services provided by the municipality and may recognise at least the following sub-categories for domestic users:

i. Domestic communal (which means users/households with access to communal sanitation facilities);
ii. Domestic full (which means users with waterborne sanitation and access to uncontrolled discharge to a sewer network);
iii. Domestic on-site waterborne (which means users with waterborne sanitation collected on site including septic and conservancy tanks);

iv. Domestic cluster (which means users in a multi-residential unit development such as flats or townhouses served by one connection point).

c. Universal billing: all users save those provided with a rudimentary or basic service such as communal facilities, are to be billed.

d. It is the intention of the municipality to move to a method of formulating tariffs in the following manner:

Categories of tariffs – Consumption based: In setting tariffs, the Council shall have regard to at least the following categories of tariff:

i. Volumetric domestic tariffs – Domestic communal: no charge shall be rendered for the use of communal facilities.
ii. Volumetric domestic tariffs – Domestic full: to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 70% of the consumer's domestic water consumption), limited to a maximum billable volume of 35 kl per month.
iii. Volumetric tariffs – Domestic on-site waterborne: to be based on the actual volume pumped into the collecting truck, reflected as an amount per kilolitre of wastewater.
iv. Basic sanitation tariff: the Council may where appropriate levy a fixed charge for services provided in informal areas.
v. Volumetric tariff – Domestic cluster: to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 90% of the monthly metered water consumption of all units in the cluster) limited to a maximum billable volume of 35 kl per month per unit.
vi. Volumetric tariffs – Industrial and Commercial: to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 95% of the monthly metered water consumption).
vii. Volumetric tariffs – Other (schools, hospitals, municipal users, churches etc.): to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 95% of the monthly metered water consumption by the institution in question).

viii. Users making use only of the sanitation service: users who obtain a water supply from a source other than the municipal supply (such as a neighbouring water supply authority or from an unmetered borehole) but nevertheless make use of the municipality's sanitation service, remain liable to pay for that service. The volume of water usage on which the sanitation charge is to be based shall be determined and verified on an annual basis by the municipality, by measurement or estimation of the water used, as the municipality in its sole discretion deems fit. Determination of the percentage wastewater will be per the user category.

ix. Surcharge for extraordinary treatment costs for industrial effluent: where the measured pollution loading of wastewater discharged into the sewerage system by an industrial user exceeds the pollution loading of ordinary domestic wastewater, the user will assume responsibility for the additional treatment cost recovered as an additional charge based on the Industrial Effluent Miscellaneous Tariff read with the industrial effluent formulae adopted by the Council in its tariff resolutions from time to time. The additional charge shall be billed monthly whilst the poor quality remains.

However, until such time as the municipality is able to transform to the above methodology, the current method of applying a flat rate or fixed rate as contained in the respective budgets will be applied.

e. Categories of tariff—Fixed tariffs:

i. Surcharge – Storm-water discharges into sewer: if an unauthorised discharge connection for storm-water run-off into a sewer is found, the owner of the premises in question will be given notice to either alter the connection to provide for discharge into the storm-water/road drainage system or to apply for condonation for the existing connection. Condonation shall only be granted, if in the sole discretion of the municipality, a connection to the proper system is not practically possible. The applicable Miscellaneous Tariff will be charged on a monthly basis.

ii. Fixed service charges: a fixed monthly service charge will apply to users who discharge wastewater into a sewer system.

iii. Connection charges: the Council shall set a connection charge for all consumer categories which recovers the full costs of the sewer connection installation.

f. Adjustment to the deemed volume: in respect of any specific user in the Industrial/Commercial, Domestic (cluster) and Other tariff categories, the municipality may in its sole discretion adjust the percentage of water deemed to have been discharged into the sewerage system as wastewater, based on calculation or measurement or any other appropriate method, to more closely approximate the actual wastewater discharged.

g. Contributions: the sewerage service may subsidise any other service.

h. Effect of water-leak rebate on volumetric sanitation charge: the volume of any water calculated to have been lost resulting from a leak in regard to which a rebate has been approved in terms of paragraph 10(p) shall be deducted from the volume of water used to compile the volumetric sanitation charge for the period of the rebate.

13. GENERAL POLICIES APPLICABLE TO WATER AND SANITATION TARIFFS

a. Subsidisation: in setting tariffs, the Council may provide for reasonable and appropriate cross-subsidisation between consumer categories. The existence of any such subsidisation must be disclosed in the Council's budget resolutions.

b. Full cost recovery: the calculation and setting of all tariffs will be based on the principle of full cost recovery and provision for the long-term sustainability of the service.

c. Annual determination of tariffs: all tariffs are determined and set by the Council on an annual basis together with approval of its budget as provided for in section 24(2)(c)(i) of the MFMA.

d. Value Added Tax: as prescribed by applicable legislation, VAT is levied on all consumptive tariffs and tariffs as approved by the Council.

e. Availability charge: an availability charge in the form of a fixed tariff shall apply to serviced vacant or undeveloped land for both the water and sanitation services or where the accountholder/consumer has not consumed more than 6 kl of water. This may have been due to the use of alternative water sources (e.g. a borehole). This provision does not apply to indigent households.

ELECTRICITY TARIFF POLICY

14. POLICIES SPECIFIC TO THE ELECTRICITY SERVICE

a. User categories: in setting electricity tariffs, the Council shall take into account at least the following user categories (but may specify additional categories):

i. Domestic user – includes users individually or collectively, in private residential establishments including houses, blocks of flats, townhouse complexes;

ii. Commercial/Industrial user – means users other than domestic users and includes halls, churches, schools, sports clubs, restaurants, theatres, consulting rooms, all other commercial and industrial premises including residential premises operated commercially such as hotels, guest house/bed-and-breakfast establishments, hospitals, retirement homes and the like.

iii. Reseller – This is an electricity tariff to be charged to resellers by licensees. It is developed with an intention of enabling resellers to supply electricity at a desired quality of service, while also maintaining their networks at desired levels. Furthermore, this tariff is intended to ensure that a reseller can charge its customers in line with approved tariff schedules of the Municipality. A reseller tariff may be subcategorised using the definitions per paragraphs (i) supra.

b. Tariff categories: in setting electricity tariffs, the Council may establish tariffs in the following categories:

i. Consumption based (cost reflective) tariffs including:

- single tier tariff
- multi-tier block tariff
- time of use and demand charges

ii. Consumption based (subsidised) tariffs (as determined in terms of the municipality's Indigent Management Policy)

iii. Fixed tariffs including:

- Connection charge (being a fee payable as a contribution towards the cost of providing a supply)
- Development levy (being a charge calculated to contribute to the costs incurred in increasing the capacity of existing networks resulting from the additional demand imposed by new users)
- Service charge (being a charge calculated to contribute to fixed costs such as capital redemption, meter reading, billing, vending, maintenance etc. which is payable whilst a premises is connected irrespective of whether electricity is supplied)
- Miscellaneous tariffs (being specific charges for occasional services rendered such as disconnection, re-connection, meter testing etc.)

iv. Special tariffs (any tariff introduced from time to time in terms of section 74(2)(g) MSA) or a tariff relating to the consumption of "green energy", being energy generated from a renewable or efficient source)

v. Wheeling tariff (a tariff for the transport of electrical energy over the municipality's network infrastructure).

c. Categories of service: the Council, in setting tariffs may have regard to the following categories of service (which may constitute sub categories of user categories) including:

i. nature of service (including wheeling, the supply of green energy etc.)
ii. the level of service consumption
iii. type of connection
iv. time of use

d. Surcharge/contributions: the Council in setting tariffs, may impose a surcharge on electricity tariffs (over and above the recovery of the average cost of supply) for the purpose of funding a contribution to the municipality's Rate and General Fund

e. Subsidisation: in setting tariffs, the Council may provide for reasonable and appropriate cross-subsidisation between categories of user, provided however that the existence of any such subsidy must be clearly disclosed in resolutions adopting tariffs and in the resulting Schedule of Tariffs.

f. Annual determination of tariffs: electricity tariffs shall be set on an annual basis as prescribed by section 24(2)(c)(i) MFMA after consideration by the Council of a comprehensive report and recommendations from the Municipal Manager taking into account at least the principles in (g) hereunder, anticipated increase in the block cost of electricity, expected increased/decreased demand, the potential effect of any substantial development, patterns of use, availability of supply and sustainability of the service, especially the need for expansion, replacement and/or maintenance of infrastructure as well as any policies, guidelines and comments from the National Energy Regulator of South Africa and such determination shall be subject to approval by it.

g. Principles: in setting tariffs, the Council shall ensure the full recovery of the cost of operation of the service on a year to year basis, having regard to the issues reported upon in terms of (f) above, and take into account the affordability of electricity and shall consistently and equitably apply this policy.

h. Availability charge: an availability charge in the form of a fixed tariff shall apply to vacant or undeveloped land where services are available or where the accountholder/consumer has not consumed more than 50 kWH of electricity. This may have been due to the use of alternative energy sources. This provision does not apply to indigent households.

WASTE MANAGEMENT TARIFF POLICY

15. POLICIES SPECIFIC TO WASTE MANAGEMENT

a. User categories: The municipality will enter into a supply agreement for waste management services only with the owner of a property. Accordingly, in setting tariffs for the Waste Management Service, the Council shall take into account at least the following categories of users who have entered into supply agreements for:

   i. Residential property: (being a property that is used predominantly for residential purposes, including multi-dwelling properties such as Sectional Title schemes and share block schemes, blocks of flats, retirement homes and villages). Owners in this category may obtain a waste management service from the municipality only. The Council may determine sub-categories provided that these are disclosed in its tariff-setting resolutions and adequately defined.
   ii. Non-residential property: (being an improved property that is predominantly used for purposes other than residential, including land used for commercial, industrial, agricultural or mining purposes and also hotels, hospitals, guesthouses, creche/aftercare, schools and public service properties).The Council may define sub-categories in its tariff setting resolutions.
   iii. Vacant land: (unimproved land not being used for any purpose).

b. Categories of tariffs: in setting tariffs, the Council may have regard to at least the following categories of tariffs:

   i. Cost reflective tariffs
   ii. Subsidised tariffs
   iii. Fixed tariffs
   iv. Special tariffs

c. Categories of service: in setting tariffs, the Council shall distinguish between the following levels and standards of service:

i. Door to door removal- black bag (once weekly)
ii. Door to door removal-skip (once weekly)
iii. Door to door removal-skip (multiple removals per week)
iv. Bulk removals
v. Garden refuse removal

d. Principles applicable to Waste Management tariff setting: the following principles shall inform the determination of appropriate tariffs:

i. National Waste Minimisation Strategy: the municipality adheres to the principles and objectives set in this strategy.

ii. In achieving a "pro-poor" orientation, residential Waste Management tariffs should be structured to achieve a minimum basic level of service affordable for all households while at the same time delivering a viable and sustainable service.
iii. The setting and implementation of tariffs must treat users of the service equitably but may however differentiate between different categories of user.
iv. The overall package of tariffs must recover the costs reasonably associated with the rendering of the service including such costs which cannot be allocated to a specific user.
v. The overall package of tariffs must facilitate the current and long-term sustainability of the service with adequate provision for operating costs, maintenance, rehabilitation and replacement of infrastructure.
vi. In setting tariffs, the Council may provide for an appropriate level of cross-subsidisation between categories of user and tariffs, provided however that the extent thereof must be fully disclosed in tariff setting resolutions and the Schedule of Tariffs.

e. Surcharge and contributions: As far as possible, the Council shall avoid setting a surcharge on tariffs in the Waste Management Service and the Service shall not make contributions to any other service.

f. Annual setting of tariffs: a package of tariffs shall be developed in conjunction with the budget process and adopted annually by resolution in terms of section 24(2)(c)(ii) MFMA.

g. Availability charge: an availability charge in the form of a fixed tariff shall apply to vacant or undeveloped land where services are available.

h. No refuse will be charged on an erf/stand that is categorised as PSI (Public Service Infrastructure) or TSI (Private Service Infrastructure).

i. Refuse collection charges, as well as refuse availability charges, will not apply to a standalone erf that cannot be developed or used independently and requires contiguous erven to form an economic unit.

All owners within a multi-property complex (including sectional title schemes, full title complexes, blocks of flats, retirement homes and villages, and estates) will be charged separately for refuse per erf/stand or unit (if sectional title) but excludes garage units forming part of another unit in the complex.

j. For the purpose of this policy the following categories of properties will be included in the residential property category use: Places of Worship, Public benefit activities, sports ground and facilities and private open space.

k. Liability to pay applicable tariffs

The owner of premises where the Municipality is rendering waste services contemplated in this policy is liable for the payment of prescribed tariffs for such services and is not exempted from or entitled to a reduction of such tariffs due to non-usage, partial or limited use of such services. Refuse charges cannot be cancelled for non-use of the service.

ANNEXURE PER PARAGRAPH 6 OF THE POLICY

INFORMAL SETTLEMENT

1. KIMBERLEY NORTH
2. BOIKHUTSONG & KUTLWANONG
3. COLVILLE 83 & 64
4. CHRIS HANI
5. GALESHEWE
6. RITCHIE WELTER VREDE & MOTSWEDIMOSA
7. ARENA 65
8. ROODEPAN
9. HOMEVALLEY
10. KAGISHO
11. SOLLY LEGODI
12. TSHWARAGANO
13. PHUTANANG
14. REDIRILE
15. JOHN MAMPE
16. TSWELELANG
17. CHINA SQUARE
18. WIT DAM
19. UBUNTU
20. THAMBO SQUARE
21. NXUMALO
22. PLATFONTEIN
23. GREEN POINT
24. RABAJI
25. LORATO PARK
26. JACKSONVILLE
27. DONKERHOEK
28. KATIMA
29. BLOEMANDA
30. SOUL CITY
31. PROMISE LAND
32. RIEMVASMAK
33. TRANSIT CAMP
34. RESERVE ROAD SHACKS
35. PHOMOLONG
36. ZONE 2

And any other area as identified by the Municipality as necessary to receive a basic level of service but which has not been formally established or is impractical to recover exact readings.

SOL PLAATJE LOCAL MUNICIPALITY

PROPERTY RATES POLICY

POLICY REVIEW APPROVED ON THE

RESOLUTION NUMBER:

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SOL PLAATJE MUNICIPALITY

PROPERTY RATES POLICY

1. DEFINITIONS / INTERPRETATION

"Act", means the Local Government: Municipal Property Rates Act, 2004 (Act 6 of 2004 (abbreviated to "MPRA";

"Council" means the highest legislative body of the Sol Plaatje Municipality as referred to in section 157 (1) of the Constitution and section 18 (3) of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998);

"date of valuation", for the purposes of a general valuation, means the date to be determined by the municipality in terms of section 31 (1) of the Act, and the date on which the market conditions applied when determining the valuations in the General Valuation Roll;

"district municipality" means a municipality that has municipal executive and legislative authority in an area that includes more than one municipality, and which is described in section 155(1) of the Constitution as a category C municipality;

"economic services", means services for which the tariffs are fixed to recover the full costs of the service, like refuse and sewer services;

"market value", in relation to a property, means the amount a property would have realized if sold on the date of valuation in the open market by a willing seller to a willing buyer;

"municipality", means the Sol Plaatje Municipality;

"trading services", means services for which the tariffs are fixed to yield a trading profit, like electricity and water services;

"MPRA" means the Local Government Municpal Property Rates Act (Act No, 6 of 2004)

2. PURPOSE OF POLICY

2.1. The purpose of this policy is to allow Council to exercise its power to impose rates within a statutory framework, with the aim to enhance certainty, uniformity and simplicity, taking into account the historical imbalances within communities, as well as the burden of rates on the poor.

2.2. As trustees on behalf of the local community, the Municipality shall adhere to its legislative and moral obligation to ensure it implements this policy to safeguard the monetary value and future service provision invested in property.

3. LEGAL FRAMEWORK

3.1. This policy has been compiled in accordance with: -

3.1.1 Section 229 of the Constitution of the Republic of South Africa, giving the municipality power to value and rate property in its area of jurisdiction;

3.1.2 The Municipal Property Rates Act, 6 of 2004;

3.1.3 The Local Government: Municipal Finance Management Act 2003, hereinafter referred to as the “MFMA”; and

3.1.4 The Local Government: Municipal Systems Act, 2000, hereinafter referred to as the “Systems Act”.

3.2 This policy shall be subject to the applicable legislation.

3.3 This policy shall be applied with due observance of the Municipality’s policy with regard to delegated powers. Such delegations refer to delegations between the Municipal Manager and other responsible officials; the Council and the Executive Mayor as well as between Council and the Municipal Manager. All delegations in terms of this policy must be recorded in writing.

3.4 The Council shall, as stipulated in Chapter 4 of the Municipal Systems Act and section 22 of the MFMA, provide measures for continuous consultation with the community and other stakeholders in the development and ultimate adoption of this Property Rates Policy.

3.5 The Constitution entitles everyone to administrative action which is lawful, reasonable and procedurally fair and to be given reasons for any such action which affects them.

The Promotion of Administrative Justice Act 3/2000 is the legislation required by the Constitution to give effect to the right to just administrative action and in order to promote and efficient administration and good governance and to create a culture of accountability, openness and transparency in public administration or in the exercise of a public power or the performance of a public function.

This policy incorporates the above principles by providing parameters and procedures to guide the municipality and its officers in implementing it, and thereby exercising a public power through a series of administrative actions. In so doing, this policy seeks to provide certainty on the part of those affected by it with regard to how the municipality will act in the circumstances covered by the policy and uniformity of action on the part of its officers.

The municipality commits itself and its officers to act fairly and justly in an open and transparent manner in implementing this policy.

4. IMPOSITION OF PROPERTY RATES

4.1. **Obligation:**

4.1.1. The Council shall as part of each annual operating budget component impose a rate in the rand on the market value of all rateable property recorded in the municipality's valuation roll and supplementary valuation roll.

4.1.2. The Council pledges itself, subject to any applicable limitations by law, to limit each annual increase as far as practicable to the increase in the consumer price index over the period preceding the financial year to which the increase relates and to any limitations imposed by National Treasury.

4.1.3. The Council shall, in imposing the rate for each financial year, take proper cognizance of the aggregate burden of rates and service charges on representative property owners, in the various categories of property ownership, and of the extent to which this burden is or remains competitive with the comparable burden in other municipalities within the local economic region.

4.2. **Policy principles**

All ratepayers, in a specific category, as determined by Council from time to time, shall be treated equitably, as required by Section 3 (3) (a) of the Act;

4.2.1 Rates shall be raised in proportion to the improved value of the property;

4.2.2 The rates tariff shall be based on the value of all rateable properties and the amount required by the municipality to balance the operating budget after taking into account profits generated by trading and economic services and the amounts required to finance exemptions, rebates and reductions of rates as approved by Council from time to time;

4.2.3 Property rates shall not be used to subsidize trading services;

4.2.4 Exemptions, reductions and rebates should not unreasonably affect the income base of the municipality.

Therefore, pursuant to section 3 (3) (b) of the Act, it is the policy of the municipality, when –

* levying different rates for different categories of properties;
* exempting a specific category of owners of properties, or the owners of a specific category of properties, from payment of a rate on their properties;
* granting rebates;
* increasing rates;

to apply the following criteria -

* poverty alleviation
* stimulation of industrial growth
* promotion of tourism
* creation of jobs
* maintenance of agricultural activity
* assist charity and other public benefit organizations
* the consumer inflation index
* this municipality's budgetary needs
* this municipality's integrated development plan
* amounts contributed by services

4.2.5 **Compliance with section 3 (3) (d) of the Act**

Pursuant to section 3 (3) (d) of the Act, it is the policy of the municipality to exercise its powers in terms of section 9 (1) of the Act in relation to properties used for multiple purposes by assigning a property use for multiple purposes to a category based on the purpose corresponding with the dominant use of the property where such dominant use is either Industrial / Commercial or Mining. Where the dominant use is any other, the property will be valued and rated using the apportionment in terms of section 9 (2) of the Act.

4.2.6 **Compliance with section 3 (3) (f) of the Act.**

Pursuant to section 3 (3) (f) of the Act, it is the policy of the municipality to provide indigent property owners as registered in terms of this municipality's indigents policy a rebate on their rates account.

4.2.7 **Compliance with section 3 (3) (h) of the Act.**

Pursuant to section 3 (3) (h) of the Act, it is the policy of the Municipality to, in addition to the exemption of the first 30% of value and the phasing

in as prescribed in the Act, to consider further rebates on public service infrastructure, taking into account the Integrated Development Plan (IDP) priorities and objectives. The quantification of such rebates is to be determined by the annual budgetary process.

4.2.8 **Compliance with section 3 (3) (i) of the Act.**

Pursuant to section 3 (3) (i) of the Act, it is the policy of the Municipality to promote the interests of social or economic development, or when competing with other municipalities for investment of a specific nature, to consider providing incentive rebates in order to attract such development or investment, provided such development or investment is quantifiably beneficial to the community and should not amount to unfair discrimination as contemplated in Chapter 2, section 9 of the Constitution.

4.2.8.1 The property will be offered an incentive rebate as a percentage against its rateable category. E.g. if a manufacturing plant is established on an industrial property and it is desirable, provides employment and boosts the local economy, a rebate (as a percentage) against the rating tariff for “Industrial Property” will be offered.

4.2.8.2 The extent of the incentive rebate offered by Sol Plaatje Municipality will be determined by the Municipal Manager and the Chief Financial Officer upon application by the interested party. The following criteria, in determining this percentage, will apply:

- Value of investment into the city
- Number of local jobs created
- Desirability of industry/commercial activity
- Location of property
- SPM budget availability

4.2.8.3 The maximum incentive rebate offered is 100 % and applies to property rates only.

4.2.8.4 Incentive rebates offered are only valid from date of completion of the development, and valuation of such development on the Supplementary Valuation Roll.

Such incentive rebate remains valid for the period for which it was offered and for as long as all municipal policies, by-laws, National and Provincial legislation is adhered to and as long as the property owner maintains their municipal account to the Municipality’s satisfaction.

5. CATEGORIES OF PROPERTIES

In terms of Section 8 and in pursuant to section 3 (3) (c) of the Act, the municipality may levy different rates for the different categories of rateable properties as set out below.

Pursuant to section 3 (3) (c) of the Act, the Council will, in determining the category of a property, take into consideration the actual use of the property and the property shall be rated on such actual use. The categories include the following:

5.1 residential properties.

5.2 vacant residential properties.

5.3 industrial properties.

5.4 vacant industrial properties.

5.5 business commercial properties.

5.6 vacant business and commercial properties.

5.7 agricultural properties.

5.8 Mining properties.

5.9 properties owned by an organ of state and used for public service purposes.

5.10 Public Service Infrastructure properties.

5.11 Private Service Infrastructure

5.12 Properties owned by public benefit organizations and used for specified public benefit activities.

5.13 Place of Public Worship.

5.14 Private Open Space.

5.15 Property owned by the Municipality and used for municipal purposes in service delivery.

5.16 Sports grounds and facilities used and operated for gain.

6. EXEMPTIONS, REBATES AND REDUCTIONS ON RATES

In terms of Section 15(1) of the Act, the Municipality may: -

i. Exempt a specific category of owners of properties, or the owners of a specific category of properties, from payment of a rate levied on their property; or

ii. Grant to a specific category of owners of properties, or to the owners of a specific category of properties, a rebate or a reduction in the rates payable in respect of their properties.;

Determination of any possible exemptions, rebates or reduction will be considered annually as part of the budget process of the Municipality. As a guide in determining the possible exemptions, rebates or reductions, the following will be considered:

6.1 Exemptions

6.1.1 *Property registered in the name of and used primarily as a place of public worship* by a religious community, including an official residence registered in the name of that community which is occupied by an office-bearer of that community who officiates at services at that place of worship.

6.1.2 *Public benefit activities (welfare and humanitarian)*

(i) Rateable property registered in the name of an institution or organization that performs welfare and humanitarian work as contemplated in the ninth Schedule of the Income Tax Act, 1962 (Act 58 of 1962) which is not operated for gain.

(ii) Rateable property, registered in the name of a trustee or any organization, which is maintained for the welfare of war veterans which is not operated for gain.

6.1.3 *Public benefit activities (cultural)*

(i) Rateable property registered in the name of Boy Scouts, Girl Guides, Sea Scouts, Voortrekkers and similar organizations which is not operated for gain.

(ii) Rateable properties registered in the name of the organizations that are involved in the promotion, establishment, protection, preservation or maintenance of areas, collections or buildings of historical or cultural interest, national monuments, national heritage sites, museums, including art galleries, archives and libraries which is not operated for gain.

6.1.4 *Public benefit activities (sport)*

(i) Rateable properties used for the purpose of amateur and social activities, which are connected with such sport which is not operated for gain.

6.1.5 *Rateable properties used for public benefit activities (conservation, environment and animal welfare)*

(i) Properties that are in the name of an organisation or institution that is engaged in the conservation, rehabilitation or protection of the natural environment, including flora and fauna which is not operated for gain.

(ii) Rateable property registered in the name of an institution or organisation that has as its exclusive objective the protection of tame or wild animals or birds which is not operated for gain.

Public benefit activities (health care)

6.1.6 Rateable property registered in the name of an institution or organisation which has as its exclusive objective health care or counselling for terminally ill persons or persons with a severe physical or mental disability and persons affected by HIV/ AIDS which is not operated for gain.

6.1.7 *Public benefit activity (agricultural)*

(i) Rateable property, registered in the name of an agricultural society affiliated to or recognized by the South African Agricultural Union, which is used for the purposes of such a society which is not operated for gain.

6.1.8 *Rateable property registered in the name of an institution or organisation, which, in the opinion of the Council, performs charitable work.*

6.1.9 *Road reserves are exempted from payment of rates in accordance with Act No. 7 of 1998 on Road Agencies.*

6.1.10 At least the first R15 000 of the market value of residential properties and properties used for multiple purposes of which one or more components is used for residential purposes, where, in the case of residential properties, the properties referred to shall be vacant or improved properties and shall be zoned as residential and where, in the case of properties used for multiple purpose and of which one or more components is used for residential purposes.

6.1.11 As a caution to the possible infringement of section 16 (1) of the MPRA, as well as in recognition of the regulated tariffs for public service infrastructure affecting the feasibility of charging rates on the sector, it is the policy of this municipality to charge a zero rate to all public service infrastructure, including private service infrastructure.

6.1.12 Land Reform Beneficiaries for ten years from the date the beneficiary's title was registered or upon alienation of the property.

6.2 Rebates

Rebates for the following categories of properties and/or owners of properties being utilized for the intended purpose will be considered.:

6.2.1 The following owners may be granted a rebate on or a reduction in the rates payable on their property if they meet all the following criteria:

- Pensioners: Registered property owners who are pensioners may apply for a rates rebate, subject to meeting the qualifying criteria outlined below. The application must be submitted to the Council along with the required supporting documentation. Registered owner of the property or must have a registered right of usufructs on the whole property;
- Must be at least 60 years old on the 1st of July in the financial year concerned.
- Must reside on the property.
- May not own more than one property nationally.
- Only owners of a property with a rating category “Residential”

Total gross household income must not exceed an amount annually set by the Council Disabled Property Owners: Registered property owners who are permanently disabled may apply for a rates rebate, subject to meeting the qualifying criteria. The application must be submitted to the Council along with the required supporting documentation

- Registered owner of the property or must have a registered right of usufructs on the whole property.
- The applicant must provide valid proof of permanent disability, which may include:

  A medical certificate from a registered medical practitioner confirming the nature and permanence of the disability; or

  A disability grant confirmation from the South African Social Security Agency (SASSA) or another recognised authority.
- Total gross household income must not exceed an amount annually set by the Council
- May not own more than one property nationally.
- Only owners of a property with a rating category “Residential”;

Applications for the rebate must be submitted before 30 June (unless as part of an indigent application).

Late applications may be considered in terms of this policy and granted pro-rata from the date of the successful application.

The rebate will only take effect the month after the application.

The Council reserves the right to conduct periodic reviews and verifications to ensure continued compliance with these criteria.

The rebate will lapse -

a) on the death of the applicant if the applicant owns 100% of the property.

b) on the date of transfer of the property.

c) when the applicant ceases to reside permanently in the property.

d) when the primary property undergoes a category change and no longer meets the qualifying criteria for relief

Rebates granted in error or due to false or incorrect information supplied by the applicant, will be reversed immediately from date of inception of the rebate

6.2.2 *Municipal property and usage*

(i) A pro-rata rebate will be granted where the municipality is engaged in land sales transactions that have taken place after the financial year has started.

(ii) Where the municipality registers a road reserve or servitude on a privately-owned property a pro rata rebate equal to the rates calculated on the value of the reserve or servitude will be given to the owner of the property.

6.2.3 Properties in rural areas, excluding all properties falling within the urban edge as determined by the Sol Plaatje Municipal Spatial Development Framework, which are used only for industrial, commercial, mining and/or residential purposes and where no municipal services (water, electricity, sanitation, refuse removal) are available. This excludes properties used as Solar Farms or the portions thereof.

6.2.4 Properties used for bona fide agricultural purposes with the property owner deriving his principle source of income from produce of the land.

6.2.5 Properties that include crèches and guest houses will qualify for a rebate to enable the promotion of small business enterprises.

6.2.6 Schools registered as Independent Schools in terms of the South African Schools Act, 84 of 1996.

6.2.7 Where the bulk of the property is located outside the Sol Plaatje Municipal boundary (i.e. 51 % or more), the whole of the property will be deemed to be outside the Sol Plaatje Municipal boundary and will be valued and subjected to a 100% rebate on the relevant tariff.

6.2.8 All categories of properties as listed in paragraph 5 may be subject to a rebate. Such rebate shall be considered as part of the budgetary process envisioned in the MFMA and must be determined per any criteria set down in this Policy.

6.2.9 Categories of properties or categories of owners of properties who may qualify for a rebate as determined in the Municipality's budget from time to time may apply for such rebate. Any properties or their owners qualifying for such will receive said rebate from the date of approval of application of such. The responsibility of applying for a rebate rests with the property owner or accountholder.

6.3 Elements to be considered

In determining any exemptions, rebates or reductions the Council shall consider:

6.3.1 The financial sustainability of the municipality and the cost of services to be provided from the assessment of the rates income.

6.3.2 The inability of residential property owners to pass on the burden of rates, as opposed to the ability of the owners of business, commercial, industrial and certain other properties to recover such rates as part of the expenses associated with the goods or service which they produce.

6.3.3 The need to accommodate indigents, the disabled, and pensioners.

6.3.4 The value of agricultural activities to the local economy coupled with the limited municipal services extended to such activities.

6.3.5 The need to preserve the cultural heritage of the local community.

6.3.6 The need to encourage the expansion of public service infrastructure.

6.3.7 The contribution which property developers (especially in regard to commercial and industrial property development) make towards local economic development, and the continuing need to encourage such development.

6.3.8 The number of services provided by the Municipality in a particular area.

6.4 **Budget Year:**

All exemptions, rebates and reductions projected in a financial year must be reflected in the municipality's budget for that year.

6.5 **Local, social and economic development**

The municipality may grant rebates to organizations that promote local, social and economic development as referred to in paragraphs 4.2.8 and 1918 of this policy.

7. SPECIAL RATING AREAS

The municipality may from time to time, as provided for in Section 22 of the Act, and as to be depicted in its annual budget and by resolution of the Council, determine a certain area within the boundaries of the municipality, as a special rating area.

8. NATURAL AND OTHER DISASTERS

Properties affected by a natural disaster, as defined in terms of the Disaster Management Act 16 of 2015, may qualify for relief by way of a temporary rates rebate. Such relief will be determined by Council from time to time according to its tariffs.

9. CROSS BORDER PROPERTIES

In terms of the Constitution, specifically section 229 (3) and further described in the Local Government: Municipal Fiscal Powers and Functions Act, No 12 of 2007, when two municipalities have the same fiscal powers and functions with regard to the same area, an appropriate division of those powers and functions must be made in terms of national legislation. The division may be made only after taking into account at least the following criteria: -

(a) The need to comply with sound principles of taxation.
(b) The powers and functions performed by each municipality.
(c) The fiscal capacity of each municipality.
(d) The effectiveness and efficiency of raising taxes, levies and duties.
(e) Equity.

In addition to the above, the following criteria will apply:

9.1 Where the bulk of the property is located within the Sol Plaatje Municipal boundary (i.e. 50% or more), the whole of the property will be deemed to be within the Sol Plaatje Municipal boundary, will be valued accordingly and will be included in the General Valuation Roll.

9.2 Where the bulk of the property is located outside the Sol Plaatje Municipal boundary (i.e. 51 % or more), the whole of the property will be deemed to be outside the Sol Plaatje Municipal boundary and will be valued and subjected to a 100% rebate on the relevant tariff.

9.3 Where properties are so affected, the relevant adjacent Local Authority and the respective owners will be notified in writing of this condition.

10. DECEASED ESTATES

According to the MPRA as well as section 24 of the Act an “Owner”, in relation to a property referred to in paragraph (a) of the definition of “property”, means a person in whose name ownership of the property is registered; provided that a person mentioned

below may for the purposes of this Act be regarded by a municipality as the owner of a property in the following cases:

(ii) “an executor or administrator, in the case of a property in a deceased estate” Section 24: “: “A rate levied by a municipality on a property must be paid by the owner of the property”. (Authorised person)

Therefore, an executor or administrator is deemed the owner of the property upon receipt of a letter of authority from the Master of the Court authorising such. Upon receiving the letter of Authority, the “owner” has the responsibility to timeously inform Rates and Enquiries section. Property rates will then be billed to this “owner” from the date of the letter of authority from the Master of the High Court. The letter of authority date will deem as the day of rates being levied on the account and all other payments made prior to the deceased account for reconciliation.

11. LIABILITY FOR AND RECOVERY OF RATES

The MPRA and the Municipality’s Credit Control and Debt Collection Policy applies.

The lodging of an objection or appeal does not defer liability for the payment of rates beyond the date determined for payment

12. SECTIONAL TITLES

A rate on property which is subject to a sectional title scheme must be levied on the individual sectional title units in the scheme and not on the property as a whole.

As per SECTIONAL TITLES ACT 95 OF 1986 Section 15B Registration of transfer of ownership and other rights - The registrar shall not register a transfer of a unit or of an undivided share therein, unless there is produced to him a conveyancer's certificate. The conveyancer’s certificate must be submitted to Sol Plaatje Municipality, Rates Department before rates clearance certificates will be issued on sectional title units.

13. OBJECTIONS TO ENTRIES INTO THE VALUATION ROLL AFTER THE EXPIRY OF THE PRESCRIBED PERIOD

13.1 Where an authorised person submits an objection to the valuation of a property in a General or Supplementary Valuation Roll, and such objection does not fall within the allowed for prescribed period, the following is required to accompany such objection:

13.1.1 A valuation certificate from a Professional Valuer or a Professional Associate Valuer, registered with the South African Council of Property Valuers Profession.

13.1.2 All accompanying documentation as the Municipal Valuer may deem necessary in the resolution of the matter.

13.1.3 Depending on the complexity of the objection and the type of property, the Municipal Valuer may insist on the provision of a Valuation Report stemming from the certificate contemplated in paragraph 13.1.1.

13.2 The provisions of section 78 (4) of the MPRA apply strictly in the case of any amendments to the General Valuation Roll.

14. METHOD AND TIME OF PAYMENT

14.1 The rates levied on the properties shall be due and payable:

14.1.1 on a monthly basis; or

14.1.2 the municipality shall determine the due dates for payments in monthly instalments and the single annual payment and this date shall appear on the accounts forwarded to the owner/ tenant/ occupants/ agent;

15. CLEARANCE CERTIFICATES

Software and System Details

The municipality will make use of an electronic Rates Clearance System. The system will provide a secure electronic link between the Conveyancing Attorneys and Municipality.

Audit and Legislation Compliance Process

All monies collected by the Municipality and any estimated amounts for the duration of the validation period of a certificate in terms of Section 118(1) (a) of the Systems or Section 89 of the Insolvency Act, (Act 24 of 1936), are for the purpose of Section 118 of the Systems

Act, deemed to be due and must be paid in order to facilitate the transfer of immovable property:

15.1 All rates clearance applications must contain as many as possible of the following contact options for the buyers;

15.1.1 The buyer's cell phone number

15.1.2 The buyer's e-mail address

15.1.3 The buyer's work and/or home address

All rates clearance applications must contain the correct postal address of the buyer. Should the application be incomplete, the application will be rejected by Council.

15.2 Rates clearance figures will be calculated for the current month of application and 90 days in advance. This figure will contain rates, services, surcharges and any other amounts that may become payable or in arrears with regards to the development, subdivided erf or sectional title unit.

15.3 Outstanding services of tenants may only be recovered for a maximum period of two years if a request is lodged for a Section 118 (3) of the Municipal Systems Act (32 of 2000) Clearance Certificate. If this is done the conveyancer, seller and buyer of the property must be informed that the remaining debt will remain on the property

15.4 The clearance certificate will be valid for 90 days

15.5 Extension on a clearance certificate will be granted, if all services are paid in advance for another 30 days

15.6 Only electronic Rates Clearance Applications will be accepted

15.7 Confirmation of registration and final meter reading date must be captured by the Attorneys on the Rates Clearance System or via e-mail

15.8 Pro-rata rates will be calculated by the conveyancer and not the Municipality for rates payable by the buyer.

16. RECOVERY OF RATES IN ARREARS

16.1 **Credit Control and Collection**

Where applicable, credit control and debt collection will be applied, in accordance with the approved Customer Services, Credit Control and Debt Collection Policy of the Council, for any outstanding amounts.

16.2 **Supplementary Valuation Debits**

In the event that a property has been transferred to a new owner and a Supplementary Valuation took place, the immediate predecessor in title, as well as the new owner, will jointly and severally be held responsible for settling the interim account.

16.3 **Ownership**

Properties, which vest in the Municipality during developments, i.e. open spaces and roads should be transferred at the cost of the developer to the Municipality. Until such time, rates levied will be for the account of the developer.

16.4 **Rebate for indigent debtors**

The rebate is as determined by the Municipality's policy on indigent debtors.

17. CORRECTION OF ERRORS AND OMISSIONS

17.1 Where the rates levied on a particular property have been incorrectly determined whether because of an error or omission on the part of the municipality or false information provided by the person concerned or a contravention of the permitted use to which the property concerned may be put, the rates payable shall be appropriately adjusted for the period extending from the date on which the error or omission is deemed back to the date on which rates were first levied in terms of the current valuation roll.

17.2 In addition, where the error occurred because of false information provided by the property owner or as a result of a contravention of the permitted used of the property concerned, interest on the unpaid portion of the adjusted rates payable shall be levied at the maximum rate permitted by prevailing legislation.

18. DIFFERENTIAL RATES

18.1 Differential rates will be applied on categories of properties as contemplated in Section 8 of the Act and as listed in paragraph 4 of this policy.

18.2 Different categories of properties may pay different rates in the rand based on the market value of the properties.

18.3 In order to account for categories of properties, categories of owners, and exemptions, rebates and reductions, as well as whether these are annual or

monthly payers, a list of categories for the purpose of charging correct tariffs on the financial system is annexed hereto and must be reviewed annually along with this Policy.

19. COSTS OF EXEMPTIONS, REBATES, REDUCTIONS AND PHASING IN OF RATES

19.1 During the budget process the accounting officer must inform Council of all costs associated with suggested exemptions, rebates, reductions and phasing in of rates and account for these in terms of sections 15 (3) and (4) of the Act

20. LOCAL, SOCIAL AND ECONOMIC DEVELOPMENT

20.1 The municipality may grant rebates to organisations that promote local, social and economic development in its area of jurisdiction.

20.2 The Municipality's LED Unit must validate the qualification for the continued application of the rebate and the said rebates must be phased- out within 3 years from the date that the rebate was granted for the first time.

20.3 Rebates will be restricted to a percentage determined by Council from time to time.

21. REGISTER OF PROPERTIES

21.1 The Accounting Officer must ensure that a register of properties is drawn up and maintained as contemplated in section 23 of the Act.

22. NOTIFICATION OF RATES

22.1 A notice stating the date on which the new rates shall become operational as resolved by Council must be displayed and publicised by the Municipality.

22.2 This is to be aligned with the annual budgetary process and shall be subject to the same obligations as contemplated in the MFMA.

23. COMMENCEMENT AND PERIOD OF RATES

This policy takes effect on the 1st of July 2023.

Annexure A - CATEGORIES OF PROPERTIES

Categories of Property	Description	Abbreviation	Rebate / Exemption Y/N
Residential	**Improved property with the dominant use or zoning for residential purposes**	**RES**	**Yes**
Vacant Residential	**Unimproved property zoned for residential purposes and only if less than 50% of the improvements are completed**	**RESV**	**Yes**
Industrial	**Improved property with the dominant use or zoning for industrial purposes**	**IND**	**No**
Vacant Industrial	**Unimproved property zoned for industrial purposes and only if less than 50% of the improvements are completed**	**INDV**	**No**
Commercial	**Improved property with the dominant use or zoning for commercial or business purposes.**	**COM**	**No**
Vacant Commercial	**Unimproved property zoned for commercial or business purposes and only if less than 50% of the improvements are completed**	**COMV**	**No**
Agricultural	**Property that is used primarily for agricultural purposes but, excludes any portion thereof that is used commercially for the hospitality of guests, and excludes the use of the property for the purposes of eco-tourism or for the trading in or hunting of game.**	**AGR**	**Yes**
Mining	**Properties used for or zoned for mining purposes. Any building, other immovable structure and infrastructure above the surface of the mining property required for the purposes of mining will be included (Refer to Section (17)(f) and Section 46(2) and (3) of the act)**	**MNG**	**No**
Public Service Properties	**Properties owned by an organ of state and used for public service purposes**	**PSP**	**No**

Public Service Infrastructure	**Publicly controlled infrastructure as stated in the definition thereof in the Act**	**PSI**	**Yes**
Private Service Infrastructure	**Privately owned and controlled infrastructure which does not vest in the Council or other public authority.**	**TSI**	**Yes**
Public Benefit Activities	**Properties owned by public benefit organisations and used for specified public benefit activities**	**PBA**	**Yes**
Private Open Space	**Private open space includes recreational, security and or parks/green areas owned by a private entity, to which the general public has no right of access**	**POS**	**No**
Municipal Owned Property	**Property which is owned by the Municipality and not operated for gain**	**MUN**	**Full**
Sports Fields	**Sports grounds and facilities used and operated for gain. This includes offices, shops etc. supporting such purpose**	**SPRT**	**Yes**

Annexure B – CATEGORIES OF OWNERS

Categories of Owners	Description	Abbreviation	Rebate Yes/No
Pensioners	**Per paragraph 6.2.1**	**RESP**	**Yes**
Indigents	**Per paragraph 6.2.1 and the Indigent Management Policy**	**RESI**	**Yes**
Disabled	**Per paragraph 6.2.1**	**RESD**	**Yes**
Agricultural Organisations	**Rateable property, registered in the name of an agricultural society affiliated to or recognized by the South African Agricultural Union, which is used for the purposes of such a society which is not operated for gain. Per paragraph 6.1.7**	**AGO**	**Yes**
Charities	**Rateable property registered in the name of an institution or organisation, which, in the opinion of the Council, performs charitable work. Per paragraph 6.1.8**	**CPROP**	**Yes**

Land Reform Beneficiary	**This is a category of owner who is exempt from paying rates in terms of 17(1)(g) of the Act**	**LRB**	**No**

Annexure C – REBATE PROPERTIES

REBATE PROPERTIES			
Categories of Properties and Owners	**Description**	**Abbreviation**	**Rebate**
Incentive Schemes	**Undeveloped property which is identified as desirable for improvement by the Municipality for a particular use and industry and which will provide economic stimulus and employment.**	**COMIS INDIS RESIS**	**Yes**
Agricultural	**Properties used for bona fide agricultural purposes with the property owner deriving his principle source of income from produce of the land but, excludes any portion thereof that is used commercially for the hospitality of guests, and excludes the use of the property for the purposes of eco-tourism or for the trading in or hunting of game.**	**AGRBF**	**Yes**
Pensioners	**Per paragraph 6.2.1**	**RESP**	**Yes**
Indigents	**Per paragraph 6.2.1 and the Indigent Management Policy**	**RESI**	**Yes**
Disabled	**Per paragraph 6.2.1**	**RESD**	**Yes**
Rural Residential	**Properties located in a rural area, excluding all properties falling within the urban edge as determined by the Sol Plaatje Municipality's Spatial Development Plan and/or subdivided from agricultural property and used for residential purposes (e.g. golf estates, informal villages) and where no municipal services are available. Per paragraph 6.2.3**	**REST**	**Yes**
Rural Commercial	**Properties located in a rural area, excluding all properties falling within the urban edge as determined by the Sol Plaatje Municipality's Spatial Development Plan and/or subdivided from agricultural property and used for business purposes (e.g. Farming Co-ops etc.) and where no municipal services are available. Per paragraph 6.2.3**	**COMT**	**Yes**
Rural Industrial	**Properties located in a rural area, excluding all properties falling within the urban edge as determined by the Sol Plaatje Municipality's Spatial Development Plan and/or subdivided from agricultural property and used for industrial purposes (e.g. Farming Co-ops etc.) and where no municipal**	**INDT**	**Yes**

	services are available. Per paragraph 6.2.3		
Rural Mining	**Properties located in a rural area, excluding all properties falling within the urban edge as determined by the Sol Plaatje Municipality's Spatial Development Plan**	**MNGT**	
Consent Use – Guest House	**Temporary accommodation including the serving of meals to patrons, with a maximum length of stay by the guest of 3 months, and as further defined by the Residential Business, Bed & Breakfast, Crèches, Childcare Centre, Liquor Trading and Car Wash By-laws as promulgated by Government Gazette Notice 126 of 2013.**	**COMG**	**Yes**
Consent Use – Crèche and Childcare Centre	**Premises used to accommodate children, and does not fall under the definition of public benefit activities, and as further defined by the Residential Business, Bed & Breakfast, Crèches, Childcare Centre, Liquor Trading and Car Wash By-laws as promulgated by Government Gazette Notice 126 of 2013.**	**COMC**	**Yes**
Independent Schools	**These are Schools registered as Independent Schools in terms of the South African Schools Act, 84 of 1996.**	**COMI**	**Yes**
Cross-Border Properties	**Where the bulk of the property is located outside the Sol Plaatje Municipal boundary (i.e. 51 % or more), the whole of the property will be deemed to be outside the Sol Plaatje Municipal boundary and will be valued and subjected to a 100% rebate on the relevant tariff.**	**AGRCB**	**Yes**

Annexure D – EXEMPTIONS

Categories of Properties and Owners	Description	Abbreviation	Partial/ Full
Residential	The first R 15 000 of the market value of a property assigned in the valuation roll or supplementary valuation roll of the category "Residential" or for properties used for multiple purposes, provided one or more components of the property are used for residential purposes	Various	Partial
Place of Worship	Property used primarily for the purposes of congregation, excluding a structure that is primarily used for educational instruction in which secular or religious education is the primary instructive medium provided that the property is registered in the name of the religious community , trust established for the sole benefit of a religious community or subject to a land tenure right	POW	Full
Public Service Infrastructure	The first 30 % of market value and subject to section 17 (a) of the Act	PSI	Partial
Private Service Infrastructure	Privately controlled infrastructure	TSI	Full
Municipal Owned Property	Property which is owned by the Municipality used for the purposes of service delivery	MUN	Full
Agricultural Organisations	Rateable property, registered in the name of an agricultural society affiliated to or recognized by the South African Agricultural Union, which is used for the purposes of such a society which is not operated for gain.	AGO	Full
Charities	Rateable property registered in the name of an institution or organisation, which, in the opinion of the Council, performs charitable work.	CPROP	Full
Public Benefit Activities	Properties owned by public benefit organisations and used for specified public benefit activities	PBA	Full
Land Reform Beneficiary	This is a category of owner who is exempt from paying rates in terms of	LRB	Full

	17(1)(g) of the Act for ten years or if they sell the property		

Annexure E – PRESCRIBED AND POLICY RATES RATIOS

PRESCRIBED RATIOS

These ratios may not be exceeded when determining rates tariffs

Category	Ratio in relation to residential property
Residential Property	1 : 1
Agricultural Property	1 : 0.25
Public Service Infrastructure	1 : 0.25
Public Benefit Organisation Property	1 : 0.25

POLICY RATIOS

These ratios are determined by the Municipality in addition to the prescribed ratios and must be reviewed annually taking into account the criteria set for determining rates tariffs.

Category	Proposed Ratio in relation to residential rate
Residential Property	1
Vacant Residential Property	1.5
Industrial Property	3
Vacant Industrial	3.5
Business and Commercial Property	3
Vacant Business and Commercial Property	3.5
Agricultural Property	0.25
Mining Property	6
Public Service Property	4~~.1~~
Public Service Infrastructure	0
Private Service Infrastructure	0
Public Benefit Activity Property	0
Private Open Space	1
Place of Worship	0
Land Reform Beneficiary	0
Municipal	0
Sports Fields	0

Annexure F – PENSIONER REBATE APPLICATION FORM

SOL PLAATJE MUNICIPALITY

DIRECTORATE: FINANCIAL SERVICES

DISABILITY RATES REBATE APPLICATION FORM

THE APPLICATION MUST PLEASE BE COMPLETED IN BLOCK LETTERS

N.B: THE SHADED BLOCKS ARE FOR OFFICE USE ONLY.

I, the undersigned (Names in full) _____

(Identity Number) | | | | | | | | | | | | | do hereby apply for a rebate in respect

of the rates levied on account number | | | | | | | | | | |

for erf number | | | | | | (Neighbourhood) _____

situated at (Street address) _____

In support of my application, I confirm that: –

1. I am the registered owner of this property. I occupy the dwelling and use it solely for residential purposes.

OR

I am the usufructuary of the property, which is owned by _____

and use the dwelling solely for residential purposes.

2. I am a Male | M | M | Female | F | D | and was born on | Y | Y | Y | Y | M | M | D | D | J | J | J | J | M | M | D | D |

3. My total annual income (including that of my spouse) is | | | | | | | R | | | | | |

4. There are no additional dwelling units erected on this erf being used for income generation. | Yes | No |

I further make oath/affirm and declare the above particulars to be true and correct.

Y	Y	Y	Y	M	M	D	D
2	0	J	J	M	M	D	D

Date

_____

Applicant's Signature

Sworn before me at _____ on this _____ day of _____ 20____.

The deponent having declared that he/she knows and understands the contents of this declaration.

(Date) YY MM DD 20 / / SIGNATURE
JJ MM DD

_____

(Commissioner of Oaths)

CHECKED BY: _____ APPROVED BY: _____

SOL PLAATJE MUNICIPALITY

DIRECTORATE: FINANCIAL SERVICES

DISABILIY RATES REBATE APPLICATION FORM

QUESTIONNAIRE FOR RATEPAYERS INCOME AND REQUIRED DOCUMENTS

(Indicate gross income per annum)	GROSS INCOME	
	SELF	SPOUSE
1. Do you receive income from an employer? YES ☐ NO ☐ If so, please specify. .		
2. Do you receive a pension/grant/annuity/interest? YES ☐ NO ☐ If so, please specify.		
3. Do you receive any other for of income (e.g. rental, financial assistance from children, etc.)? YES ☐ NO ☐ If so please specify.		
TOTAL R		

N.B: Where applicable, **COPIES** of the following documents must be submitted:

1. Pension Book/Card or Pay slip
2. Salary advices/3months bank statement
3. Identification Document
4. Proof of Income from SARS

The applicant must meet the following criteria to qualify for a Disability Rebate on property rates:

- Must be the registered owner or usufructuary of the property;
- The household income may not exceed R 360 000 per annum;
- May not be registered as an Indigent and in receipt of an Indigent subsidy;
- Only owners of a property with a rating category "Residential";
- No additional dwelling units on the property or residential businesses being used for income generation;
- Must reside on the property;
- Applications for the rebate must be made before the 30th of June every financial year.
- Late applications may be considered in terms of this policy and granted pro-rata from the date of the of the successful application.

SOL PLAATJE MUNICIPALITY

DIRECTORATE: FINANCIAL SERVICES

PENSIONERS RATES REBATE APPLICATION FORM

THE APPLICATION MUST PLEASE BE COMPLETED IN BLOCK LETTERS

N.B: THE SHADED BLOCKS ARE FOR OFFICE USE ONLY.

I, the undersigned (Names in full) _____

(Identity Number) | | | | | | | | | | | | | do hereby apply for a rebate in respect

of the rates levied on account number | | | | | | | | | | |

for erf number | | | | | |

(Neighbourhood) _____

situated at (Street address) _____

In support of my application, I confirm that: –

1. I am the registered owner of this property. I occupy the dwelling and use it solely for residential purposes.

OR

I am the usufructuary of the property, which is owned by _____

and use the dwelling solely for residential purposes.

2. I am a Male | M | M | Female | F | D | and was born on | Y | Y | Y | Y | M | M | D | D | J | J | J | J | M | M | D | D |

3. My total annual income (including that of my spouse) is | | | | | | | R | | | | | |

4. There are no additional dwelling units erected on this erf being used for income generation. Yes / No

5. Do you own more than one property nationally? Yes / No

I further make oath/affirm and declare the above particulars to be true and correct.

Date | Y | Y | Y | Y | M | M | D | D | 2 | 0 | J | J | M | M | D | D |

_____

Applicant's Signature

Sworn before me at _____ on this _____ day of _____ 20____.

The deponent having declared that he/she knows and understands the contents of this declaration.

(Date) YY MM DD 20 / / SIGNATURE
JJ MM DD

_____

(Commissioner of Oaths)

CHECKED BY: _____ APPROVED BY: _____

SOL PLAATJE MUNICIPALITY

DIRECTORATE: FINANCIAL SERVICES

PENSIONERS RATES REBATE APPLICATION FORM

QUESTIONNAIRE FOR RATEPAYERS INCOME AND REQUIRED DOCUMENTS

(Indicate gross income per annum)	GROSS INCOME	
	SELF	SPOUSE
1. Do you receive income from an employer? YES / NO If so, please specify. .		
2. Do you receive a pension/grant/annuity/interest? YES / NO If so, please specify.		
3. Do you receive any other for of income (e.g. rental, financial assistance from children, etc.)? YES / NO If so please specify.		
TOTAL R		

N.B: Where applicable, **COPIES** of the following documents must be submitted:

1. Pension Book/Card or Pay slip
2. Salary advices/3months bank statement
3. Identification Document
4. Proof of Income from SARS

The applicant must meet the following criteria to qualify for a Pensioner Rebate on property rates:

- Must be the registered owner or usufructuary of the property;
- The household income may not exceed R 360 000 per annum;
- May not be registered as an Indigent and in receipt of an Indigent subsidy;
- Only owners of a property with a rating category "Residential";
- Must be at least 60 years of age on the 1st of July of the financial year concerned;
- No additional dwelling units on the property or residential businesses being used for income generation;
- Must reside on the property;
- May not own more than one property nationally.
- Applications for the rebate must be made before the 30th of June every financial year.
- Late applications may be considered in terms of this policy and granted pro-rata from the date of the of the successful application.

SECTION 7:

BY - LAWS

SOL PLAATJE MUNICIPALITY

ANNEXURE : BUDGET RELATED BYLAWS

List of Budget related Bylaws	Explanation numbers
Advertising Signs	1
Aerial Systems	1
Animals, Poultry & Bees Control	1
Building Control	1
Caravan Park	1
Cemeteries	1
Debt Collection	1
Electricity	1
Fire Brigade	1
Fireworks	1
Keeping of Dog Control	1
Law Enforcement	1
Property Rates	1
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Standing Orders	1
Street Trading Control	1
Swimming Pools	1
Taxi Ranks	1
Water Supply	1

Explanation numbers

1. These bylaws are accessible on the Sol Plaatje website: www.solplaatje.org.za
2. Bylaws to be approved with final budget process 2025/26

SECTION 8:

M F M A
CIRCULARS

cooperative governance
Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Ref No: 14/4/P/1

Mayors,
Speakers,
Municipal Managers,
Chief Financial Officers,
Technical Services Managers

JOINT CIRCULAR ON THE STANDARD TRANSFER SPECIFICATION (STS) AND TOKEN IDENTIFIERS (TID) ROLLOVER PREPAYMENT METER RESET BY 24 NOVEMBER 2024

The objective of this circular is to request the Honourable Mayors, Speakers and the municipal administration to urgently prioritise the reset of the prepayment meters ahead of the 24 November 2024 deadline. This is to avert the looming crisis of consumers or citizens not able to purchase services if the prepayment meters reset shall not have been done. The suffering of consumers or citizens must be prevented at all costs.

Prioritising the municipal budget to accommodate Standard Transfer Specification (STS) Prepayment Token Identifier (TID) and related transversal tender

As highlighted by the National Treasury in MFMA Circulars No. 112, 115, 123 and 126 (dated 06 December 2021, 04 March 2022, 03 March 2023 and 07 December 2023 respectively) municipalities are alerted that there is still a pending business risk to the prepayment metering industry that requires urgency of action. The token identifiers (TID) used to identify each credit token will run out of available numbers on 24 November 2024, at which point all Standard Transfer Specification (STS) meters will stop accepting credit tokens. The remedy is to enter a special set of key change tokens to reset the meter memory. It is important that municipalities re-prioritise their proposed budget to accommodate the roll out of the STS TID conversion considering that municipalities are in the process of developing and finalising their 2024/25 MTREF budgets.

Municipalities are advised that the National Treasury, through the Office of the Chief Procurement Officer (OCPO), has issued a transversal contract for the provision of auditing, re-calibration and re-configuration services for standard transfer specification compliant prepayment meters that align to minimum and critical technical specifications for local government.

In this respect the development of the transversal contract for smart prepaid meters (RT29-2024) as per NRS 049 (per latest approved version) has been finalised. Municipalities are cautioned against issuing their own tender to address the STS TID rollover and a smart solution for electricity and water meters as the RT29-2024 contract is available for municipalities to participate.

Municipalities wishing to participate in the RT29-2024 transversal contract must make their interest known to the Office of the Chief Procurement Officer (OCPO) on the email TCcontract1@treasury.gov.za. These municipalities must show evidence of a budget allocation in the current budget as well as future budgets for participation. More information

regarding the transversal contract (RT29-2024) can be accessed on the National Treasury website on the following link from 13 May 2024:

Link: https://www.treasury.gov.za/divisions/ocpo/ostb/contracts/default.aspx

Reporting on Progress on the STS TID rollover

Should the municipality fail to re-prioritise their proposed budget to accommodate the roll out of the STS TID conversion and meaningful implementation progress with regard to this urgent deliverable national government would seriously consider invoking section 216(2) of the Constitution and the implication is that the 2024/25 Local Government Equitable Share (LGES), starting with the July 2024 tranche, will be withheld.

Municipalities are required to report their progress on the STS TID rollover to SALGA for SALGA to update the SALGA dashboard. National government is using the SALGA dashboard to track progress as well as to take any necessary decisions. Municipalities should provide **weekly updates** to Dr. Silas K. Mulaudzi email smulaudzi@salga.org.za (at Tel No: 012 369 8000) at the South African Local Government Association (SALGA) and SALGA officials in the provinces.

Training Workshop on Standard Transfer Specification (STS) Prepayment Token Identifier (TID) Rollover Meter Reset

The South African Local Government Association (SALGA) is providing a training workshop on Standard Transfer Specification (STS) Prepayment Token Identifier (TID) Rollover Meter Reset for selected municipalities and holding provincial workshops bringing together all relevant parties (SALGA and municipalities, Provincial CoGTA, Provincial Treasury, Eskom). Kindly contact Dr. Silas K. Mulaudzi at Tel No. 012 369 8000 or email smulaudzi@salga.org.za SALGA regarding the training workshops on STS TID.

For any other matter aside National Treasury procurement related matters, you can contact Dr. Kevin Naidoo at the national Department of Cooperative Governance (DCoG) at Tel No. 012 395 4617 and email kevin@cogta.gov.za.

Thanking you in anticipation. Your assistance in proactively ensuring that the municipality and/or its entities are not adversely affected by the STS TID deadline of 24 November 2024 will be appreciated.

MS THEMBI NKADIMENG
MINISTER OF COGTA
DATE: 13/05/2024

MR. ENOCH GODONGWANA, MP
MINISTER OF FINANCE
DATE: 17/05/2024

NATIONAL TREASURY

MFMA Circular No. 129

Municipal Finance Management Act No. 56 of 2003

Municipal Budget Circular for the 2025/26 MTREF

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Introduction

This budget circular provides guidance to municipalities with their compilation of the 2025/26 Medium Term Revenue and Expenditure Framework (MTREF). It is linked to the Municipal Budget and Reporting Regulations (MBRR) and the Municipal Standard Chart of Accounts (*m*SCOA) and strives to support municipalities' budget preparation processes so that the minimum requirements are achieved.

Among the objectives of this budget circular is to demonstrate how municipalities should undertake annual budget preparation in accordance with the budget and financial management reform agenda by focussing on key "game changers". These game-changers include ensuring that municipal budgets are funded, revenue management is optimised, assets are managed efficiently, supply chain management processes are adhered to, *m*SCOA is implemented correctly and that audit findings are addressed. Municipalities are reminded to refer to the annual budget circulars of the previous years for guidance in areas of the budget preparation that are not covered in this circular.

1. The South African economy and inflation targets

The National Treasury has lowered its 2024 economic growth forecast to 1.1 per cent, from the 1.3 per cent projected in the 2024 Budget Review, weighed down by stop-start economic growth and stubborn inflation in the first half of the year. The economy has since strengthened in response to the suspension of power cuts since March 2024, improved confidence following the formation of the government of national unity in June, better than-expected inflation outcomes in recent months and reduced borrowing costs. All these factors are expected to continue to support the economy over the period ahead.

GDP growth is projected to average 1.8 per cent from 2025 to 2027, up from 1.2 per cent in the preceding three years. The pace of growth is still being limited by persistent – though gradually easing – constraints, particularly in logistics infrastructure. Faster growth depends largely on maintaining macroeconomic stability, the continued implementation of structural economic reforms, improving state capabilities and supporting higher infrastructure investment.

The following macro-economic forecasts must be considered when preparing the 2025/26 MTREF municipal budgets.

Table 1: Macroeconomic performance and projections, 2023 - 2027

Fiscal year	2023/24	2024/25	2025/26	2026/27	2027/28
	Actual	Estimate	Forecast		
CPI Inflation	5.9%	4.6%	4.4%	4.5%	2.5%

Source: Medium Term Budget Policy Statement 2024.

Note: the fiscal year referred to is the national fiscal year (April to March) which is more closely aligned to the municipal fiscal year (July to June) than the calendar year inflation.

Growth in household consumption expenditure is expected to improve to 1.2 per cent in 2024, up from 0.7 per cent in 2023. Households have seen growth in real incomes as this year progressed and inflation has cooled, while consumer confidence has been buoyed by several factors, including stable electricity supply and expectations of improving financial conditions following a September cut in interest rates. Real purchasing power is expected to be bolstered by a further moderation in inflation and lower interest rates supporting household balance sheets. The newly implemented two-pot retirement system, which allows consumers to withdraw a portion of their savings before retirement, may also boost household consumption over the next few years depending on the eventual use of the withdrawn funds.

During 2024, headline inflation has cooled to its lowest rate in over three years, supported by lower food and transport prices. Underlying inflation – measured by the core inflation rate, which excludes volatile items such as food, non-alcoholic beverages, fuels, and energy – has also moderated to two-year lows, supported by lower imported inflation. Headline inflation is projected to stabilise around the midpoint of the 3–6 per cent inflation target range in the medium term. Lower food prices, a stronger rand and comparatively low oil prices present favourable risks. Meanwhile, unfavourable risks to the outlook include higher administered prices and unfavourable weather conditions for agriculture.

Even though confidence of the consumers has been uplifted by the improved economy, households are still struggling to pay municipal accounts and that has a negative impact on municipal own revenues. It is therefore noted that variations in regional specifics are possible, however, any variation of assumptions must be explicitly set out and well explained in the budget narratives, in the absence of which the Treasuries will refer the budget back to council for alignment to the macroeconomic performance projections.

2. Key focus areas for the 2025/26 budget process

2.1 Local government conditional grants allocations

Over the 2025 Medium-Term Expenditure Framework (MTEF), the government proposes an allocation of 9.8 per cent to local government. Local government funding is projected to increase from R184.8 billion in 2025/26 to R197.9 billion in 2027/28. In 2025/26, this comprises R106.1 billion for the local government equitable share, R16.8 billion from the general fuel levy sharing with metros, and R61.8 billion for both direct and indirect conditional grants. The increased allocations to local government reflect the government's commitment to social protection as a cornerstone of its fiscal strategy, ensuring ongoing support for indigent populations and the expansion of critical infrastructure through conditional grants. These figures represent the preliminary fiscal framework outlined in the 2024 Medium Term Budget Policy Statement. The final details will be provided in the 2025 Budget Review.

Notable changes to the conditional grants system

Government has finalised its review of the conditional grant system and developed a range of reforms based on the results. These reforms are aimed to rationalise conditional grants and enhance their effectiveness and will be implemented from 2025/26.

In the metro space, National Treasury remain committed to consolidating grants to improve efficiency and effectiveness. Starting with the 2025 Budget, the Neighbourhood Development Partnership Grant (NDPG direct) and the Programme and Project Preparation Support Grant (PPPSG)will be consolidated. Over the 2025 Medium-Term Revenue and Expenditure Framework (MTREF), further reforms will include integrating the Municipal Systems Improvement Grant (MSIG) and the Neighbourhood Development Partnership Grant (NDPG indirect) into the budget baselines of the Department of Cooperative Governance and the National Treasury, respectively. Both departments will still earmark these to ensure that these allocations are used for their original purposes.

Additionally, the non-metro components of the NDPG direct will be merged with a portion of the PPPSG, and the grant will be redesigned to better serve its objectives. Most of other proposed reforms being discussed currently are planned for medium- to long-term implementation.

NT advise municipalities to utilise the indicative numbers that were presented in the 2024 Division of Revenue Act when developing the 2025/26 MTREF calculations. It is crucial to also consider the

proposed changes to baselines that were presented in the 2024 MTBPS, as they may have an impact. NT recommend this must be prioritised in all budgetary planning for the upcoming fiscal year. In terms of the outer year allocations (2027/28 financial year), it is proposed that municipalities conservatively limit funding allocations to the indicative numbers as presented in the 2024 Division of Revenue Act for 2025/26. The Division of Revenue Bill, 2024, which includes the annexures outlining allocations to each municipality is available at:
https://www.treasury.gov.za/documents/national%20budget/2024/default.aspx

Division Of Revenue Amendment Bill, 2024 (DoRAB)

Additional funding to the Municipal Disaster Recovery Grant – R684 million is added to the Municipal Disaster Recovery Grant (MDRG – Recovery) to fund the reconstruction and rehabilitation of municipal infrastructure damaged by the flood and storm surges that occurred in various parts of the country between December 2023 and July 2024. This will benefit several municipalities in five provinces with the following breakdown: Eastern Cape municipalities (10): R319 million; Free State municipalities (4): R48 million; KwaZulu-Natal municipalities (7): R152 million; Limpopo municipalities (4): R88 million; and Mpumalanga municipalities (4): R77 million.

Reprioritisation from the Public Transport Network Grant – R300 million is shifted from the Public Transport Network Grant (PTNG) to the Taxi Relief Fund to fund the extension of the programme. While the fund was introduced as a relief measure during the height of the COVID- 19 pandemic, it has been extended and forms part of the work that the Department of Transport is undertaking in the formalisation of the taxi industry.

Rescheduling of BFI funding in the Regional Bulk Infrastructure Grant – reduction of R225 million to the allocation of Drakenstein Local Municipality in the Regional Bulk Infrastructure Grant (RBIG) to align to the revised implementation plan and cashflow projections for the sanitation infrastructure upgrade project funded through the BFI.

Roll-over – R29 million is rolled over in the MSIG to complete projects related to the development of the Smart Cities Framework, Capital Expenditure Framework, Data Management Project, and Records Management Project.

Changes to conditional grant frameworks and allocations

The framework of the MDRG – recovery will be amended to ring-fence the additional funds for the repair and reconstruction of municipal infrastructure damaged by the disasters that occurred between December 2023 and June 2024.

The framework of the RBIG will be updated to amend the ring-fenced BFI amount for Drakenstein Local Municipality's sanitation infrastructure upgrade project.

The framework of the PTNG is amended to reflect the revised 2024/25 baseline following the reprioritisation towards the Taxi Relief Fund.

The framework of the MSIG is amended to account for the approved roll-over in the 2024/25 financial year.

Details per municipality, of the changes to allocations for the municipal disaster recovery grant, municipal systems improvement grant, public transport network grant and regional bulk infrastructure grant that have been described in Part 2 of the explanatory memorandum to the DoRAB will be gazetted. These changes per municipality are shown in **Annexures D** to **E and Appendix A** of the DoRAB.

All amended frameworks will be gazetted in terms of section 15(2) of the 2024 DoRA, after consulting Parliament.

2.2 Metropolitan Municipalities Trading Services Reform performance incentive

The provision of water, sanitation, electricity, and solid waste management are in a significant decline, resulting in poor reliability, safety, and accessibility of these services. The immediate cause of service decline is long-term and systemic underinvestment in maintaining, rehabilitating, and expanding infrastructure assets. Fundamental weaknesses in the structure and management of trading services underpin and exacerbate underinvestment in trading services infrastructure and assets. Currently, trading services face negative cash flows, placing at risk overall metropolitan municipalities (refers herein as metros)'s finances and their ability to support the necessary investments and contribute to the financial health of the entire municipality. Thus, there is a growing risk to municipal finances from the impact of failing trading services and an urgent need to incentivise the turnaround of trading services/ utilities to improve performance and increase investment in infrastructure.

A new feature of the conditional grant structure from 2024/25 is a performance incentive for metros who agree to embark upon specific trading services reforms, subject to performance on accountability, financial and operational performance metrics. The purpose of the Metro Trading Services performance incentive is to support and incentivise the turnaround of metro trading services to functional utilities that can access loan finance.

The incentive programme is currently planned to run over six years, from 2024/25 to 2030/31, and will cover water and sanitation (W&S), electricity and energy (E&E), and solid waste management (SWM). Maximum performance incentive amounts will be allocated to metros through the annual Division of Revenue Act, based on household and poverty indices. The envisaged scale of the incentive is such that, with commensurate internally generated funding, metro trading services capital expenditure can more than double compared to the current baseline.

To access the performance incentive, most metros have already developed Trading Services Reform Strategies, with two annexures (A1: Institutional Road Map, and A2: Business and Investment Plans) for their Water and Sanitation and Electricity and Energy Trading Services. (See Guidance Note 2: Assessment Criteria, Process and Timeframes, Metro preparations for the introduction of trading services infrastructure financing reforms). The date for submission of Solid Waste Management A, A1 and A2s is 31 July 2025. The guidance note is accessible at this link on the National Treasury website.

Metros with acceptable reform strategies for W&S and E&E will need to develop a third Annexure to their sector-specific Trading Services Reform Strategies, namely Annexure 3: Performance Improvement Action Plan (PIAP). Each A3: PIAP will have approximately 40 indicators across three performance areas (Accountability, Financial and Operational (W&S or E&E or SWM).

For each indicator, metros will specify their starting points, ambitions, programmes to accomplish the ambitions, and annual targets for the six years of the programme. The A3: PIAP as agreed to by National Treasury and passed by the metro council will become the metro's trading service **performance contract** against which incentive allocations are confirmed or adjusted, through the Division of Revenue Act. The Council-approved sector-specific A3: PIAP must be submitted to National Treasury as part of the metro's submission of budget documentation.

Metros are currently receiving formal feedback on submissions already made. Workshop briefings, a Guidance Note, and direct support will be provided to enable metros to complete the A3: PIAP template.

For metros seeking to access the incentive, the second day of the Mid-year Budget and Performance Review (MYBR) engagements will be dedicated in assessing the readiness for trading services reform and the details of A3: PIAP. Metros should submit a complete first draft A3: PIAP prior to the MYBR engagement.

Similarly, for metros seeking to access the incentive, the Budget and Benchmark engagements will devote time to assess investment plans, commercial initiatives, of trading services. Metros should be ready for the meeting with a final A3: PIAP.

Metros who have been or are unable to generate satisfactory Trading Services Reform Strategy documents will have further opportunities (with assistance of NT) to join the programme in future.

2.3. Reporting requirements for Disaster Allocations

National Treasury has in the previous circular (MFMA Circular No. 126 dated 07 December 2023) indicated that municipalities that receive their disaster funding before the start of the municipal year, i.e., 01 July, but after the end of the national financial year, 31 March, do not need to request a rollover as any deemed unspent disaster fund transferred to municipalities during that period (01 April to 30 June) will be regarded as an automatic rollover. This consideration is done because funding for this form of a disaster would have been transferred from the new year's allocation. Therefore, National Treasury will support that these unspent monies be carried over into the new municipal year's budget. The contents of MFMA Circular No 126 are not repeated here as the position still holds.

Disaster response funding for local government is provided for in the Division of Revenue Act, 2024 (Act No. 24 of 2024) (DoRA) through the Municipal Disaster Response Grant schedule 7B (MDRG 7B); and the Municipal Recovery Grant schedule 5B (MDRG 5B).

Funds from the MDRG 7B allocations are unallocated until a classification of a disaster by the Head of National Disaster Management Centre (NDMC) in terms of Section 23(1)(b) of the Disaster Management Act, 2002 (Act No. 57 of 2002). This grant provides for the immediate release of funds for disaster response if an occurrence cannot be adequately addressed in line with section 2(1)(b) of the Disaster Management Act, 2002 (Act No. 57 of 2002).

The MDRG 5B funds longer-term rehabilitation and reconstruction of municipal infrastructure damaged by a disaster.

Section 25 of the 2024 DoRA provides that:

(3) (a) The transferring officer may, with the approval of the National Treasury, make one or more transfers of a Schedule 7 allocation to a province or municipality for a classified disaster, within 100 days after the date of the classification of the disaster.
(c) The National Treasury must, within 21 days after the end of the 100-day period envisaged in paragraph (a), by notice in the Gazette, publish all transfers of a Schedule 7 allocations made for a classified disaster.
(f) The funds approved in terms of paragraph (a) must be included in municipal adjustments budgets.

Any additional disaster funding that may be approved by the National Treasury through section 19 (6) of the DoRA which states that "On a joint request by the transferring officer and the National Disaster Management Centre (NDMC), the National Treasury may approve that a conditional allocation in Schedule 4, 5 or 6, or a portion thereof, be reallocated to pay for the alleviation of the impact of a classified disaster or the reconstruction or rehabilitation of infrastructure damage caused by a classified disaster", must comply with all the reporting requirements in the DoRA. Before the National Treasury approves a reallocation, the receiving officer of the conditional allocation in Schedule 4 or 5 or the transferring officer of a Schedule 6

allocation must confirm that the affected funds are not committed in terms of any statutory or contractual obligation". These funds upon approval constitute a part of the total disaster allocation for that financial year and must comply with the framework conditions of the disaster funding.

Upon approval by the National Treasury either through section 25(3)(a) or section 19(6), municipalities are required to follow all reporting prescripts in terms of the DoRA. In terms of the duties of receiving officer in respect of schedule 5 or 7 allocations, section 12 requires municipalities to report expenditure and transfers received monthly, not later than 10 working days after the end of each month. Further, a municipality must submit a quarterly non-financial performance report within 30 days after the end of each quarter. Lastly, municipalities must evaluate the financial and non-financial performance of the municipality, in respect of programmes partially or fully funded by a schedule 5 allocation and submit such evaluation to the transferring officer and the relevant provincial treasury within two months after the end of the 2024/25 financial year applicable to a municipality. The reporting must also comply with the framework of the Disaster grant.

In addition to the reporting requirements outlined in section 12 of the DoRA, municipalities must adhere to the reporting guidelines specified in the disaster management frameworks. Municipalities are required to implement all approved projects and ensure that allocated funds are used for their intended purposes. Municipalities should submit disaster assessment reports and funding requests, signed by the Accounting Officer, to the Provincial Disaster Management Centre (PDMC) within 14 days of the disaster classification. Additionally, municipalities must provide a performance report, including supporting evidence (such as payment certificates, photographs, and invoices) demonstrating the progress of project implementation, to the PDMC within 30 days after the end of the quarter in which the funds were utilised. National Treasury may withhold and / or stop any funds due to the municipality that does not adhere to the reporting requirements in the DoRA.

In terms of any disaster funding that municipalities receive between 01 July and 31 March and have not been spent by the end of the municipal year, 30 June, a request for a rollover is required and it is not deemed automatic. This is slightly different from an instance wherein disaster response funds are transferred to municipalities after the end of the national financial year, 31 March.

2.4. Budgeting and reporting of the Integrated National Electrification Programme (INEP)

The DoRA provides for the allocation to ensure access to electricity through provision of capital subsidies to Eskom and municipalities for the eradication of the household's electrification backlogs and to ensure universal access to electricity.

These allocations are made to Eskom for the Eskom areas of supply and to municipalities for their areas of supply. This allocation criteria on the electrification programme follows the powers and functions (licensed and unlicensed) to both municipalities and Eskom. However, there are instances where some allocations that are within the Eskom areas of supply, are made to municipalities. This is done to accelerate the delivery of the electrification services and the eradication of backlogs.

National Treasury has therefore issued the *m*SCOA Circular No. 16 dated 16 October 2024 to provide more detailed guidance on the budgeting for these forms of funding. Municipalities are therefore requested to follow the *m*SCOA Circular No. 16.

2.5. Stopping and reallocation guidelines

The Division of Revenue Act provides that in instances where municipalities reflect a serious or persistent material breach of the Act (DoRA and MFMA), i.e., non-compliance against the provisions of the Acts, non-compliance against grant framework and significant under-expenditure, National Treasury may at its discretion or at the request of the transferring officer stop and reallocate the conditional grants from non-complying municipalities to best performing municipalities.

Following the 2024/25 mid-year expenditure reports (second quarter report) in terms of section 10 of the 2024 DoRA and sections 71 and 72 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA), National Treasury annually considers invoking sections 18 and 19 of DoRA.

In terms of DoRA, National Treasury utilises the reported information from both municipalities and the transferring officers in terms of section 10 and section 71 of the DoRA and MFMA, respectively. The second quarter reports dated 31 December annually is targeted as a benchmark to determine whether municipalities have adequately performed against the total allocations made. Various conditional grant frameworks give guide on the conditions required for compliance and as a measure of the performance of the municipalities.

Transferring officers are required as part of section 12 of DoRA (duties of the transferring officer) to assess and monitor the performance of the municipalities against the conditional grants and recommend to National Treasury that underperforming municipalities should be considered for stopping, while best performing municipalities are considered for additional funding in terms of sections 18 and 19 of DoRA (stopping and reallocation). In terms of section 18(2) of DoRA, a request by a transferring officer or a receiving officer to stop the transfer of a schedule 4B or 5B allocation, or a portion thereof must be submitted to the National Treasury by **31 January 2025**.

National Treasury is required in terms of sections 17, 18 and 19 of DoRA and section 38 of the MFMA to consult municipalities and afford them an opportunity to make a written representation as to why their conditional grants should not be stopped. Only after National Treasury has consulted and engaged municipalities on this intention (stopping), would the Treasury decide to either stop or not stop. Therefore, the stopping and reallocation process is a consultative "process" for which National Treasury must decide on. Recommendations from all relevant stakeholders, i.e., transferring officers and provincial treasuries are considered before the National Treasury decides.

The following questions form part of the decision when National Treasury writes to municipalities to consider stopping the allocation due to persistent underspending and non-compliance against the provisions of the legislations:

- Why expenditure reported as at 31 December 2024 is below 40 per cent;
- Progress report against approved projections (provide list/ names of approved projects);
- Representation on the cash coverage for grants transferred (Liquidity ratio) and all committed unspent funds must be ringfenced;
- Representation on the initial cash flow projections against actual performance;
- Progress report on any approved rolled over for 2023/24 financial year;
- Commitment that the allocated funds are committed and that they will be fully spent by the end of the financial year, 30 June 2025, i.e., commitment that the municipality will not request rollover against the funds proposed to be stopped;
- Representation on all projects awarded after the second quarter of the municipal financial year as at 31 December 2024;

- Representation on any commitments made against Supply Chain Management Regulation 32 projects in terms of the Supply Chain Management policy and chapter 11 of the MFMA and progress made against these projects;
- Declaration by the municipality on the amount that should be stopped by National Treasury;
- All reporting must be accurate and aligned to *m*SCOA system and
- An acceleration plan against the 2024/25 approved implementation plan.

According to section 19 of DoRA, when a schedule 4B or 5B allocation, or a portion thereof, is stopped in terms of section 18, the National Treasury may, after consultation with the transferring officer and the relevant provincial treasury, determine the portion of the allocation to be reallocated, as the same type of allocation as it was allocated originally, to one or more provinces or municipalities, on condition that the allocation must be spent by the end of the 2024/25 financial year.

Reallocation is therefore based on availability of funding, with priority being reallocation of funds within the same district or a province. Priority is also given to the best performing municipalities, municipalities with ready projects for implementation, committed multi-projects that could be brought forward, etc i.e., A maximum expenditure of 70 per cent against original allocation is used as an indicator for reallocation. In terms of stopping of the allocations against slow spending municipalities, a 40 per cent benchmark is used to engage municipalities whether their funds should be stopped or not. It is important to note that a representation from municipalities in terms of section 38(2) (a) of the MFMA and a recommendation from the transferring officer/ provincial treasury is considered before National Treasury can stop the funds.

3. Revenue Management

The weak economic growth continues to impact municipal finances, and this has strained consumers' ability to pay for services as communicated in MFMA Circular No. 89. Coupled with this conundrum is the marginal growth in national transfers as compared to the past. These two critical factors necessitate municipalities to function optimally, suggesting that municipal operations, processes, and procedures must be efficient. Inefficiencies in this space are guaranteed to manifest on municipal finances. Although some municipalities have managed these challenges well, others have fallen into financial distress and face liquidity challenges. Subsequently, municipalities are unable to meet their payment obligations to Eskom, water boards and other creditors. Therefore, municipalities must maximise their revenue generating potential and collect what is due to them and concurrently, eliminate wasteful and non-core spending. Municipal budgets will be scrutinised to ensure that municipalities adequately provide for their core mandate and to service their debt obligations. Municipalities must ensure that expenditure is limited to the maximum revenue collected and not spend money that they do not have.

National Treasury encourages municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring that the tariffs are cost reflective for the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation is forecasted to be 4.4 per cent; therefore, municipalities are required to justify all increases more than the projected inflation target for 2025/26 in their budget narratives and pay careful attention to the differential incidence of tariff increases across all consumer groups. In addition, municipalities should include details of their revenue growth assumptions for the different service charges in the budget narrative.

3.1 Revenue enhancement and Improved debt collection

Although different methods and tools are available to municipalities for improving revenue and debt collection through external sources, National Treasury would like to encourage municipalities to productively make use of the available revenue tools developed and available.

A useful method to ensure that all properties in the municipality are levied as per the 2014 Amended Property Rates Act and the municipality's tariffs and rates policies, is the correct use of the **National Treasury Valuation Roll Reconciliation Tool**. Except for property rates, other statistical data of consumers, like the number of users for different services (although it will not perfectly match) can also be benchmarked against.

The correct use of **National Treasury Cost Reflective Tariff** and **Valuation Roll Reconciliation Tools**, together with the statistical data from the municipal billing system, must be utilised to ensure the maximum levying of revenue. Unfortunately, these tools cannot be used successfully if the input data is not correct and / or output is not correctly interpretated.

The **Smart Meters Grant Roll-Out and RT29-2024** Transversal Tender (available to all government institutions) are both useful not only to improve revenue in municipalities, but also to assist in improving debt collection. Not only can water and electricity losses be reduced, but cash can be generated up front.

By making use of the available tools and smart metering systems, municipalities will be in a better position to prepare cost-reflective tariffs and credible funded budgets, budgets that align with actual revenues and expenditures.

Municipalities must focus on increasing collection rates, curbing material losses, and aligning their budgets with actual financial realities.

3.2 Maximising the revenue generation of the municipal revenue base

Property Rates

Reference is made to MFMA Circulars No. 93, paragraph 3, 98 paragraph 4.1 and 123 paragraph 5.1. The emphasis in these MFMA Circulars is to ensure that municipalities are using their entire revenue base for the revenue budget projections. The status quo remains; however, it is essential that municipalities reconcile their most recent consolidated valuation roll data to that of the current billing system to ensure that revenue anticipated from property rates is realistic. The municipalities should implement a data management strategy and develop internal capacity to perform these reconciliations and investigations to improve completeness of billing.

The periodic general valuation of properties can result in significant changes in the market values of properties, especially where regular supplementary valuations are not done during the period of validity of the valuation roll. In the year in which a new valuation roll is implemented, where the general valuation of properties results in significant increases in the market values of a significant proportion of the properties, it would be advisable to reduce the cent in the Rand rates for categories of rateable properties for which the greater proportion of the market values increased significantly in the general valuation. To do this, the municipality must run various permutations of different cent in the Rand rates against different categories of properties to ascertain the rates payable against the different permutations.

The use of the Valuation Roll Reconciliation tool of National Treasury, can assist to test the various permutations of tariffs. After running the different permutations, the municipality can then determine cent in the Rand rates for the different categories of rateable properties that do not cause rates shocks that increase the rates payable by property owners excessively.

Municipalities are referred to the Department of Cooperative Governance's practice note in this regard, which is contained in the Local Government: Municipal Property Rates Act General Guidelines (March 2020) which can be found at the following link:

https://www.cogta.gov.za/index.php/municipal-property-rates/

Requirements for a billing report

The Billing report must at a minimum provide the following per each property:

- Market value;
- Property category;
- Amount billed;
- Unique property identifier (linked to the Valuation Roll);
- Property owner;
- Rebate value;
- Exemption value; and
- Reduction value.

Although the format of the billing reports will vary across municipalities, the billing report will always have the above-mentioned specifics for any municipality regardless of the financial system used as they all use the valuation roll as the basis to update the municipal financial system. Municipalities are advised to engage their service providers in ensuring that there is a standardised billing report that considers the minimum billing report requirements.

Part A and Part B Register

Reference is made to the Municipal Property Rates Act – section 23 of the MPRA reads as follows:

1. A municipality must draw up and maintain a register in respect of properties situated within that municipality, consisting of a Part A and Part B;
2. Part A of the register consists of the current valuation roll of the municipality, including any supplementary valuation rolls of the municipality prepared in terms of section 78;
3. Part B of the register must specify which properties on the valuation roll or any supplementary valuation rolls are subject to – (a) an exemption from the rate in terms of section 15; (b) a rebate on or a reduction in the rate in terms of section 15; (c) a phasing-in of the rate in terms of section 21; or (d) an exclusion referred to in section 17 (1) (a), (e), (g), (h) and (i);
4. The register must be open for inspection by the public during office hours. If the municipality has an official website or another website available to it, the register must be displayed on that website; and
5. A municipality must at regular intervals, but at least annually, update Part B of the register. Part A of the register must be updated in accordance with the provisions of this Act relating to the updating and supplementing of valuation rolls.

Based on the cited section, municipalities are expected to comply with the provisions of section 23 of the MPRA to ensure that the latest information is used in the reconciliation process. All revenue foregone as supported by municipal policies due to municipal reductions rebates and exemptions must be accounted for in the Part B register and all subsequent supplementary rolls performed are accounted for using a Part A register.

Furthermore, municipalities are also advised and expected to comply with section 8(1) of the MPRA in terms of the billing methodology that should be specified within their policies to ensure that the correct categories (based on the selection made by the municipality) are used

in the reconciliation process. A further test would be to reconcile this information with the Deeds Office registry.

In accordance with the MFMA Circular No. 93, municipalities are once more requested to submit their reconciliation of the Valuation roll, Part A register of the billing system to National Treasury on a quarterly basis by no later than the 10th working day after the end of the quarter. A detailed action plan must accompany the reconciliation where variances are noted.

A copy of the Valuation Roll Reconciliation Tool template is available as **Annexure A** of this Circular.

The information must be uploaded by the municipality's approved registered user(s) using the GoMuni Upload Portal at: https://lg.treasury.gov.za/ibi_apps/signin.

3.3 Setting cost reflective tariffs

It is important that municipalities periodically conduct cost of supply studies in the provision of each basic service. Municipalities must ensure that when tariffs are designed that consumption charges for services are only based on consumption and all other variable costs and fixed costs e.g., salary and wages, etc. should be covered by a fixed charge. Municipalities must ensure that when tariffs are designed, capital repayment of loans are included in the provision for depreciation that must be budgeted for.

During the budgeting process, provision must be made for revenue to be generated by the tariffs levied for services to address the maintenance of infrastructure. Repairs and Maintenance need to be sufficiently covered in Employee Related Costs, Contracted Services, Operational Expenditure, and Inventory Consumed. New infrastructure developments in a municipal area of jurisdiction should be obliged to consider and incorporate efficiency sources of energy available such as solar or wind to respond to the ongoing global energy crisis. Using the latest format of the Cost Reflective Tariff Tool after the upload of the Adjustments Budget, again after the Tabled Budget (Draft Budget) and again after the Council Approved Budget, municipalities will be able to have a better understanding of the cost reflectiveness of its tariffs and future tariff adjustments successfully explained.

It is important to note that the Cost Reflective Tariff Tool's outcome is dependent on a well-structured budget with all applicable revenue and expenditure items included.

The latest version, National Treasury Tariff Tool Linked Vol. 2 of 27 November 2024, is available as **Annexure B** of this Circular. This latest Volume 2 now replaces the Tariff Setting Tool - 05 November 2019 mentioned in MFMA Circular No. 98.

The populated Cost Reflective Tariff Tool, must be uploaded by the municipality's approved registered user(s) using the GoMuni Upload Portal at:

https://lg.treasury.gov.za/ibi_apps/signin.

3.4 Consumer Deposits and securities

Credit control policies must be reviewed and amended to include the raising of consumer deposits, the authority to raise deposits must be deleted where it is still in the Electricity and Water by-laws, this must be included in the credit control and debt collection by-laws. Deposits must be equal or more than two months bulk accounts from water services authorities and Eskom.

3.5 Contracts with customers

All municipalities should ensure that their service agreements with customers address the following matters:

- Requirements of POPIA;
- Digital and Physical Domicile for the delivery of notices;
- Acceptance of liability in the case of proven tampering of services;
- Acceptance of Magistrates Court Jurisdiction if in arrears and legal action has been taken;
- Acceptance to adhere to Municipal policies and by-laws;
- Acceptance and approval to be handed over to third party if in arrears inclusive of credit bureau;
- Acceptance to give access to meter readers to read meters;
- Municipality accept to render promptly bills; and
- Municipality accept to limit the estimation of consumption on meters.

3.6 Indigent Management

It is critical to progressively manage the restriction of free basic services to national policy limits. Therefore, free basic services to indigent households must be restricted. Where any unlimited supply or supply above national policy limits is provided, the budget narrative must explicitly articulate how this is funded, also in a context of facilitating adequate asset management and adequate provision for related debt impairment and ability to maintain payment of Eskom, bulk water, and other creditors.

Establishing and maintaining credible indigent register – It is important that the municipalities undertake the following actions to conduct quality control and monitor the indigents:

- Check accuracy and identify any overstatement of the indigent debtor which will enable municipalities to confirm the accuracy of the reported number of indigent debtors;
- Proactively identify indigent citizens and accelerate the registration process through data-driven indigency status verification, as a precursor to tabling applications to Council for approval;
- Verify the status of indigents on the current indigent register thereby reducing the risk of citizens benefiting from the indigent subsidy when they do not qualify for it anymore;
- Create a verifiable indigent register which reduces performance audit risk through the provision of monthly controls and credible, third party, data-driven evidence to support the validity of households registered as indigent;
- Use the insight provided regarding indigents to make any necessary amendments to current Indigent Policy; and
- Municipalities are advised to work closely with DCoG and their respective provincial counterparts to simplify its indigent management registration processes – even consider qualifying criteria that can be independently checked without requiring a hefty administration burden on indigent households that are already financially constrained, including facilitating such on-site close to where indigents may reside. It is noted that the municipality needs to report on all indigent households for water and energy within its demarcation also in the Eskom supplied areas since the LGES: Free basis services (FBS) allocation is targeted at the demarcation. The municipality must therefore focus in its 2024/25 MTREF Schedule A submission to report on all indigent households (also in Eskom supplied areas).

3.7. Voluntary restriction of notified maximum demand (NMD)

Municipalities are advised that Eskom agreed with National Treasury that once a municipality in principle agreed to a Notified Maximum Demand (NMD) restriction with National Treasury,

Eskom will within 30 days of National Treasury request advise on its ability to restrict the NMD at bulk supply points in that municipality. Eskom will restrict the NMD or not charge any NMD exceedance charges and penalties to the municipality until 30 June 2027 or earlier as may be agreed between National Treasury and the municipality. Should any municipality with the electricity function not be able to maintain its Eskom bulk account, it is strongly urged to make an application to the National Treasury for such a voluntary restriction of its NMD by Eskom. The application must include a council resolution to the effect that council approves and agrees to such a voluntary restriction and the effective date thereof. National Treasury will then make an application to Eskom for this purpose.

3.8. Pro-actively managing collection of municipal revenue in Eskom supplied areas

The National Treasury notes that in the context of the Electricity Regulation Act, 2006 (ERA) existing section 21(5) prohibiting Eskom to cut supply in their areas to assist municipalities to collect on rates, water, wastewater and refuse removal – municipalities have no other tool but the restriction of water to collect in Eskom supply areas. Until ERA is amended it is critical that municipalities update their By-laws and policies to facilitate and legally allow the restriction of water as part of proper credit control for municipal revenue collection in Eskom supplied areas. The process before the supply of water is restricted/ limited, must honour the water supply rights of the indigent as well as the administrative processes and procedures, as contained in the municipal by-laws and policies read with section 4(3)(a) of the Water Services Act.

3.9. Eskom Bulk Tariff increases

The National Energy Regulator of South Africa (NERSA) is responsible for the price determination of the bulk costs of electricity. In the municipal financial year 2024/25, bulk electricity costs increased by 12.7 per cent, a slight decrease as compared to 15.0 per cent in the 2023/24 municipal financial year.

Given the absence of an approved tariff increase by Eskom and no approval of Eskom tariff application available yet for the 2025/26 financial year, municipalities are cautioned to not only use the National Treasury Cost Reflective Tariff Tool, but also to do the Cost of Supply Study as prescribed by NERSA.

3.10. Organ of State Debt

The reconciliation of Organ of State debt begins with the municipal statement as the foundational document, serving as the baseline for reviewing and verifying all transactions, balances, and outstanding amounts between the municipality and the respective organ of state. This statement ensures that the reconciliation process is rooted in the municipality's official financial records. Technical and provincial advisors must meticulously analyse the statement to confirm that it accurately reflects all billed amounts, payments received, adjustments made, and any interest or penalties applied. By starting with the municipal statement, the process systematically identifies discrepancies and allows for their resolution through collaboration with the municipality and the organ of state.

Using the municipal statement as the starting point, the municipality will cross-check it against the organ of state's financial records, identifying mismatches or omissions. The detailed analysis will uncover issues such as unrecorded payments, incorrect billing, or misallocated funds. Once all discrepancies are resolved and the accounts are reconciled, the verified amounts become final and binding. It is imperative that all accounts verified during this reconciliation process are settled in full. This ensures that both the municipality and the organ of state fulfil their financial obligations, promoting accountability and reducing long-standing debt burdens.

As part of the reconciliation, municipalities must apply their credit control and debt collection policies, which are also applicable to Organ of State accounts. These policies ensure structured and proactive debt management, including efforts to engage the organ of state to finalise payment agreements for the settled amounts. Additionally, any credits or overpayments identified during reconciliation must be processed promptly by the municipality through issuing credit notes or adjusting in their financial systems. Evidence supporting reconciled balances, credits, or any adjustments must be retained to ensure compliance with financial management standards and to maintain transparency.

Finally, once the reconciliation is complete and all parties agree on the verified balances, the municipality must formally sign off on the reconciled accounts. This step signifies the accuracy and acceptance of the financial records. The organ of state must then ensure that all verified accounts are settled in full without delay, demonstrating its commitment to sound financial management and equitable treatment of debtors. By enforcing credit control measures and focusing on timely settlement, the municipality not only improves its financial position, but also strengthens relationships with organs of state, fostering a culture of accountability and mutual respect.

4. Funding of municipal budgets and other management issues

4.1. Funding of municipal budgets

National Treasury has observed over the years that many municipalities that adopt unfunded budgets are adopting budget funding plans as a mere compliance exercise. There is very little progress made to turn around from an unfunded budget position, to a funded one. To this effect, National Treasury will only allow municipalities to turn around from an unfunded budget position to a funded position within three years, of which in each year there should be measurable progress in terms of the improvement in the collection rate and cost containment initiatives. Failure for the municipalities to show visible progress each year, such municipality will not be allowed to table an unfunded budget. On monthly basis, these municipalities are required to submit progress reports to the GoMuni Portal which must be closely monitored by the respective Provincial Treasuries.

Also note that all municipalities that adopted funded budgets in 2024/25, will not be allowed to adopt unfunded budgets in 2025/26 and going forward, this implies that such budget will be referred by National/ Provincial treasury for review until the funded position is achieved. This is to enforce compliance with Section 18 of the MFMA and to encourage prudent financial management which includes collecting what is due to a municipality and paying for services rendered.

4.2. Employee related Costs

The salary and wage collective agreement were signed by the parties of the South African Local Government Bargaining Council (SALGBC) on Friday, 6 September 2024 and municipalities are expected to implement the agreement with immediate effect as from 1 July 2024.

In respect of the 2025/26 financial year, all employees covered by this agreement shall receive, with effect from 1 July 2025, an increase based on the average CPI percentage for the period 1 February 2024 until 31 January 2025, plus 0.75 per cent. The publications of Statistics South Africa shall be used to determine the average CPI.

In case the average CPI percentage for the period 1 February 2025 until 31 January 2026 is less than 4 per cent, it will be deemed to be 4 per cent, and if the average CPI percentage for this period is higher than 7 per cent, it will be deemed to be 7 per cent.

Municipalities that wish to be exempted from the collective agreement for this financial year, should apply 30-days from the date of approval of the budget of the municipality by the municipal council, or 30 June 2025. The onus to prove the case for the granting of exemption lies with the applicant municipality, and guidance is provided by SALGA.

If the municipality has missed the deadline to apply for exemption, and still wishes to do so, then the municipality will have to apply for condonation for the late referral and must show good cause of the referral as the panellist has the power to condone any failure to meet timelines. The panellist has the powers to grant full or partial exemption, and a municipality can apply to be exempted from any provision in the agreement.

In addition, the municipality must ensure that it enlists responses to all the indicators in terms of Sections 138 and 140 of the Municipal Finance Management Act. All the above are intended to ensure that municipalities find it easier to file appropriate exemption applications backed by relevant financial information.

4.3. Remuneration of Councillors

Municipalities are advised to budget for the actual costs approved in accordance with the Government Gazette on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances and Benefits of different members of municipal councils published annually between December and January by the Department of Cooperative Governance. It is anticipated that this salary determination will also consider the fiscal constraints. Municipalities should also consider the guidance provided above on salary increases for municipal officials during this process. Any overpayment to councilors contrary to the upper limits as published by the Minister of Cooperative Governance and Traditional Affairs will be irregular expenditure in terms of section 167 of the MFMA and must be recovered from the councilor(s) concerned.

4.4. Municipal Pension Fund Contributions

It has been observed that municipalities have defaulted on their responsibility to ensure that 3rd party payment obligations are met, despite deductions being made from employees' salaries. This has put several municipal employees in a very unfortunate situation where they have no funds in their pension fund accounts despite salary deductions having been made.

We wish to refer accounting officers to their fiduciary responsibilities as outlined in section 61(2)(a) of the MFMA, in terms of which an accounting officer may not act in a way that is inconsistent with the duties assigned to accounting officers of municipalities in terms of the MFMA. The failure to pay over deductions to pension funds is inconsistent with section 65(2)(f) of the MFMA which requires the accounting officer to ensure that the municipality complies with its tax, levy, duty, pension, medical aid, audit fees and other statutory commitments. Equally of importance is to ensure that payments to these statutory bodies are prioritised, or suitable arrangements are made with them towards settling their accounts.

Such failure constitutes an act of financial misconduct in terms of section 171(1)(b) of the MFMA, which provides that the accounting officer of a municipality commits an act of financial misconduct if he or she deliberately or negligently fails to comply with a duty imposed by a provision of the Act on the accounting officer of a municipality.

Additionally, the above failure also constitutes a financial offence in terms of section 173 of the MFMA, read together with the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings. Section 173 of the MFMA provides that the accounting officer is guilty of an offence if that accounting officer, amongst others, deliberately or in a grossly negligent way contravenes or fails to comply with section 65(2)(f) of the MFMA.

Municipalities must therefore ensure that measures are put in place to ensure that salary deductions for pension fund contributions are paid over to the pension funds. In addition, those municipalities who have outstanding pension fund contributions are advised to ensure that any outstanding payments are paid over by latest end of the 2024/25 financial year, failure which will result in punitive measures being implemented against relevant municipalities.

Equally important is to ensure that payments to these statutory bodies are prioritised, or suitable arrangements are made with them towards settling their accounts. The two bodies must be equally urged to ensure that they provide suitable attachments when they issue their invoices to the municipality so that there is clarity of payments being made.

4.5. Unauthorised, irregular, fruitless and wasteful expenditure reduction and implementation of consequence management

Section 62(1)(d) of the Local Government: Municipal Finance Management Act, 2003 (MFMA) requires an accounting officer of a municipality to take reasonable steps to prevent unauthorised, irregular, or fruitless and wasteful expenditure (UIFWE) and other losses. Section 62(1)(e) of the MFMA obligates the accounting officer to ensure that disciplinary or, when appropriate, criminal proceedings are instituted against any municipal official who has allegedly committed an act of financial misconduct or an offence in terms of Chapter 15 of the MFMA.

We have noted that many municipalities still have high UIFWE disclosed in their annual financial statements. The high UIFWE balances confirms that more still needs be done by the Municipal Public Accounts Committee (MPAC) in line with section 32 of the MFMA to address the balance of UIFWE. Municipalities are continuing to incur UIFWE year-on-year, which is indicative of ineffective preventative.

In addition to the above, many municipalities are still not establishing disciplinary boards or ensuring that the board in place to investigate allegations or instances of financial misconduct are functional. The disciplinary board is an independent advisory body that assists the council with the investigation of allegations of financial misconduct and is required in terms of regulation 4(1) of the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014. Therefore, the establishment of a disciplinary board is a legislative requirement.

Therefore, municipalities are required to submit an action plan that must address timelines for the establishment of the disciplinary board (where one does not exist) as well as addressing the backlogs of financial misconduct investigations. The action plan must address the period from 02 January 2024 to 31 August 2025. The action plan should include monthly calendar actions that will allow the monitoring of the compiled action plan.

The action plan should include the following information:

a. a plan to process the UIFWE balances up to 30 June 2024 by 31 August 2025 and how future UIFWE will be prevented with specific UIFWE prevention controls;
b. the key process changes (including administrative processes) the municipality will implement to ensure that the UIFWE balances are processed to adhere to the August 2025 deadline; and
c. the process to be followed to establish and appoint members of the disciplinary board and address the backlog of financial misconduct referrals to the disciplinary board.

The above action plan must be approved by council together with the 2024/25 adjustments budget and should be submitted to the National Treasury through the MFMA helpdesk at mfma@treasury.gov.za by the latest end of February 2025.

4.6. Special Adjustment Budget to authorise 2023/24 Unauthorised Expenditure

Section 28(2)(g) of the MFMA, read with regulation 23(6) of the Municipal Budget and Reporting (MBRR), provides the circumstances and the timelines within which the municipality must adjust its budget in relation to the unauthorised expenditure incurred during the previous financial year.

Regulation 23(6)(a) of the MBRR requires that the budget be dealt with as part of the adjustments budget contemplated in sub-regulation (1) of the MBRR. In terms of sub-regulation (1), an adjustments budget referred to in sections 28(2)(b), (d) and (f) of the MFMA may be tabled in the municipal council at any time after the mid-year budget and performance assessment has been tabled in the council but not later than 28 February of the current year. Additionally, in terms of regulation 23(6)(b), a special adjustments budget must be tabled in the municipal council when a mayor tables the annual report in terms of section 127(2) of the MFMA, which may only deal with unauthorised expenditure from the previous financial year which the council is being requested to authorise in terms of section 32(2)(a)(i) of the MFMA.

Therefore, municipalities are reminded to take this opportunity to table and approve an adjustments budget in relation to the unauthorised expenditure which was incurred during the 2023/24 financial year in line with section 28(2)(g) of the MFMA, read with regulation 23(6).

5. Municipal Standard Chart of Accounts (*m*SCOA)

5.1. Release of Version 6.9 of the Chart

On an annual basis, the *m*SCOA chart is reviewed to address implementation challenges and correct chart related errors. Towards this end, Version 6.9 is released with this circular. Version 6.9 of the chart will be effective from 2025/26 and must be used to compile the 2025/26 MTREF. The linkages to chart version 6.9 can be downloaded from GoMuni on the following link under the *m*SCOA/ List *m*SCOA WIP account linkages menu option:

https://lg.treasury.gov.za/ibi_apps/signin

The reports on the Local Government and Reporting System (LGDRS) are populated from financial and non-financial data strings. Municipalities must use the linkages on GoMuni referred to above and not the formulas in the regulated MBRR Schedules when generating their data strings.

The MBRR Schedules (A to F) and non-financial data string (A1S) was also aligned to chart version 6.9. A protected version of the MBRR Schedules for version 6.9 of the A1S are available on the MFMA Webpage on the link below:

http://mfma.treasury.gov.za/RegulationsandGazettes/Municipal%20Budget%20and%20Reporting%20Regulations/Pages/default.aspx

Municipalities must verify that the A1S data string does not contain spaces and special characters prior to submission to the GoMuni Upload portal as this will result in the data not pulling through on table A10 of the A1 system generated schedule.

All municipalities must prepare their 2025/26 MTREF budgets using the budget modules of their integrated systems solution, generate their financial and non-financial data string and produce the Schedule A1 directly from the integrated systems solution. The manual preparation of these documents outside the integrated systems solution is not allowed in terms of the *m*SCOA Regulations.

For the National Treasury to consider a new chart change in version 6.10 of the chart, the issue must be logged with all relevant detail, supporting documents and screenshots (where applicable) on the *m*SCOA Frequently Asked Question (FAQ) portal by 31 August 2025. The *m*SCOA FAQ portal can be accessed by all registered GoMuni users on the following link:

https://lg.treasury.gov.za/ibi_apps/signin

Importantly, when a FAQ is logged, it is considered by the FAQ committee after it has been investigated. If the FAQ members do not find grounds for a chart change, the FAQ will be closed with an explanation. If there is merit for a chart change in the next version of the chart, the matter is referred to the *m*SCOA Technical and Steering Committees for recommendation and approval. This process only concludes by the end of October annually. The FAQ process will therefore not provide quick responses to queries.

If a query pertains to GoMuni related issues (such as the **A**, **B** and **C** Schedules) and not a chart change, then an email with all relevant detail, supporting documents and screenshots must be send to lgdataqueries@treaury.gov.za.

It should also be noted that *m*SCOA Circulars No 9, 10, 11 and 12 have also been aligned to *m*SCOA chart version 6.9 and the addendums to these circulars are released with this circular and will be published on the MFMA webpage. The addendums to these circulars can be accessed on the following link:

https://mfma.treasury.gov.za/RegulationsandGazettes/MunicipalRegulationsOnAStandardChartOfAccountsFinal/Pages/default.aspx

5.2. Future chart changes

The following chart changes are still under consultation and if approved, it will be effected in chart version 6.10:

5.2.1. Cost capitalisation to assets (current and non-current)

The National Treasury has received multiple requests through the *m*SCOA FAQ database to include items for Cost Capitalisation to Assets (current and non-Current) in alignment with the principle applied to Employee Related Costs (Cost Capitalisation to PPE). The requested items pertain mainly to the following categories:

- Employee Related Cost
- Depreciation
- Contracted services (such as maintenance)
- Consumables and materials
- Other operating costs etc

In terms of the Generally Recognised Accounting Practice (GRAP), GRAP 1.104 states that *an entity shall present an analysis of expenses using a classification based on either the nature of expenses or their function within the entity, whichever provides information that is reliable and more relevant.*

Municipalities provide this analysis based on the nature of the expenses.

GRAP 12 further requires that *Inventories paragraphs 19 to 28 must be considered to determine which costs must be included in the cost price of inventory.* In terms of paragraph 19 *the cost of inventories shall comprise all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.*

This GRAP standard specifically requires that any conversion costs be accounted for as part of the cost of inventory, rather than being expensed according to their nature. These costs may include labour and other expenses for personnel directly involved in the conversion process, such as water purification, as well as any attributable overheads.

When costs related to water inventory are capitalised in accordance with GRAP 12.19, no expense is recognised at the time of incurrence since a capital item is created. The expense is only recognised when the water inventory is distributed, at which point it is recorded as "Inventory consumed". This will reflect the nature of the expense incurred.

This is similar in principle to costs that are capitalised to property, plant, and equipment in accordance with GRAP 17.22. GRAP 17.22 outlines that examples of directly attributable costs that should be capitalised as part of the cost of an item of property, plant, and equipment (PPE) include expenses such as employee costs related to the construction or acquisition of the PPE, site preparation, delivery, installation, and assembly costs, among others. Once the PPE is ready for use (i.e., when it becomes available for its intended purpose), an expense is recognised in the form of "Depreciation". This depreciation represents the nature of the expense incurred over time, rather than the individual costs that were initially capitalised.

Therefore, it would not be correct to analyse and present the cost items incurred per GRAP 12.19 as the expense items outlined in the requirements of GRAP 1.104. The actual expense, by nature, is the "inventory consumed" expense, which reflects the consumption of the inventory rather than the individual costs incurred during its acquisition or conversion.

Given the current lack of consistency and the fact that only a few municipalities are accurately accounting for cost capitalisation, a guide will be issued once the consultation process with National Treasury's Office of the Accountant-General, the Accounting Standards Board (OAG), and the Auditor-General (AGSA) has been concluded.

5.2.2. Entity reporting

Currently the Local Government Database and Reporting System (LGDRS) does not make provision for the separate submission of data strings for municipal entities. However, NT is in the process of developing data strings for entities for implementation in chart version 6.10. In the interim, municipalities must verify the VAT 201 return information directly with their entity. It should be emphasised that SARS is using the *m*SCOA data strings submitted to the GoMuni Upload portal for their verification processes relating to VAT 201 returns, and municipalities should ensure that their consolidated data strings are credible, as incorrect data will negatively impact this process.

5.2.3. SARS binding general ruling BGR74

This binding general ruling issued by SARS under section 89 of the Tax Administration Act 28 of 2011 sets out the VAT treatment of supplies of goods or services made by municipalities to the national or provincial government under each contracting method. This BGR does not determine the contractual agreement between the parties but gives the VAT implications based on the nature of the transaction and the contractual capacity of the parties to the agreement. Note that the BGR 74 must be interpreted with the Value-Added Tax Act 89 of 1991.

In applying the principles of BGR 74, it is possible for municipalities to recognise output tax liabilities which they previously did not recognise. Municipalities must make appropriate payment arrangements with SARS to settle their previous unrecognised output tax liabilities due to SARS while ensuring that current output tax liabilities are settled without delay. While municipalities under BGR 74 may need to recognise output tax liabilities, municipalities should

also recognise possible previously unrecognised input tax deductions, for example, in the case of VAT expenditure incurred while completing certain housing programmes.

In accordance with the guidelines outlined in mSCOA Circular No. 12: Guidance on Value Added Tax (VAT), where municipalities are the developers for housing projects (excluding where the housing project relates to rental stock), municipalities can deduct the input tax on VAT expenditure incurred in the payment of housing and other contractors, which they have contracted in the course of constructing the houses. The VAT 409 Guide for Fixed Property and Construction for Vendors provides further guidance on the issue of low-cost housing.

In accordance with section 65(2)(f) of the MFMA, the municipality must comply with its tax commitments. Failure by the accounting officer of a municipality to comply with the duty imposed by section 65(2)(f) of the MFMA, which relates to tax commitments, not only constitutes an act of financial misconduct in terms of section 171(1)(b) of the MFMA, but also a financial offence in terms of section 173 of the MFMA. In terms of MFMA Circular No. 74, municipalities were advised to refrain from engaging tax consultants or other external service providers in preparing and reviewing their VAT returns. Where municipalities appoint tax consultants and other service providers to assist with the preparation, submission, review or correcting of VAT returns, the expenditure incurred in paying for the tax consultants and other service providers constitutes fruitless and wasteful expenditure.

5.2.4. Costing segment

The costing segment includes provisions for secondary cost allocation and categorise charge-out and recoveries separately. This approach ensures that there is a clear distinction in costs associated with both internal allocations and external recoveries, allowing for more accurate financial management and reporting. Due to the inconsistent implementation of the costing segment across municipalities, the National Treasury will review the costing segment in 2025. Changes to the principles in the Project Summary Document (PSD) as well as the *m*SCOA chart version 6.10 are envisaged.

5.3. Improving *m*SCOA data strings credibility

5.3.1 Balance Sheet Budgeting

Balance sheet budgeting refers to the practise where the revenue and expenditure transactions, as well as the financial impact of these transactions on the statement of financial position, are included in the budget. In other words, all the planned transactions must be included in the budget. The debiting and crediting of all the transactions that will transpire in the ensuing financial year equates to balance sheet budgeting; thus, planning for the expense as well as the accrual, and payment of the liability. The revenue and expenditure must be accrued in the control accounts at correct posting levels and payments made and received. The correct combination of the *m*SCOA segments must also be used to ensure that data strings are credible. The PSD provides guidance on data string combinations.

Financial system solutions should be set-up correctly for balance sheet budgeting.

5.3.2 Use of external service providers

When municipalities appoint external service providers, they must ensure that these service providers have the expertise and skills to comply with the *m*SCOA Regulations. Section 5(2) of these regulations states that:

(2) The financial and business applications or systems used by a municipality or municipal entity must—

(a) provide for the hosting of the general ledger structured in accordance with the classification framework determined in terms of regulation 4(2);

(b) be capable of accommodating and operating the standard chart of accounts;

(c) provide a portal allowing for free access, for information purposes, to the general ledger of the municipality or municipal entity, by any person authorised by the Director-General or the Accounting officer of the municipality.

This means that service providers appointed by the municipality **must** comply with the following requirements when performing the work that they were appointed to do:

- Have sufficient working knowledge to use the *m*SCOA accounts and regulated segments correctly;
- Use systems and tools that comply with the provisions of the *m*SCOA Regulation 5(1) and (2);
- Use the data available on the integrated financial system solution of the municipality to:
  - Prepare key documents such as the IDP, budget, in-year reports, AFS, asset registers, etc.; and
  - Develop analysis tools and dashboards for the municipality.

When an external service provider uses excel spreadsheets or systems and tools that are not *m*SCOA compliant and populate these spreadsheets and tools from data outside of the system solution, it has a detrimental impact on the credibility of data string submitted to the GoMuni Upload portal as the data will not be aligned to the data in the spreadsheets and tools of the external service provider. This compromises the intention of *m*SCOA to have one version of the truth for reporting to municipal management, council, provincial and national government.

*m*SCOA requires planning, budgeting, transacting, and reporting to be done directly in and from the integrated financial system solution. Furthermore, the MFMA and the Preferential Procurement Regulations (2022) that became effective on 16 January 2023 allows for the blacklisting of companies to do business with the state for a period of up to 10 years for non-performance and other malpractices such as not complying with legislative requirements.

5.3.4 Use of modules on integrated system solution

The *m*SCOA Regulations required municipalities to acquire integrated system solutions from 01 July 2017 to enable the seamless integration of information to the General Ledger on the core financial system. Whereas most municipalities have complied with the Regulations, a number of municipalities are not fully utilising the modules available on their integrated system solution. Instead, they are purchasing the same modules from third-party system providers, and this constitutes fruitless and wasteful expenditure.

Often these third-party modules and sub-systems do not integrate seamlessly with the core system solution to ensure smooth and efficient operations; thereby necessitating manual intervention to integrate and consolidate reporting.

Where third-party modules/ sub-systems are being used by municipalities, it is important to ensure that monthly and year-end adjustments are processed in the core system solution and not in the third-party modules/ sub-systems to achieve accuracy in financial reporting and

prevent discrepancies in information. It should also be noted that the rules for integration between the core system solution and third-party modules/ sub-systems must be set by the core system provider and the latter is not required to integrate with any third-party module/ sub-system provider unless this has been agreed upon in the service level agreement.

5.3.5 Audited Actuals (AUDA) Data String vs Annual Financial Statements (AFS)

The *m*SCOA data string assessments performed by the national and provincial treasuries identified that there is generally poor alignment between the audited data strings submitted to the GoMuni Upload portal and the AFS submitted and audited by the Auditor-General South Africa (AGSA).

Adjusting journals agreed upon with AGSA must be processed in the core financial system and not in the AFS Tool. The misalignment has a direct impact on the opening balances that is critical to the statement of financial position and cash flow.

Municipalities must ensure that the pre-audited (PAUD), audited (AUDA) and restated (RAUD) data strings are carefully reviewed before submission thereof to the GoMuni Upload portal. The Trial Balance, audit data strings and AFS must be in perfect alignment before submission.

5.4. Ownership of data on municipal systems

Section 65(2)(e) of the MFMA requires that monies owed by the municipality must be paid within 30 days of receipt of an invoice. Often when municipalities default for extended periods on payments to municipal system providers, system support is suspended until payment has been received or a payment plan has been agreed to. National Treasury supports that penalties are imposed by creditors for the non-payment of services and goods that were delivered. However, it must be emphasised that the ownership of the data contained in municipal systems rests with the municipality and in cases where services are suspended, the municipality should still be able to access their data. Also, where there is a migration to another system solution, the data on the legacy system must be transferred to the municipality. This applies to data stored on a server owned by the municipality, off-site server owned by a third party or in the cloud.

It is therefore important that the service level agreement entered with system providers clearly outlines the format and procedures related to access to data to minimise operational disruptions and ensure that legislative deadlines are met.

5.5. Budget override and virement

In terms of Sections 15 of the MFMA, a municipality may incur expenditure only within the limits of the amounts appropriated for the different votes in a council approved budget. However, National and Provincial Treasuries often identify transactions against items where no budget has been allocated in their data string analysis. This is a clear indication that the budget controls in the integrated system solution have been overridden. The National Treasury has instructed system vendors to ensure that strict controls are in place when the budget is overridden on the system as this bad practice circumvents the build-in system controls that should eliminate unauthorised and irregular expenditure.

Municipalities must review their Virement policy annually and ensure that it aligns with the principles and guidance in *m*SCOA Circular No. 8 (29 April 2020). Virements may only be made between existing budget provisions and must be included in an adjustments budget.

Accounting Officers are reminded that once the council has approved the annual budget for the financial year, it must be locked, and any amendments to the budget can only be made through the adjustments budget process, in accordance with the MBRR.

From the 2025/26 MTREF, municipalities will be required to report on their virements through the submission of a separate data string on virements in the form of a virement string and budget report. Validation rules applicable to the virement data string will be communicated in due course.

5.6. Regulation of the minimum business processes and technical specifications for *m*SCOA

In terms of Regulation 6(1) and 7(1) of Municipal Regulations on Standard Chart of Accounts (2014), the Minister of Finance may determine the minimum business process requirements and system requirements for municipalities and municipal entities to enable the implementation of the regulations.

In 2024, extensive work was done regarding the regulations. The project consists of the following main outputs and planned time frames:

No	Output	Planned Time Frame
1	Review and update the minimum business processes for *m*SCOA	April 2024 to March 2025
2	Develop standard operating procedures for *m*SCOA	February 2025 to April 2025
3	Review and update the minimum technical specifications for *m*SCOA	April 2025 to Oct 2025
4	Align the current ICT due diligence assessment for mSCOA to the updated *m*SCOA requirements	
5	Develop Regulations on the minimum business processes and technical specifications for *m*SCOA	Oct/November 2025
6	Training on the new Regulations	November 2025 to Feb 2026

The comments and inputs received at the working groups engagements and via the dedicated email box on the minimum business processes for *m*SCOA have been considered and incorporated as applicable. Stakeholders are encouraged to provide their final inputs **by 31 January 2025** to *m*SCOARegs@treasury.gov.za

All presentations and draft documents for comments can be located on the MFMA Webpage under *m*SCOA – Municipal Standard Chart of Accounts/ Regulations on Minimum Business Processes and Technical Specifications for *m*SCOA/ Working Groups on the following link:

https://mfma.treasury.gov.za/RegulationsandGazettes/MunicipalRegulationsOnAStandardChartOfAccountsFinal/mSCOA%20Minimum%20Requirements/Forms/AllItems.aspx

6. Muni eMonitor, FMCMM and Audit Action Plan System

6.1 Muni eMonitor

National Treasury launched and rolled out the Muni eMonitor System in November 2023 to strengthen the capacity and capability of municipalities and municipal entities to comply with the provisions of the MFMA and its regulations, to improve information flows for public accountability, to enhance monitoring, oversight, support measures and effective reporting by various stakeholders in municipalities, municipal entities, provincial treasuries, and National Treasury. Numerous capacity-building sessions were undertaken with various stakeholders, and Muni eMonitor champions were identified in every municipality and provincial treasury. More information on the system is also provided in MFMA Circular No. 125 on National Treasury's website.

The system consists of two main components, namely: the MFMA legislated calendar with the Actions Management function and the Evaluations Questionnaire function. The implementation plan of the two main components is as follows:

MFMA legislated calendar with the Actions Management function – All Actions appearing under the legislative calendar for each month must be processed within the specific month that they appear in the calendar.

Evaluations Questionnaire – Evaluations (covering various financial management disciplines) will be published by National Treasury (on a quarterly and ad hoc basis) for municipalities to complete and submit on the system within the deadlines stipulated by National Treasury (These evaluations replace the previous reporting requirements that municipalities were required to complete in Excel).

It has been noted that since the launch and rollout of the system, there are still municipalities/ municipal entities that have not completed and submitted the Actions Management and Evaluation Questionnaire on the Muni eMonitor system. Please note that sections 74 and 104 of the MFMA state that the Accounting Officer of a municipality/ municipal entity must submit to the National Treasury such information, returns, documents, explanations, and motivations as may be prescribed or as may be required. Therefore, to avoid any possible non-compliance, municipalities are requested to complete and submit both the Actions Management and Evaluation Questionnaires within the timeframes/ deadlines stipulated in the system.

Furthermore, it has also been noted that some municipalities are reporting information without adequate review and verification of the accuracy of the information provided by the municipality/ municipal entity. Municipalities/ municipal entities are advised that National Treasury will be using the information submitted on the Muni eMonitor system as input into the MFMA Compliance report, and thus, the onus lies with municipalities/municipal entities to submit credible information on the system to ensure that the report correctly reflects the situation at their institution.

6.2 Audit Action Plans

It is mandatory that municipalities and municipal entities develop their Audit Action plans on the FMCMM and Audit Action Plan web-enabled system and monitor and report on the implementation of the developed action plans to address the findings on the system. It has been noted that a few municipalities are still preparing and monitoring audit action plans outside of the web-enabled system.

Municipalities are reminded that the completion of the Audit Action Plan on the web-enabled system is one of the criteria required for the disbursement of the Equitable Share. Therefore, to avoid any possible withholding of the grant, municipalities are requested to develop, monitor, and report on the implementation of the Audit Action Plan on the FMCMM and Audit Action Plan web-enabled system.

6.3 Financial Management Capability Maturity Model (FMCMM)

MFMA Circular No. 114 documents the annual implementation plan for the completion of the FMCMM assessment. It breaks down the completion of the 21 modules over a 12-month period. It has been noted that many municipalities are still not completing the FMCMM on the web-enabled system and/ or are not developing action plans to address internal control deficiencies identified through the assessment.

The Auditor General of South Africa has repeatedly reported that the system of internal controls at municipalities is either not in place or ineffective. Furthermore, the 2022/23 audit outcomes indicate that 42 per cent of municipalities (excluding outstanding audits) are still receiving

negative audit outcomes, thereby highlighting weaknesses in financial management and internal control deficiencies.

We have also noted a strong correlation between municipalities scoring low in specific modules and them having audit findings in those same disciplines. Therefore, it is requested that municipalities prioritise the completion of the FMCMM assessment (in line with MFMA Circular No. 114) as well as complete the development and implementation of the generated action plans to address the internal control deficiencies identified and to put in place risk mitigation strategies to ensure that weaknesses identified are addressed proactively so that they do not adversely impact on the future audit outcomes.

7. SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLANS (SDBIP)

7.1. Key Performance Indicators (KPIs) in the top-layer of SDBIP

SDBIPs serve as a critical performance management tool, aligning municipal KPIs with budgets and Integrated Development Plans (IDPs) to enable effective monitoring of service delivery performance, as emphasised in MFMA Circular No. 13. To operationalise IDPs, municipalities translate the broader strategic objectives outlined in IDPs into specific, measurable, and monitorable performance indicators and targets in the SDBIP. A distinguishing feature of the SDBIP is its emphasis on measurability. National Treasury has observed ongoing challenges in structuring and revising key KPIs within the SDBIP during the financial year. These challenges stem from misalignment between the Integrated Development Plan (IDP), budget, and SDBIP, leading to ineffective performance monitoring and reporting.

To address these issues, municipalities are advised to adhere to the Municipal Finance Management Act (MFMA) and guidance outlined in related MFMA Circulars. Specifically, MFMA Circular No. 13 emphasises the importance of aligning the SDBIP with the IDP and budget to ensure cohesive planning and execution. Additionally, MFMA Circular No. 88 provides guidance on standardised set of indicators, aiming to improve the quality of performance information across municipalities.

Overcrowding of KPIs in the SDBIP

Municipalities continue to include an extensive number of KPIs in their strategic scorecard or top-layer SDBIP or without aggregating departmental output indicators or lower layer SDBIP, despite the guidance outlined in MFMA Circular No. 13. This high volume of indicators in top-layer SDBIPs can dilute focus and make monitoring cumbersome. Municipalities are therefore encouraged to streamline their indicators by consolidating KPIs in the top-layer SDBIP, focusing on most critical indicators in achieving strategic objectives, ensuring a more manageable and effective monitoring process.

Clarity of objectives

Many KPIs lack clarity regarding their alignment with municipal objectives and intended service delivery outcomes outlined in the IDPs. This raises concerns about the 'ultimate objective' of these indicators, questioning their relevance and purpose. Additionally, municipalities duplicate KPIs across multiple functional areas or departments, resulting in redundant reporting efforts. Municipalities are urged to align all KPIs with the SMART criteria (Specific, Measurable, Achievable, Relevant, and Time-bound) and strategic objectives or priorities outlined in IDPs, this will enable better monitoring of progress, identifying performance challenges, and taking

timely corrective actions. Reference is made to the Framework of Managing Performance and Programme Information (FMPPI) for further guidance on performance management.

7.2. Adjustments to the SDBIP

Municipalities adjust KPIs during the financial year, generally following adjustments budgets under Section 28 of the MFMA. While these KPI adjustments may be necessary to respond to unforeseen circumstances, underperformance of revenue or policy changes, some municipalities use this process to manipulate original KPIs to avoid accountability for underperformance. This practice undermines transparency, as original KPIs are excluded from Section 52(d) reports or Annual Performance Reports (APRs), compromising the municipal council's role to exercise oversight, and limiting stakeholders' ability to assess actual performance against initial KPIs and targets.

Adjustments to KPIs are driven by either external or internal factors. External factors include but are not limited to, significant changes in external circumstances, unforeseeable or unavoidable expenditure referred to in Sections 28(2)(c) and 29, national policy developments or changes to nationally prescribed indicators. Internal factors include, adjustments budgets as contemplated in Section 28(2) (a, b, d, e, and f), wording errors and poorly defined KPIs.
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7.3. Criteria for adjusting KPIs in the SDBIP

The following criteria outline the conditions under which a municipality may amend the KPIs in the SDBIP during the financial year:

Internal factors
• Only KPI targets may be adjusted due to under-collection of revenue or reprioritisation of funds, in terms of the council-approved adjustments budget referred to in Section 28(2) (a, e & d) of the MFMA. • Only KPI targets may be adjusted during the financial year, in line with Section 28(2)(b), to account for additional funding or resources that have become available during the financial year, enabling the revision or acceleration of spending programme already prioritised in the IDP. • KPI description may be revised to correct errors in the wording. An explanation for the correction must accompany the revision. • KPIs may be adjusted to align with changes in municipal circumstances or emergencies, provided these adjustments remain consistent with the strategic objectives and priorities outlined in the IDP. The reasons for these changes must be clearly explained in the revised SDBIP.
External factors
• KPIs may be adjusted in response to amendments to legislation, government policies, or frameworks introduced by national or relevant provincial departments, affecting original KPIs. The related legislation or policy must be referenced and documented as evidence for the change. • KPIs may be changed to respond to natural disasters, unforeseeable or unavoidable expenditures referred to in Sections 28(2)(c) and 29 of the MFMA. The reasons for these changes must be adequately justified. • KPIs may change because of revisions to nationally prescribed indicators as contemplated by the applicable legislation or circular. An explanation for these KPI revisions must be articulated in the SDBIP, referencing the relevant legislation, framework or circular.
Cross-cutting conditions
• Municipalities must reflect all KPI changes in their SDBIPs and APRs, providing clear and justifiable reasons for each change and detailing the process followed.

• Both the original and revised KPIs must continue to be reported on in the Section 52(d) of the MFMA and the APR for accountability and transparency.
• KPI changes are prohibited during the fourth quarter of the financial year (April – June). Only KPI changes in relation to natural disaster or unavoidable or unforeseen expenditure will be permitted during the fourth quarter of the financial year.

7.4. Alignment of the adjustments budget and adjustments to the SDBIP

When a municipality adjusts its KPIs during the financial year, it must align the changes with the provisions of Section 28 of the MFMA and the Municipal Budgeting and Reporting Regulations (MBRR). The table below outlines the different types of adjustments budgets and their linkage to SDBIP adjustments:

Types of adjustments budget	**Timeframes**	**Sections of MFMA and MBRR**	**SDBIP KPIs in-year changes**
Adjustments due to under-collection of revenue	Anytime	S.28(2)(a)	Only changes to KPI targets are allowed
Main adjustments budget	February – after the tabling of the mid-year budget assessment and performance Only one adjustments budget referred to in Section 23(1) except S.28(2)(b)	S.28(2) (b, d & f) Reg. 23(1&2)	Allows for amendments to the SDBIP to address underperformance or realignment with revised priorities and allocations. This is subjected to the conditions outlined above
Additional funds from national / provincial government	60 days after the approval of the relevant national / provincial adjustments budget	S.28(2)(b) Reg. 23(3)	Only changes to KPI targets are allowed
Unforeseen and unavoidable expenditure	Within 60 days of expenditure being incurred	S.28(2)(c), 29(3) & 32 Reg. 23(4), 71 & 72	KPIs may be adjusted to reflect changes in resources or priorities caused by these expenditures
Roll-over of municipal funds	Before 25 August	S.28 (2)(e), Reg. 23(5)	Linked to revisions of the SDBIP to include projects and targets funded by rolled-over amounts
Authorisation of unauthorised expenditure	During main adjustments budget in February. After tabling of the annual report for that year (7 months after the financial year end)	S. 28(g), 32, 127(2) Reg. 23(6)	No changes to KPIs are allowed

All SDBIP adjustments must be tabled and approved in council.

National Treasury further discourages excessive or unjustified KPI revisions during the financial year as such practices distort municipal performance monitoring and reporting.

N.B This guidance relating to in-year KPI changes in SDBIP should be read in conjunction with guidance provided in the MFMA Circular No. 88 – Addendum 6.

8. The Municipal Budget and Reporting Regulations

8.1. Assistance with the compilation of budgets

If municipalities require advice with the compilation of their respective budgets, specifically the budget documents or Schedule A, they should direct their enquiries to their respective provincial treasuries or to the following National Treasury officials:

Province	Responsible NT officials	Tel. No.	Email
Eastern Cape	Matjatji Mashoeshoe	012-315 5553	Matjatji.Mashoeshoe@treasury.gov.za
	Pitso Zwane	012-315 5171	Pitso.Zwane@Treasury.gov.za
Buffalo City	Mandla Gilimani	012-315 5807	Mandla.Gilimani@treasury.gov.za
Free State	Sifiso Mabaso	012-315 5952	Sifiso.mabaso@treasury.gov.za
	Cethekile Moshane	012-315 5079	Cethekile.moshane@treasury.gov.za
Gauteng	Matjatji Mashoeshoe	012-315 5553	Matjatji.Mashoeshoe@treasury.gov.za
	Pitso Zwane	012-315 5171	Pitso.Zwane@Treasury.gov.za
	Oreal Tshidino	012 315 5090	Oreal.Tshidino@Treasury.gov.za
City of Tshwane and	Willem Voigt	012-315 5830	WillemCordes.Voigt@treasury.gov.za
City of Johannesburg	Makgabo Mabotja	012-315 5156	Makgabo.Mabotja@treasury.gov.za
	Enock Ndlovu	012-315 5866	Enock.Ndlovu@treasury.gov.za
City of Ekurhuleni	Kgomotso Baloyi	012-315 5866	Kgomotso.Baloyi@treasury.gov.za
	Lunathi Dumani		Lunathi.dumani@treasury.gov.za
KwaZulu-Natal	Kgomotso Baloyi	012-315 5866	Kgomotso.Baloyi@treasury.gov.za
	Lunathi Dumani		Lunathi.dumani@treasury.gov.za
	Kevin Bell	012-315 5725	Kevin.Bell@treasury.gov.za
eThekwini	Sifiso Mabaso	012-315 5952	Sifiso.mabaso@treasury.gov.za
uMhlathuze	Matjatji Mashoeshoe	012-315 5553	Matjatji.Mashoeshoe@treasury.gov.za
	Pitso Zwane		Pitso.Zwane@Treasury.gov.za
Limpopo	Sifiso Mabaso	012-315 5952	Sifiso.Mabaso@treasury.gov.za
	Jabulile Ngwenya		Jabulile.ngwenya@treasury.gov.za
Mpumalanga	Mandla Gilimani	012-315 5807	Mandla.Gilimani@treasury.gov.za
	Liyasa Nxozi	012 315 5613	liyasa.nxozi@treasury.gov.za
Northern Cape	Mandla Gilimani	012-315 5807	Mandla.Gilimani@treasury.gov.za
	Liyasa Nxozi	012 315 5613	liyasa.nxozi@treasury.gov.za
North West	Willem Voigt	012-315 5830	WillemCordes.Voigt@treasury.gov.za
	Makgabo Mabotja	012-315 5156	Makgabo.Mabotja@treasury.gov.za
	Khanyisile Khosa		khanyisile.khoza@treasury.gov.za
Mafikeng	Cethekile Moshane	012-315 5079	Cethekile.moshane@treasury.gov.za
Western Cape	Willem Voigt	012-315 5830	WillemCordes.Voigt@treasury.gov.za
	Enock Ndlovu	012-315 5385	Enock.Ndlovu@treasury.gov.za
	Khanyisile Khoza		khanyisile.khoza@treasury.gov.za
Cape Town	Kgomotso Baloyi	012-315 5866	Kgomotso.Baloyi@treasury.gov.za
George	Sifiso Mabaso	012-315 5952	Sifiso.Mabaso@treasury.gov.za
Technical issues on GoMuni Website	Data management		lgdataqueries@treasury.gov.za

9. Submitting budget documentation and A schedules for the 2025/26 MTREF

9.1. Submissions to the National Treasury

Municipalities are reminded to submit documents and queries to the correct portals/ mailboxes. These portals/ mailboxes are:

- https://lg.treasury.gov.za/ibi_apps/welcome (GoMuni Upload Portal) – All documents required in terms of legislation by approved registered users, including: *m*SCOA Data Strings; Budget-related, in-year and year-end documents and schedules (A, B and C); Revenue and MFRS Documents (as per MFMA Circular No. 126) procurement spent reports, etc.:
- lgdataqueries@treasury.gov.za – Database related and submission queries;
- lgdocuments@treasury.gov.za – Only Provincial Treasuries may send contact details to lgdocuments@treasury.gov.za ; and
- *m*SCOA Regulations@treasury.gov.za – all inputs and comments relating to the intended mSCOA Regulations on the minimum business processes and system specifications; and
- Rolloverapplication@treasury.gov.za – all rollover applications and queries related to the conditional grants.

Any document/ queries that are submitted to the incorrect portal/ mailbox will not be processed and the submission status report will continue to reflect the documents as outstanding.

9.2. Time frames for submission

The LGDRS will be locked at 00:00 on the 10th working day of every month for the submission of data strings due, as required in terms of section 71 of the MFMA. Closed periods will not be opened to correct errors or to accommodate non-submission of data strings, regardless of whether a Schedule G application was done or not.

Municipalities must therefore verify the credibility and accuracy of the information in their financial system prior to closing the month on the ERP system and submitting the *m*SCOA data strings to the LGDRS. In 2025, functionality will be added to the GoMuni Upload portal that will require accounting officers and Chief Financial Officers to sign-off on the accuracy and completeness of the data strings prior to the submission thereof.

The GoMuni Upload portal can be accessed by registered users on the following link:

https://lg.treasury.gov.za/ibi_apps/signin

Since the 2020/21 MTREF, municipalities are no longer required to submit hard copies of all required documents including budget related, Annual Financial Statements and Annual Reports to National Treasury via post or courier services. PDF versions of documents must be submitted to the GoMuni Upload portal.

9.3. Updating of contact details on GoMuni

Municipalities are reminded to update their contact details on the LGDRS as and when changes occur. Often emails containing important information and deadlines are returned and do not reach the intended LGDRS users due to outdated contact information of users. From 01 July 2024, municipal officials must update their own contact details on the LGDRS. Updates made by municipal officials on the LGDRS are validated and approved for upload by the Contacts Administrators within each municipality that was nominated by the Municipal Manager for this purpose.

Municipalities that have not yet nominated Contact Administrators to validate and approve changes in contact details for their municipality are requested to nominated two officials by 30 January 2025 to ensure that the contact details for their respective municipality are always up

to date. Nomination forms can be requested from lgdataqueries@treasury.gov.za. Municipal Contacts Administrators will be trained in a virtual session to perform this task.

Registered LGDRS users can download the contact details for their municipality on the LGDRS by logging-in to GoMuni on the following link and then accessing the report under Database/Contacts/Reporting/Contact information:

https://lg.treasury.gov.za/ibi_apps/signin

9.4. Training on GoMuni

The training schedule and GoMuni links for 2025 to assist those users that require new or refresher training on how to draw reports on the LGDRS, is available on the GoMuni/ Go Training portal on the following link:

https://lg.treasury.gov.za/ibi_apps/portal

Contact

national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Post	Private Bag X115, Pretoria 0001
Phone	012 315 5009
Fax	012 395 6553
Website	http://www.treasury.gov.za/default.aspx

JH Hattingh
Chief Director: Local Government Budget Analysis
06 December 2024

NATIONAL TREASURY

Addendum 6 to MFMA Circular No. 88

Municipal Finance Management Act No. 56 of 2003

Rationalisation of Planning, Budgeting and Reporting Requirements for the 2025/26 MTREF: Addendum 6

This circular provides an update to all municipalities on the preparation of statutory planning and reporting documents required for the 2025/26 Medium Term Revenue and Expenditure Framework (MTREF). It is for the attention of all municipalities and **applies to all categories of municipalities**.

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Appendix A – Overview of all prescribed indicators.
Appendix B – Technical Indicator Descriptions for all prescribed indicators.
Appendix C – Overview of changes to all prescribed indicators.

1 Introduction

The Municipal Finance Management Act (MFMA) Circular No. 88 of November 2017 provided guidance to metropolitan municipalities on a common set of performance indicators applied from the 2018/19 planning and reporting cycle onwards. The National Treasury, the Department of Cooperative Governance (DCoG) and the Department of Planning, Monitoring and Evaluation (DPME) have issued subsequent addendum updates in 2019, 2020, 2021, 2022, 2023 and now in 2024. These updates aim to further guide and clarify the preparation of planning, budgeting, and reporting documents for the Medium-Term Revenue and Expenditure Framework (MTREF).

This Addendum includes additional guidance as well as updates to indicator definitions and further clarifications. It reflects the progress made to date on planning, budgeting, and reporting reforms, which should be integrated into municipal processes for the 2024/25 MTREF. These reforms will continue to be implemented in the 2025/26 MTREF period and will be applied on a differentiated basis per municipal categories.

2 Planning and budgeting reforms and guidance

2.1 Guideline on Mainstreaming Climate Responsiveness and Resilience into Urban Planning

In the rationalisation of planning, budgeting and reporting requirements for the 2024/25 MTREF: Addendum 5, guidance on mainstreaming climate responsiveness and resilience into metropolitan planning was introduced. This guidance has since been updated and was launched in December 2024 as the *Guideline On Mainstreaming Climate Responsiveness And Resilience Into Urban Planning*. It is no longer limited to metropolitan planning but is now applicable to all categories of municipalities implementing urban planning. The guideline can accessed via the following link: Guideline on Mainstreaming Climate Responsiveness and Resilience into Urban Planning.

This guideline was developed by the Council for Scientific and Industrial Research (CSIR) as an implementing partner of the National Treasury. It is endorsed by the National Treasury's Cities Support Programme, the Department of Forestry, Fisheries and Environment (DFFE), the Department of Cooperative Governance (DCoG), the Department of Agriculture, Land Reform and Rural Development (DALRRD), the South African Local Government Association (SALGA), and the South African Cities Network (SACN).

As a practical tool aligned with the Climate Change Act, No. 22 of 2024, the guideline provides municipalities with the necessary framework and recommendations to integrate climate responsiveness and resilience (CR&R) into their planning processes. It serves as a critical enabler for municipalities to meet their obligations under the Act, which emphasises the need for climate-responsive governance, adaptation, and mitigation actions at all sectors and levels of government.

The purpose of this guideline is to empower municipalities to align their planning instruments, such as Integrated Development Plans (IDPs) and Spatial Development Frameworks (SDFs), with CR&R priorities. By embedding climate considerations into these foundational planning documents, municipalities can better anticipate and respond to climate risks, fostering resilient and adaptive urban development.

Key objectives of the guideline:

- It provides municipalities with clear guidance on integrating CR&R priorities into their strategic planning processes and instruments, ensuring climate change considerations are mainstreamed across all levels of municipal planning;
- It offers tools and methodologies for identifying and prioritising climate risk zones, enabling municipalities to focus resources on areas most vulnerable to climate change; and
- It supports municipalities in assessing and tracking their progress toward CR&R integration, enabling more effective reporting and continuous improvement in resilience-building efforts.

The institutionalisation of this guideline by key government partners underscores the importance of climate change adaptation and resilience in urban planning and demonstrates a government-wide commitment to working together to address the challenges posed by climate change and create more resilient and liveable cities for all.

In the course of 2025, the National Treasury will be engaging with the relevant role-players to identify any appropriate areas for standardising reporting as part of the MFMA Circular No. 88 appendices.

2.2 Alignment to the Medium-Term Development Plan (MTDP) 2024-2029

The Medium Term Development Plan (MTDP) is the 5 year plan for the 7th Administration of Government and serves as the implementation framework of the National Development Plan: Vision 2030. The MTDP takes forward the 3 strategic priorities of government, namely the Strategic Priority 1: Drive inclusive growth and job creation; Strategic Priority 2: Reduce poverty and tackle the high cost of living; and Strategic Priority 3: Build a capable, ethical and developmental state.

Inclusive growth and job creation is considered an apex priority, and all spheres of government, including municipalities are expected to prioritise relevant interventions that support this priority. Municipalities through their policy, plans and legislative instruments can create an enabling environment for communities and the private sector to actively participate in the economy, create jobs and thereby contribute to more inclusive growth.

MTDP strategic priority 3: Build a capable, ethical and developmental state, prioritises the improvement in service delivery and the stability needed in local government. Under the *outcome: improved service delivery in local government*, the following interventions are prioritised:

- bring stability to governance in metros and restore the delivery of service;
- strengthen the ability of national and provincial government to intervene in municipalities which fail to meet minimum norms and standards;
- implement reforms to the local government system to improve governance, institutional structures and fit for purpose funding models to achieve financial sustainability;
- standardise and professionalise the appointment of municipal managers and CFO's and ensure independent regulation and oversight of the appointment process;
- fast-track the development and maintenance of water treatment and distribution infrastructure and waste water treatment systems;
- strengthen the regulation of municipal water functions and separate water services authorities from water service providers to enable improved oversight and greater efficiency;
- simplify and speed up planning and regulatory processes that can make it easier for businesses to invest and operate in a municipality;
- collaborate with traditional and Khoi-San leadership on local development and land management; and

- strengthen disaster management capabilities at local government to respond effectively to any unforeseen events.

The joint planning, budgeting and reporting reform processes reflected in MFMA Circular No. 88 and the successive addendums serves as a cross-cutting enabler and basis for coordinating between government role-players in support of this MTDP strategic priority.

2.3 Metro Trading Services implications

The Municipal Budget Circular No.129 for the 2025/26 MTREF introduces the Metro Trading Services Reform Programme (MTSRP) and Performance Incentive. The National Treasury in collaboration with the relevant national departments namely, the Department of Water and Sanitation, the Department of Fisheries, Forestry and Environment (DFFE), the Department of Minerals Resources and Energy (DMRE), the Department of Human Settlements (DHS) and the Department of Cooperative Governance (DCoG) has introduced the Metro Trading Services Reform Programme to address the significant decline in water and sanitation, electricity, and solid waste management in metropolitan municipalities. This decline has resulted in poor reliability, safety and accessibility of these services due to underinvestment in maintaining, rehabilitating, and expanding infrastructure assets compounded by weaknesses in the structure and management of trading services. The MTSRP aims to incentivise the turnaround of trading services to improve performance and increase investment in infrastructure.

To support and give effect to this reform several guidance notes, that can be accessed on https://mfma.treasury.gov.za/Guidelines/Documents/Trading%20Services have been issued on the development of sector strategies, institutional reform roadmaps, investment plans and performance improvement action plans. Of relevance to this circular is Guidance Note 4: Formalisation of metro commitments in Annexure 3: Performance Improvement Action Plan (A3: PIAP) of Metro Trading Services Reform Strategies dated 30 November 2024. This guidance note introduces the A3: Performance Improvement Action Plan, as the performance agreement between metros and national government based on a set of indicators aligned to the reform objectives and against which the metros must set targets. It also articulates the annual reporting and planning cycle as performance against the targets will determine future incentive allocations.

The metro trading services programme is aligned to other government reforms including the planning and reporting reforms introduced through MFMA Circular No. 88. Several indicators from MFMA Circular No. 88, Section 71 of the MFMA reporting and other existing reporting metrics have been incorporated into the A3: PIAP, however new indicators where needed (e.g on accountability) have been included as the reform has a customised programmatic design drawn from each trading services reform strategy.

The reporting for the Metro Trading services reform sits outside of the IDP and SDBIP statutory processes as the performance indicators and targets are being utilised mainly to determine incentive allocations. Guidance Note 4 also indicates that the performance against indicators will be undertaken annually through an independent assessment and verification process.

The use of some MFMA Circular No. 88 tier 3 indicators in the A3: PIAP represents an opportunity to introduce and refine indicators outside of the statutory planning and reporting processes as part of the progressive journey of MFMA Circular No. 88 reporting; however, metros are not required to include the selected tier 3 indicators in MFMA Circular No. 88 reporting at this stage.

Should the MTSP through the A3: PIAP process require revisions to the MFMA Circular No. 88 technical indicator descriptions, this will be implemented through the existing MFMA Circular No. 88 processes and forums.

One of the key principles and objectives of MFMA Circular No. 88 reporting reforms is to minimise duplication in reporting by municipalities. Thus, the quarterly and annual reporting information submitted by the metros through the MFMA Circular No. 88 reporting platform for the relevant indictors in the A3: PIAP will be used for A3: PIAP reporting and municipalities are not required to submit the same information twice to National Treasury. This will help to streamline reporting processes and leverage MFMA Circular No. 88 reporting submission efficiencies where possible.

3 Reporting guidance and clarifications

3.1 Timeframes for reporting submissions

For planning and reporting purposes, all municipalities should observe the deadlines for reporting submissions of all Municipal responsibility MFMA Circular No. 88 indicators and data elements applicable to their category of municipality.

Table 1: Reporting timeframes for MFMA Circular No. 88 reporting:

Report Title	Due Date for C88 Reporting
Q2 Report 2024/25 (Oct 2024-Dec 2024)	31 January 2025
Annual + Q4 Report Verified 2023/24 (Jul 2023-Jun 2024) **(Metros only)**	31 January 2025
Q3 Report 2024/25 (Jan 2025-Mar 2025)	30 April 2025
Annual + Q4 Report 2024/25 (Jul 2024-Jun 2025)	31 August 2025
Q1 Report 2025/26 (Jul 2025-Sep 2025)	31 October 2025
Q2 Report 2025/26 (Oct 2025- Dec 2025)	31 January 2026
Annual + Q4 Report Verified 2024/25 (Jul 2024-Jun 2025) **(Metros only)**	31 January 2026

For the 2024/25 financial year metropolitan municipalities will continue to follow the online reporting protocol requiring upload of populated MFMA Circular No. 88 reporting templates with a scanned report signed-off by the Municipal Manager. All other categories of municipalities will continue to submit their quarterly reports as per the directives and guidance of the Department of Cooperative Governance. All municipalities will be subject to the same submission timeframes and deadlines as per the above table. Due to the different reporting dispensations between categories of municipalities, only metropolitan municipalities resubmit Quarter 4 and Annual Reports after the conclusion of audit assurance processes in January of the new year.

3.2 Use of the MFMA Circular No. 88 Reporting Templates for municipal responsibility data

Since providing guidance on updated planning and reporting templates for SDBIPs in the original MFMA Circular No. 88 (2017) and in the Addendum 3 Update (2021), metropolitan municipalities have received quarterly and annual reporting templates prepopulated with **municipal responsibility** indicators and data elements. It is clarified that these reporting templates are intended for sourcing municipal data only and are not reflective of all applicable Tier 1 and Tier 2 reporting indicators but only those which are a **municipal responsibility**. For instance, none of the reporting templates include indicators that are a **national responsibility** (e.g. WS1.1, WS2.1, EE1.1, etc). Only the data elements which are a **municipal responsibility** are 'unlocked' for **shared responsibility** indicators in the template. This means that the National Treasury templates populated with the **municipal responsibility** indicators are not intended to be a reflection of the full set of Tier 1 and Tier 2 indicators expressed in MFMA Circular No. 88 appendices. The reporting templates are designed and utilised for the purpose of reporting submissions to the National Treasury.

All **national responsibility** indicators and **shared responsibility** indicators with national data elements are sourced, collated and captured on the online reporting repository through a centralised annual upload process. Once this data becomes available to the National Treasury, it is shared with metropolitan municipalities by email. For instance, the National Treasury relies on official publications such as the Statistics South Africa General Household Survey and the Consolidated General Report on Local Government Audit Outcomes to disseminate the information. In line with the rationalising intention of the reform, *municipalities are neither required nor expected to report this data to the National Treasury in the reporting templates. However, the inclusion of these standardised indicators within MFMA Circular No. 88 appendices expects that council-approved statutory plans and reports are reflective of the full suite of indicators, encompassing* ***municipal, shared and national responsibilities***.[1] This is intended to institutionalise the use and inclusion of data sourced beyond the municipal performance information data terrain in planning, budgeting and reporting.

Including data beyond municipal-administered performance information compels a degree of data confrontation, supports a potential convergence in related collection and reporting processes, and provides a more comprehensive basis for understanding desired performance. This guidance is consistent with previous Circular communications and reiterates that Tier 1 and Tier 2 indicators that are **national and shared responsibilities,** should be reflected with **municipal responsibility** indicators in Council-approved statutory planning and reporting. However, these indicators do need to be re-reported or resubmitted to the National Treasury in the distributed quarterly and annual report templates.

3.3 Distinguishing between data use for performance monitoring vs. administrative accountability

The MFMA Circular No. 88 quarterly and annual reports are intended to support tracking **municipal responsibility** indicators for **performance monitoring** purposes. These reports provide data to assess municipal performance in key sectors and result areas, providing a measure of progress in implementation. They also serve as an early warning system, highlighting issues that need to be addressed, including erroneous municipal interpretations or clearly inaccurate data that may affect reported performance values. Municipalities and government stakeholders should expect that there will be some variation between initially reported performance and that which is administratively assured annually through the audit of pre-determined objectives. This is also why the "verified" reports occur after the conclusion of the audit process.

As outlined in MFMA Circular No. 88 guidance (2017; 2023), it is essential for every municipality to develop Standard Operating Procedures (SOPs) based on the Technical Indicator Descriptions provided in Appendix B for the purposes of accurate reporting. Institutionalising SOPs enhances the reliability, completeness, and validity of measurement of data elements and indicators, supporting in-year performance monitoring that can withstand administrative scrutiny. Subsequent assurance processes, such as the audit of pre-determined objectives, may reveal weaknesses in a municipality's data sourcing, collection, and reporting procedures, potentially leading to qualifications or findings regarding their reliability for administrative accountability. While these issues may have implications on the quality of data for performance monitoring, this is not always the case. It is therefore critical to differentiate between the use of performance information for performance monitoring and for accountability purposes. These functions are however complementary, with good administration intended to underpin good performance, and good performance reflective of a capability that should enable good administration, supporting transparency and accountability.

[1] The indicators are intended to support transparency and accountability to the public based on a standardised and comparable set of indicators. In the absence of regular municipal data collection processes for these outcome measurements, these indicators are sourced more efficiently and economically at scale.

This implies that there may be instances where municipalities report on **municipal responsibility** indicators and data elements that have not yet reached an auditable standard. However, such data can still be valuable for performance monitoring purposes. Furthermore, there is potential to enhance data quality through the National Treasury's feedback and before the data is subjected to formal assurance processes. In such circumstances, if municipalities have established systems and are able to report, they are encouraged to disclose this data for performance monitoring purposes. It is important to understand that while this data may provide useful insights, it may not yet meet the full accountability standards required for municipal performance agreements or for inclusion in the municipality's Annual Performance Report. However, municipalities are encouraged to report these preliminary figures for quarterly and annual performance monitoring purposes between October (Quarter 1) and August (Quarter 4 and Annual Report). It should be noted that the final Quarter 4 and Annual Report 'Verified' submission is where indicator data is expected to have undergone administrative assurance and finalisation.

3.4 Guidance related to in-year changes to indicators in the SDBIP

MFMA Circular No. 129 highlights issues and challenges related to how municipalities structure and revise indicators in their SDBIPs. Many municipal SDBIPs are overcrowded with indicators, which dilutes focus and hinders clear alignment with municipal development objectives. A growing area of concern is the practice of revising indicators to manipulate performance and avoid accountability for underperformance. This undermines transparency as original indicators are excluded from reporting and compromise the municipal council's ability to exercise their oversight role as well as limits the ability to assess actual performance against original targets.

Additionally, MFMA Circular No. 129 outlines specific conditions under which SDBIP indicators may be amended or revised. These conditions clarify the **internal and external factors**, as well as the **cross-cutting guidance**, that must be adhered to when making any changes to indicators. This includes the requirement that when a municipality changes its indicators, such changes must align with the provisions of Section 28 of the MFMA and the Municipal Budgeting and Reporting Regulations (MBRR). It is expected that municipalities ensure that the timeframes and provisions associated with the different types of adjustment budgets, as outlined in MFMA Circular No. 129, are observed. Furthermore, all SDBIP adjustments must be tabled and approved in Council.

3.4.1 Implications for in-year changes to MFMA Circular No. 88 indicators

When sector Technical Working Group consultations guides on indicator definitions for revision, these would fall squarely into the category of **external factors**. All indicators that have been revised for implementation in the 2025/26 financial are identified in **Appendix C – Indicator changes overview**. With only the exception of indicators where an **interim formulation for 2024/25** is provided, municipalities are not expected to make any clarifications or adjustments to indicators in their 2024/25 SDBIPs.

Guidance related to in-year changes set out in MFMA Budget Circular No. 129 applies to **indicators with title changes** and **new indicators** specifically. For **indicators that have been clarified and amended** at a definitional level without changes to their titles, it is only necessary to include a footnote to any reporting table specifying the relevant MFMA Circular No. 88 Addendum and its year of release, where the clarification or interim formulation was provided. For **Indicators with clarifications** and **interim formulation in 2024/25**, it is not necessary to explain the reasons for any definitional clarifications or to report "both the original and revised KPIs" because MFMA Circular No. 88 appendices B and C are sufficient, so long as the most current definition is documented. However, for all **indicators with title changes** and **new indicators** introduced during the mid-year, the guidance set out in MFMA Budget Circular No. 129 applies and municipalities should include both the original and revised KPIs.

3.5 Guidance on including "estimate" values in indicator reporting

There are indicators for which the reported value may be based on a process of estimation and subject to various technical assumptions (e.g. *WS5.31 – Percentage of total water connections metered).* It is neither technically feasible nor administratively cost-effective to be able to directly measure all aspects of the indicator definitions and data elements in all circumstances. Formulating estimates for data elements that are consistent with the conceptual provisions of the standardised definition is acceptable in some instances, provided these estimates are supported by documented SOPs that ensure the data remains meaningful and applicable across areas of municipal performance.

Municipal estimates will be deemed acceptable if there are SOPs in place for the reported indicators, explicitly detailing any assumptions made by the municipality during the estimation process. This includes documenting any calculations undertaken by the municipality to derive the reported value (e.g. the exact length of total municipal sewer network or number of unmetered connections). Municipal SOPs must document the procedure used to determine the value of any estimated data element, unless the Technical Indicator Description specifies a methodology for producing the estimate. It is not necessary to obtain the guidance from external expertise or rely on supplementary data beyond what is already available to the municipal administration. Municipalities should ensure that their processes for producing estimated values are transparent and replicable.

3.6 Pending update to MFMA Circular No. 13 – SDBIPs

The National Treasury is in the process of updating MFMA Circular No. 13, which provides guidance on the Service Delivery and Budget Implementation Plan (SDBIP). The objective is to align the circular with recent developments in budget and reporting formats, ensuring proper integration between the Integrated Development Plan (IDP), budget documents and nationally prescribed indicators. The forthcoming update aims to improve the Section 52(d) and Section 71 of the MFMA reporting to ensure alignment and coherence between planning, budgeting, and reporting processes within municipalities. This update will also ensure that in-year KPIs revisions are adequately accounted for in the SDBIP by introducing the reporting template. This includes providing clear guidance on documenting, justifying, and approving revisions to KPIs.

3.7 The relationship between MFMA Circular No. 71 and MFMA Circular No. 88

MFMA Circulars No.71 and Circular No. 88 are complementary frameworks aimed at enhancing municipal performance management and reporting. While MFMA Circular No. 71 focuses solely on financial norms and standards by prescribing ratios to assess financial health, MFMA Circular No. 88 broadens this focus to drive reforms in planning, budgeting, and performance reporting across local government. MFMA Circular No. 88 builds on the foundation established by MFMA Circular No. 71 by rationalising all financial ratios to ensure that they are reported in the context of the Technical Indicator Descriptions (TIDs) as per MFMA Circular No. 88.

The National Treasury is initiating a review of specific components of MFMA Circular No. 71 to align its financial norms and standards with current best practices. This effort aims to enhance the effectiveness of financial assessments within municipalities, ensuring that the prescribed ratios and norms accurately reflect the evolving financial landscape and support sound fiscal management. Given the interdependent nature of MFMA Circulars No. 71 and 88, any modifications to MFMA Circular No. 71 will directly influence the reporting framework established in MFMA Circular No. 88. To maintain coherence and consistency, the National Treasury plans to revise both circulars concurrently. This synchronised approach will ensure that updates to financial norms are seamlessly integrated into performance reporting systems, promoting transparency and accountability across municipal financial operations.

In the meantime, municipalities' concerns regarding specific financial ratios were addressed through the definitions provided in TIDs, ensuring a standardised methodology pending the review of MFMA Circular No. 71. It is important that municipalities engage with the updated TIDs on financial management indicators (included in Appendix B) to better align their financial practices with the standardised methodology. Municipalities are also advised to refer to Appendix C for a summary of these changes and affected indicators. While municipalities are still required to report under MFMA Circular no. 71 through various platforms, including MFMA Circular No. 88, MFMA Section 71 reporting, and the Financial Management Capability Maturity Model (FMCMM), only the financial indicators outlined in MFMA Circular No. 88 are subject to audit scrutiny. Once the concurrent review of MFMA Circulars No. 71 and Circular No. 88 has been concluded, the National Treasury aims to streamline financial management reporting into a single central system that will be used to source data for other reporting platforms. This will reduce reporting burdens and enhance efficiency for municipalities, creating a more integrated and simplified approach to compliance and oversight.

4 Revisions to the indicators and application across municipalities

The updates to MFMA Circular No. 88 have been informed by extensive sector and municipal engagements, including consultations through Technical Working Groups (TWGs), bilateral departmental engagements, and discussions with organised local government entities such as the South African Local Government Association (SALGA) and the South African Cities Network, among others. These TWGs have provided technical recommendations for further revision and retiring of indicators used for planning, monitoring and reporting in local government. Furthermore, these consultations have been intentional, aiming to advance the review of the indicator set in terms of Section 43 of the Municipal Systems Act while ensuring buy-in and support from local government stakeholders.

Based on the inputs received from the TWGs, several indicators have been refined with further definitional clarifications, changes, and interim formulations.

4.1 Definitional clarification and indicator revisions

Indicators identified for definitional revisions are detailed in **Appendix C – Indicator changes overview,** which outlines the specific clarifications and revisions made. It is important to note the distinction outlined in this appendix between **Indicators with changes; Indicators with clarifications;** and **Indicators with interim definitions**. Reference is also made to **Appendices A and B**, which provide the full list of indicators and the applicable TIDs for 2025/26.

4.2 Continued institutionalisation of the reform in other categories of municipalities

By the end of the third year (2023/24 financial year) of piloting in non-metro municipalities, progress varied considerably across municipalities and provinces. In 2024/25, the DCoG has continued to undertake additional engagements and technical support sessions at provincial level. However, considerable effort, communication, technical support and change management facilitation will still be required to fully institutionalise the indicators across the 249 non-metro municipalities.

The previous Addendum 5 update of December 2023 indicated that the regulations, to be developed in terms of Section 43 of the Municipal Systems Act (MSA), and the next MFMA Circular No. 88 update may provide for a staggered extension of the reform in non-metro municipalities. This could include rolling out the reform to Intermediate City Municipalities (ICMs) in the 2025/26 financial year and extending it to District Municipalities (DMs) and select local municipalities in the 2026/27 financial year.

However, despite the feedback, guidance, and support provided to provincial CoGTAs, the response and submission rate for reporting from Intermediate City Municipalities (ICMs) and District Municipalities (DMs) remains very low. This reporting experience indicates that ICMs and DMs are not adequately prepared for the Circular's applicability to be extended to them in the 2025/26 municipal financial year. The DCoG maintains that the Circular's application must commence for these municipalities in the 2026/27 financial year, with a particular emphasis on intensifying and enhancing guidance, feedback, and support to ensure that ICMs and DMs are fully prepared for implementation.

In the first half of 2025, DCoG will engage with members of the National Local Government Monitoring and Evaluation (LG M&E) Forum, specifically provincial CoGTAs and SALGA, to discuss the planned expansion of the reform to intermediate cities and districts municipalities.

In 2025/26 a more stringent approach will be adopted for municipalities failing to report in accordance with MFMA Circular No. 88. Municipalities that fail to report on MFMA Circular No. 88 may face financial penalties or other sanctions.

In the 2025/26 financial year, intermediate cities, district municipalities, and local municipalities will continue, to the MFMA Circular No. 88 indicators in a dedicated annexure to the IDP and SDBIP, clearly outlining the indicators applicable to the municipality at Tier 1 and Tier 2 levels of readiness. The applicable indicators, as outlined in the Appendices, will be monitored, and reported quarterly and annually to the DCoG and provincial CoGTAs.

Municipalities will continue to plan and report on their own developed KPIs, as adopted in their IDPs and SDBIPs, within their Annual Performance Reports (APRs) for the 2025/26 financial year. However, this reporting should remain distinct from the reporting on MFMA Circular No. 88 indicators.

5 Utilisation and dissemination of MFMA Circular No. 88 data

5.1 Publishing and disseminating data

Since the introduction of MFMA Circular No. 88 the reform process has sought to give clear expression to a set of standardised indicators for local government that are of public interest. These indicators have been designed to find expression within IDPs, SDBIPs and APPs, among other things, ensure transparency to the public and support accountability from local government. As the reform moves into the next phase of institutionalisation ahead of planned regulation, MFMA Circular No. 88 data will be made more widely available through the Section 71 quarterly publication on the National Treasury's website.

5.2 Use of MFMA Circular No. 88 for interim guidelines to inform municipal performance report in terms of Section 48 of MSA

This is to give a preliminary signal of the planned use of the MFMA Circular No. 88 data for the development of interim reporting guidelines for the municipal performance reports in terms of sections 47 and 48 of the Municipal Systems Act.

DCoG will develop interim guidelines to inform the development of the municipal performance reports in terms of sections 47 and 48 of the MSA in 2025/26 financial year. The interim guidelines will include selected priority indicators from MFMA Circular No. 88 to assess the performance of municipalities building on the pilot experience in 2023. This guideline will support the development of the provincial Section 47 and national Section 48 reports until the regulations come into effect.

The provincial CoGTA and municipal officials will be guided to use and apply the interim guidelines and assessment instruments to evaluate the performance of municipalities. The process will also entail assessing municipalities, verifying and consolidating the data, preparing and submitting provincial consolidated reports, and ultimately developing the Municipal Performance Report as required under Section 48 of the Municipal Systems Act (MSA).

6 Progress on reform of the MSA – Planning and Performance Management Regulations of 2001

The joint planning, budgeting, and reporting reform outlined in MFMA Circular No. 88 and its subsequent addendum updates is at a stage of institutionalisation through regulations.

The consultation and development of draft regulations during the 2024/25 financial year, along with the initiation of the regulatory process, aimed to achieve the following objectives:

- Signal to municipalities the next phase of institutionalisation of the reform;
- Reiterate the differentiated approach of the singular set of indicators, applicable to all local government; and
- Support and reinforce the value of upcoming audit processes and reporting experience ahead of full regulation.

The following progress with the consultation and development of draft regulations was made:

- **Consultations on the development of draft regulations** involved presenting and discussing inputs received, as well as requesting further written submissions. These consultations included:
  - ✓ The re-launch meeting of the national Local Government M&E Forum in August 2024;
  - ✓ Separate consultative sessions with each of the nine provincial CoGTAs, which included municipal representatives during November 2024; and
  - ✓ A presentation and discussion at the SALGA *Local Government Governance and Performance Management Seminar* on 22 November 2024, attended by municipal leadership.
- All the inputs received are being collated to inform the development of the draft regulations from January to March 2025.

The draft regulations, to be developed by March 2025, will be published for public comment in the Government Gazette. Following the public consultation process, they will be reviewed, amended, and finalized for submission to the Minister for final consideration by March 2026.

7 PERFORMANCE INDICATORS OUTLINED IN THE 2001 MSA REGULATIONS

DCoG will draft a circular or issue a notice under Section 107 of the Municipal Systems Act (MSA) to provide guidance to municipalities on the concerns raised about the withdrawal of the 2001 indicators that duplicate the MFMA Circular No. 88 indicators. It is anticipated that the Section 107 notice will be submitted to the Minister for review and approval before being published in the Government Gazette. This notice will inform municipalities that the Municipal Planning and Performance Management Regulations of 2001 will be replaced by the draft regulations currently being developed and consulted under Section 43 of the MSA. This approach aims to provide clearer guidance and direction on compliance requirements during the transition period before the new regulations come into effect.

8 Conclusion

This Addendum and its appendices update the MFMA Circular No. 88, originally issued on 30 November 2017, as well as the five subsequent Addendums dated 04 December 2019, 17 December 2020, 20 December 2021,19 December 2022 and 18 December 2023. This Addendum must be read together with the original circular, its subsequent updates and the relevant appendices. Additionally, this Addendum provides guidance to all categories of municipalities.

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30 December 2024

NATIONAL TREASURY

MFMA Circular No. 130

Municipal Finance Management Act No. 56 of 2003

Municipal Budget Circular for the 2025/26 MTREF

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Introduction:

This budget circular provides guidance to municipalities with their compilation of the 2025/26 Medium Term Revenue and Expenditure Framework (MTREF). It is linked to the Municipal Budget and Reporting Regulations (MBRR) and the Municipal Standard Chart of Accounts (*m*SCOA) and strives to support municipalities' budget preparation processes so that the minimum requirements are achieved.

Among the objectives of this budget circular is to demonstrate how municipalities should undertake annual budget preparation in accordance with the budget and financial management reform agenda by focussing on key "game changers". These game changers include ensuring that municipal budgets are funded, revenue management is optimised, assets are managed efficiently, supply chain management processes are adhered to, *m*SCOA is implemented correctly and that audit findings are addressed. Municipalities are reminded to refer to the annual budget circulars of the previous years for guidance in areas of the budget preparation that are not covered in this circular.

1. The South African economy and inflation targets:

GDP growth is expected to average 1.8 per cent from 2025 to 2027. Medium-term growth will be underpinned by household consumption on the back of rising purchasing power, moderate employment recovery and wealth gains. Continued investments in renewable energy and easing structural constraints are expected to support higher investment. Key factors for achieving faster economic growth and creating much-needed jobs include greater collaboration with the private sector in energy and transport, rapid implementation of structural reforms, easing of regulatory constraints and increased infrastructure investment.

The following macro-economic forecasts must be considered when preparing the 2025/26 MTREF municipal budgets.

Table 1: Macroeconomic performance and projections, 2023 - 2028

Fiscal year	2023/24	2024/25	2025/26	2026/27	2027/28
	Actual	Estimate	Forecast		
CPI Inflation	6.0%	4.4%	4.3%	4.6%	4.4%

Source: National Treasury Budget Review 2025.

Note: the fiscal year referred to is the national fiscal year (April to March) which is more closely aligned to the municipal fiscal year (July to June) than the calendar year inflation.

Headline inflation declined to 2.9 per cent in the fourth quarter of 2024, resulting in average inflation of 4.4 per cent for the year. Consumer inflation is projected to average 4.3 per cent in 2025 and 4.6 per cent in 2026, picking up slightly as the value-added tax (VAT) increase pushes up prices. The VAT effect is seen mainly in core inflation, which, after averaging 4.3 per cent in 2024, is projected to rise to 4.6 per cent in 2026. Lower global crude oil prices are expected to support muted fuel price inflation.

Due to weaker economic growth and other economic factors such as the current VAT increase which puts added pressure on households, households will likely struggle to pay municipal accounts which will impact negatively on municipal own revenues. It is therefore noted that variations in regional specifics are possible, however, any variation of assumptions must be explicitly set out and well explained in the budget narratives, in the absence of which the Treasuries will refer the budget back to council for alignment to the macroeconomic performance projections or for clear articulation of all the factors affecting the tariffs.

VAT Increase

In the Minister's Budget speech on 12 March 2025, two increases in the standard rate of VAT were announced. The first-rate increase of 0.5 percentage point applies from 1 May 2025, and the second-rate increase of 0.5 percentage point will apply from 1 April 2026. SARS has issued the following guidelines in this regard:

- A Pocket Guide on the VAT rate increase on 1 May 2025; and
- Frequently Asked Questions (FAQs) to guide vendors and the public on the first rate increase effective from 1 May 2025 and to ensure consistency on certain practical and technical aspects of implementing the change to the VAT rate. More guidance on the second-rate increase will be communicated in due course.

Municipalities should also refer to **VAT 404 – Guide for Vendors**. These guidelines are available on the SARS website **www.sars.gov.za**.

2. Key focus areas for the 2025/26 budget process:

2.1. Local government allocations

Over the 2025 MTEF, the local government equitable share and direct conditional grants amount to a total of R552.7 billion, made up of R332.4 billion in the local government equitable share, R52.9 billion in the general fuel levy sharing with metros and R167.4 billion in direct conditional grants. Direct transfers to local government grow in line with inflation, increasing at an annual average of 4.4 per cent over the MTEF, with the local government equitable share growing at a slightly higher rate (5.2 per cent).

Review of the Municipal Capacity Building Programme

As part of the next phase of the ongoing review of local government capacity-building programmes, the National Treasury will consolidate its financial management support initiatives into a unified Local Government Financial Management Capability Development Programme. This integrated programme will provide a comprehensive framework for equipping municipalities with the tools, knowledge and resources needed to strengthen governance and improve service delivery. By streamlining existing initiatives and fostering collaboration, the programme aims to deliver targeted, impactful and sustainable support to municipalities across the country.

The programme will align with the National Treasury's Capability Development Framework and adopt a differentiated approach tailored to the unique needs and maturity levels of municipalities. Key features include pre-grant capacity assessments to identify gaps, multi-year grants to build sustainable in-house capabilities and a municipal scorecard to monitor progress and link it to grant allocations. Collaboration with partners such as South African Local Government Association (SALGA), the Department of Cooperative Governance (DCoG) and academic institutions will ensure the design and delivery of customised capacity-building packages. Beyond financial management, the programme will serve as a foundation for a broader government-wide initiative to integrate capability development across all municipal functions, including governance and service delivery. This cohesive, long-term strategy underscores the importance of a unified effort to achieve sustainable municipal development and improve outcomes for communities nationwide.

Update on the conditional grant for smart prepaid meters

As indicated in the 2024/25 financial year, the National Treasury now oversees the smart meters grant as an indirect grant through a transversal contract to regulate distribution quality and costs. This grant aims to enhance energy efficiency and support the integration of renewable energy to better meet consumer needs.

Over the 2025 MTEF period, the grant will continue to support municipal debt relief efforts by focusing on municipalities already enrolled in the program. Over time, the grant is expected to expand to additional municipalities, aiming to enhance financial sustainability and management. This grant is allocated R2.3 billion over the 2025 MTEF.

Improving regulatory levers and reforms

By enhancing the usage of regulatory frameworks in the conditional grants system, the government is taking steps to ensure that municipalities prioritise critical projects and utilise resources effectively. The use of results from the Department of Water and Sanitation's Watch Reports in the prioritisation of water and sanitation projects funded from general-purpose grants such as the integrated urban development grant (IUDG), municipal infrastructure grant (MIG) and the urban settlements development grant (USDG) will improve the quality and impact of these projects. Further, requiring municipalities to use the results of green drop, blue drop and no drop assessments in planning and prioritising projects will drive greater accountability and transparency in the use of grant funds, promoting sustainable and effective service delivery.

2.2. Post 2024 MTBPS changes

Since the tabling of the 2024 MTBPS, additional changes have been proposed to local government allocations. These include:

- Shifting R245 million over the MTEF period from the MIG to the IUDG. This follows Alfred Duma Local Municipality qualifying to participate in the IUDG;
- Shifting R494 million in 2025/26 from the direct component of the MIG to the indirect component to address wastewater infrastructure issues in 21 municipalities;
- Introducing a new Urban Development Financing Grant (UDFG). The baseline of this grant is funded from the metro component of the neighbourhood development partnership grant (NDPG) (R924 million over the MTEF period) and 80 per cent of the programme and project preparation support grant (PPPSG) (R981 million over the MTEF period);
- Introducing a new Urban Development Financing Grant (UDFG). The baseline of this grant is funded from the component of the neighbourhood development partnership grant (NDPG) (R924 million over the MTEF period) and 80 per cent of the programme and project preparation support grant (PPPSG) (R981 million over the MTEF period);
- Expansion of the Water Financing Component in the 2024/25 Urban Settlement Development Grant to electricity and solid waste management, in addition to water and sanitation, in the Trading Services Component of the 2025/26 Urban Settlement Development Grant framework. This component introduces a condition that a minimum of 56 per cent of the USDG be allocated to water and sanitation, electricity and energy; and solid waste management services capital infrastructure projects aligned to metro-approved trading services investment plans of the grant;
- An additional R450 million in 2025/26, from the Public Employment Programme;
- Additional funding from the Budget Facility for Infrastructure that will flow through the UDFG is as follows:
    - City of Johannesburg: R578 million in 2026/27 and R533 million in 2027/28 for a wastewater project.

  - eThekwini Metropolitan Municipality: R56 million in 2025/26, R109 million in 2026/27 and R101 million in 2027/28 for a project to address non-revenue water.

- Merging the non-metro component of the NDPG and the remaining 20 per cent of the PPPSG into a single grant (called NDPG), with a baseline of R1.4 billion over the MTEF period;
- A reduction of R435 million in 2025/26 and increases of R425 million in 2026/27 and R660 million in 2027/28 to the public transport network grant (PTNG) to align with the revised implementation plan and cash flow projections for the City of Cape Town's MyCiTi programme, funded from the Budget Facility for Infrastructure;
- An additional R225 million in 2026/27 to the regional bulk infrastructure grant (RBIG) allocation for Drakenstein Local Municipality. This adjustment, carried through from the 2024 Division of Revenue Amendment Act, aligns with the municipality's revised implementation plan and cash flow projections; and
- Discontinuing the municipal systems improvement grant (MSIG). Its baseline will be redirected to the Department of Cooperative Governance and earmarked for national government to support municipalities.

2.3. Review of the local government fiscal framework

The aim of the review is to critically examine the financial viability of the local government fiscal framework (LGFF) and identify key factors influencing its effectiveness, stability, and long-term sustainability. This will be achieved by conducting an in-depth examination of existing policies, practices, and mechanisms governing the allocation, management, and utilisation of fiscal resources at the local government level. The review will be mainly centred around the following thematic areas:

- Overall LGFF baseline profile of distressed and optimally functioning local governments institutions and refinement of LGFF problem statement;
- LGES formula;
- Local government expenditure reviews;
- Fiscal leakages in local government; and
- Additional revenue considerations, including existing revenues options, including those that are undersubscribed, and exploring new additional own revenue sources and improved municipal borrowing for strengthening infrastructure investment and maintenance.

2.4. Update on the review of the conditional grants

In September 2024, government concluded a comprehensive review of the conditional grant system and developed reforms based on the findings. These reforms, which will be implemented progressively over the next three years, are designed to rationalise the conditional grant framework, integrate certain grants into the provincial equitable share and national departments' budget vote, and enhance the overall effectiveness of the system. This initiative underscores government's commitment to improving service delivery while ensuring the prudent management of public resources.

The review process was underpinned by an extensive consultation phase conducted between July and December 2024 during which the National Treasury presented the findings and recommendations arising from the review. Most of the proposed reforms are intended for medium- to long-term implementation, with a select number of reforms being prioritised for the short-term and will be introduced during the 2025 MTEF period.

Further consultations are planned to follow the tabling of the 2025 Budget. These engagements will include impact assessments and preparatory work to ensure the successful rollout of the proposed changes. The reforms aim to address systemic challenges within the grant system and are guided by the principles of equity, efficiency, and sustainability. Key areas of reform include the following:

I) *Enhancing differentiation and effectiveness in the grant system:* A central objective of the reforms is to introduce greater differentiation within the grant system to address the diverse needs of municipalities. This includes reducing the growing reliance on grants by metropolitan municipalities while providing targeted support to municipalities with limited capacity. By addressing service delivery challenges and locational disparities, the reforms aim to create a more responsive and equitable system. Specific measures under this initiative include refining allocation methodologies to balance equity and efficiency considerations, strengthening co-funding requirements to promote shared responsibility and sustainability, reducing restrictive earmarking and ring-fencing to allow for greater flexibility in the use of funds, introducing or enhancing performance-based incentives to drive accountability and improve outcomes, and improving the alignment of related grants to reduce fragmentation and duplication; and

II) *Rationalising the number of grants:* As part of the reforms, the number of conditional grants allocated to subnational governments will be streamlined to address the duplication of grants and mitigate the administrative burdens associated with the proliferation of funding streams. By simplifying the grant system, government aims to improve efficiency and reduce reporting requirements, enabling municipalities to focus on service delivery. Proposed measures include:

- Merging water reticulation grants to create a unified funding mechanism for water infrastructure;
- Consolidating energy grants to streamline support for energy-related projects;
- Combining urban development grants to enhance the coordination of urban infrastructure investments; and
- Discontinuing grants that are better suited as provincial programmes, such as those for road maintenance, sports development, and capacity-building initiatives.

These reforms represent a decisive step towards a more efficient and effective intergovernmental fiscal framework. By addressing systemic inefficiencies and aligning resources with service delivery priorities, government reaffirms its commitment to fostering sustainable development and improving the quality of life for all citizens. The implementation of these reforms will be closely monitored to ensure that they achieve their intended objectives while maintaining fiscal discipline and accountability.

2.5. Funding for Local Economic Development (LED) Programmes

National Treasury is mindful of the essential role played by municipalities in driving economic development and job creation to mitigate inequality and attract private investment. In addition to the infrastructure grants, municipalities also receive about 66 per cent of their allocations in unconditional grants, which can be utilised to fund operational parts of the LED initiatives. However, it is important to note that economic development does not rely solely on a single funding pot, but on various forms of government programmes and grants. This includes support and initiatives from the Department of Trade, Industry and Competition funded by provinces through their equitable share.

Whilst there is a call for the creation of a conditional grant, it is worth noting that the creation of a dedicated grant for LED initiatives comes with its challenges. In the past, when such grants were introduced, government institutions reprioritised funds that were initially funding the LED programmes, leading to over-reliance on conditional grants. This dependence undermines the

purpose and sustainability of these programmes, as their funding is primarily dependent on the availability of funds from the fiscus and the performance of the economy. Therefore, there is a need to align conditional grants with economic development areas while also ensuring their integration with other government spheres to support the developmental mandate effectively.

In addition, it is also crucial for municipalities to provide essential services such as electricity, water, and sanitation efficiently. The efficient provision of these services is crucial for attracting private investment, fostering economic growth, and promoting a conducive environment for businesses to thrive. Therefore, National Treasury urges municipalities to prioritise the provision of these services to enhance economic development and improve the quality of life for their residents.

2.6. Metro Trading Services Reform Incentive

Background – the background to the metro trading services performance incentive grant was outlined in the 2024/25 Budget Circular under the heading `Reforms to improve the efficiency and financial sustainability of metro trading services. The local government grant review process and the metro trading services reform process are converging into an incentive grant to incentivise a turnaround in the performance of metro trading services.

Progress made – Over the last year metro municipalities have engaged in substantial preparatory work regarding turnaround and reform strategies in Water and Sanitation and Electricity and Energy. Metros have in respect of each of these trading services prepared Trading Services Reform Strategies (A) with annexures A1 (Institutional Road Maps), and A2 (Business and Improvement Plans). They are currently preparing Annexure A3 (Performance Improvement Action Plans)[1]. All submissions are assessed by interdepartmental teams from the Departments of Water and Sanitation, Mineral Resources and Energy, DCoG, DHS, National Treasury and SALGA.

Programme planning and assessment framework – the incentive grant framework is currently planned to run for six years from 2025/26 (Year 1) to 2030/31 (Year 6). Year 1 focuses on establishing the necessary accountability, financial transparency, and strategic planning foundations for the five subsequent years (Years 2 to 6) of strategy implementation.

Metros will have three planning opportunities

Development of version 1 of the Annexure A3: Performance Improvement Action Plan (A3: PIAP v1) (indicative targets for all indicators, accompanied by firm targets to achieve minimum commitments in year 1) to be approved by Council alongside metro budget documents by June 2025.

Development of version 2 of the A3: PIAP v2 (with minimum commitments achieved, and realistic annual targets for all indicators) to be approved by Council with metro budget documents by June 2026.

Development of version 3 of the A3: PIAP v3 (with minimum commitments retained and an opportunity to reset annual targets) to be approved by Council with metro budget documents by June 2028 (details provided in Guidance Note 4).

The intention of the incentive programme is that incentive grant allocations should be awarded to metros according to independently assessed performance against the targets of their reform strategies as set out in the relevant A3-PIAP.

Special arrangements are necessary to determine the provisional incentive allocations provided for under the Division of Revenue Bill (2025) for years 1 and 2 of the programme. In these

[1] See https://mfma.treasury.gov.za/Guidelines/Documents/Trading%20Services for Guidance Notes and Resource Documents issued to assist.

cases, performance will be assessed against the commitment to (year 1) and achievement of (year 2) minimum commitments as follows:

- **YEAR 1**: Metro Councils who in Year 0 (2024/25, i.e. by the end of this municipal financial year), pass a satisfactory A3 PIAP v1 with minimum commitments, will be awarded the Year 1 allocation as finalised in the National Adjusted Budget process;

- Draft submissions from participating metros were reviewed during the 2025 Mid-year Budget, and final submissions will similarly be assessed during 2025 Budget and Benchmarking engagements during April to May 2025. Assessment and independent confirmation will be undertaken and submitted to the National Treasury;

- **YEAR 2 and 3:** Similarly, Metro Councils who in Year 1 (2025/26, i.e. by the end of June 2026) achieve the eight minimum commitments and pass a satisfactory A3 PIAP v2, will be awarded the Year 2 and Year 3 allocations as finalised. This is appropriate since planned spending for those years will by then be based upon well-substantiated business turnaround and financial strategies;

- Draft and final submissions will be reviewed and assessed during the Mid-year Budget and Performance and Budget and Performance engagements, and final submissions to metro Council will need NT approval. Assessment and independent confirmation will be undertaken and submitted to the National Treasury; and

- **YEARS 4, 5 and 6:** Once strategy implementation is underway, incentive allocations for any year (Y) will depend upon metro performance against numerical targets set for year (Y-2). This must be assessed after financial year end, but early enough during year (Y-1) to enter the budget process for Year (Y). The earliest this can apply is for Year 4, based on assessed performance in Year 2. This arrangement will determine incentive allocations for Years 4, 5 and 6.

- Independent assessments will be conducted annually, to confirm that minimum commitments remain in place, and to assess performance against targets.

Indicative incentive allocations

The indicative incentive allocations per metro per financial year are based on poverty-weighted population formula. Annexure W1 to the 2025 division of revenue sets out indicative figures which represent the maxima potentially available to metros currently participating in the programme, based on the assessed status of each metro trading services strategy as at 15th of January 2025 (they include solid waste management from Year 2 (2026/27).

The indicative allocations are not yet actual budget allocations. Firm announcements regarding Year 1 (2025/26) incentive grant allocations will be included in the National Adjusted Budget in October 2025 and confirmed in allocation letters. Metros will accommodate these incentive allocations in their own adjustments budget as soon as possible but not later than the 28th of February 2026.

Adverse or disclaimed audit findings

No metro which has received an adverse or disclaimed financial audit for the previous financial year will be eligible to access their incentive grant award in the forthcoming year.

Re-opening of incentive grant window

As previously communicated, Solid Waste Management is scheduled for inclusion in the incentive programme from Year 2 (2026/27) onwards. Metros wishing to include solid waste

management in their trading services reform strategies should submit the necessary documentation according to the following schedule:

a. **Council-approved Trading Services Reform Strategy (A)** which is due on 31st of July 2025 which includes Annexure A1 (Institutional Road Map) and Annexure A2 (Business and Improvement Plan);
b. **Draft Annexure A3 version 1 (Performance Improvement Action Plan)** at the Mid-year review stage which is due in January 2026;
c. **Final draft Annexure A3-PIAP version 1** at the Budget and Benchmark stage during April 2026; and
d. **Council approved A3-PIAP version 1** due by June 2026.

Note: This re-opening of the incentive grant window also applies to metros which (a) have not previously met eligibility requirements in the water and sanitation or electricity and energy trading services, and (b) seek another opportunity to enter the programme. Such metros should follow the same schedule as above.

2.7. Alignment between the Metro Trading Service Reform and MFMA Circular No.88

The implementation of MFMA Circular No. 88 continues in all categories of municipalities. In December 2024, Addendum 6 of the MFMA Circular No. 88 was published providing an update on the preparation of statutory planning and reporting documents required for the 2025/26 Medium Term Revenue and Expenditure Framework (MTREF). Addendum 6 provided guidance to the municipalities on in-year changes to indicators in the Service Delivery Budget and Implementation Plan (SDBIP) and guidance for 'estimate' values in indicator reporting. Further guidance on indicator revisions and definitional clarification was also provided.

Selected MFMA Circular No. 88 indicators are also being used to track the performance of the metros as part of the A3 PIAP: Performance Improvement Action Plan of the Metro Trading Service Reform (MTSR). In line with the rationalisation and standardisation objective of the MFMA Circular No. 88 reform, this ensures that there is alignment and line of sight across various reporting frameworks. Furthermore, this promotes consistency in planning, budgeting, and reporting while reinforcing the overall objectives of the reform agenda. The MTSR targets water and sanitation, electricity and energy and solid waste management in the metropolitan municipalities focusing on institutional performance and accountability, financial performance, governance and operational or service delivery performance. Although the MFMA Circular No. 88 reporting and the MTS reforms are complementary reforms, the MTS is a targeted reform linked to a performance incentive grant. Where possible the MTSR utilises the MFMA Circular No. 88 indicators, as reflected in MTSR Guidance Note 4 Addendum that was circulated to the metros on the 3rd of March 2025. However, noting the targeted business operations turnaround required of MTS, several performance indicators outside the MFMA Circular No. 88 process have been developed for operational monitoring and reporting distinct from the statutory plans and reports in which all MFMA Circular No. 88 indicators find expression.

Future reporting on the selected MFMA Circular No. 88 indicators that form part of the A3 PIAP should be sourced from the MFMA Circular No. 88 reporting platform to ensure seamless integration between the two reforms. At this stage, the exact modalities and protocols to derive reporting efficiencies between the A3 PIAP and the MFMA Circular No. 88 reporting platform are still being confirmed, and municipalities should expect further guidance from the National Treasury on the coordination and synchronisation of reporting.

This section should be read in conjunction with paragraph 2.3 of the MFMA Circular No. 88 Addendum 6.

2.8. Three-year and one-year capital appropriations

To facilitate the delivery of large capital projects, section 16(3) of the MFMA allows a municipality to appropriate capital budgets for three financial years, i.e. the budget year and the following two years of the MTREF. The aim of such multi-year capital appropriations is to:

- lock the council into funding the full cost of large capital projects so as to ensure their successful completion;
- facilitate the forward planning of capital projects and programmes; enable the municipality to initiate procurement processes for capital projects in the two outer years of the MTREF (given the funds are appropriated) and so ensure improved levels of capital spending; and
- enable funding for such capital projects to be brought forward in terms of section 31 of the MFMA to facilitate more rapid project implementation (although National Treasury would prefer municipalities to the use of the mid-year adjustments budget for this purpose).

Municipalities are encouraged to use these provisions of the MFMA appropriately, and ensure they divide their capital budgets correctly between the 'multi-year expenditure' and the 'single year expenditure' sections on Tables A5A and A5. Further information can be obtained in MFMA Circular No. 58.

2.9. Criteria for the release of the Equitable Share

The criteria for the release of the equitable share which were covered in MFMA Circulars No. 122 remains relevant, and are still applicable for the release of equitable share instalments in the 2025/26 financial year.

Failure to comply with the criteria will result in National Treasury invoking Section 38 of the MFMA which empowers National Treasury to withhold a municipality's equitable share if the municipality commits a serious or persistent breach of the measures established in terms of Section 216(2) of the Constitution which includes reporting obligations set out in the MFMA and National Treasury requests for information in terms of Section 74 of the MFMA.

2.10. Criteria for the rollover of conditional grant funds

In terms of Section 21 of the Division of Revenue Act, 2024 (Act No.24 of 2024) (DoRA) in conjunction with the Division of Revenue Amendment Act, 2024 (Act No. 48 of 2024), any conditional allocation or a portion thereof that is not spent at the end of the 2024/25 financial year reverts to the National Revenue Fund (NRF), unless the rollover of the allocation is approved in terms of subsection (2). Furthermore, the receiving officer, provincial treasury and national transferring officer is required to prove to National Treasury that the unspent allocation is committed to identifiable projects, in which case the funds may be rolled over.

When requesting a rollover in terms of Section 21(2) of the 2024 DoRA, municipalities must include the following information with their submission to National Treasury:

1. A formal letter, signed by the accounting officer addressed to the National Treasury requesting the rollover of unspent conditional grants in terms of Section 21(2) of the 2024 DoRA;
2. A list of all the projects that are linked to the unspent conditional grants and a breakdown of how much was allocated, spent and the balance per project;
3. The following evidence indicating that work on each of the projects has commenced, as applicable to the specific rollover(s):

a) Proof that the service provider was appointed for delivery of the project before 31 March 2025; or
b) Proof of project tender and tender submissions published and closed before 31 March 2025 or with the appointment of contractor or service provider for delivery of service before 30 June 2025 in cases where additional funding was allocated during the course of the financial year of the project;
c) Incorporation of the Appropriation Statement; and
d) Evidence that all projects linked to an allocation will be fully utilised by 30 June 2025 (attach cash flow projection for the applicable grant).

4. A progress report (also reflecting percentages) on the status of each project's implementation that includes an attached legible implementation plan);
5. The value of the committed project funding and the conditional allocation from the funding source;
6. Reasons why the grants were not fully spent during the year on the original allocation per the DoRA;
7. Rollover of rollovers will not be considered. Municipalities must therefore not include previous year's unspent conditional grants as rollover request;
8. An indication of the time period within which the funds are to be spent if the rollover is approved; and
9. Proof that the Municipal Manager and Chief Financial Officer are permanently appointed.

No rollover requests will be considered for municipalities with vacant or acting Chief Financial Officers and Municipal Managers for a period exceeding 6 months from the date of vacancy; this also includes acting appointments because of suspensions of either MM or CFO that are more than 12 months.

If any of the above information is not provided or the application is received by National Treasury (Intergovernmental Relations Division) after 31 August 2025, the application will be declined.

In addition, National Treasury will also consider the following information when assessing rollover applications; and reserves the right to decline an application should there be non-performance by the municipality in any of these areas:

1. Compliance with the in-year reporting requirements in terms of Sections 71 and 72 of the MFMA and Section 12 of the 2024 DoRA, **including the Municipal Manager and Chief Financial Officer signing-off on the information** sent to National Treasury;
2. Submission of the pre-audited Annual Financial Statements to National Treasury by 31 August 2025;
3. Accurate disclosure of grant performance in the 2024/25 pre-audited Annual Financial Statements, (i.e. correct disclosure of grant receipts and spending in the notes to the AFS);
4. Despite the fact that local government is required to comply with different norms and standards prescribed by different legislations, municipalities are expected to fully comply with the provisions of DoRA that relate to rollover processes and disclose conditional grant performance in the 2024/25 pre-audited Annual Financial Statements (i.e. Cash coverage and unspent conditional grants in the Statement of Financial Position) in order to verify grant expenditure; and
5. Cash available reflected in the Statement of Financial Position and Cash Flow Statements and the bank (net position including short term investments) as at 30 June 2025 is equivalent to the unspent amount at the end of the financial year. If the amount that is requested for rollover is not entirely cash-backed, such a rollover will not be approved. National Treasury will also not approve portions of rollover requests.

It should be noted that under no circumstances will the National Treasury consider requests to rollover:

1. The entire 2024/25 allocation to the municipality. In cases where the rollover request is more than 50 per cent of the total allocation, National Treasury will approve the rollover amount up to 50 per cent of the 2024/25 allocation;
2. Rollover request of the same grant for the third consecutive time. In a case where a municipality is applying for rollover as a result of additional funding, the application will be carefully considered;
3. Funding for projects procured through Regulation 32 and 37 of the Municipal Supply Chain Management Regulations (Gazette No.27636) – Projects linked to additional funding and disasters are exempted; and
4. A portion of an allocation where the proof of commitment for the rollover application is linked to invoices that were issued before or on 31 March 2025. All invoices issued to the municipality before 31 March 2025 should be paid within the same year against the allocated conditional grants. i.e. invoices must be paid within 30 days.

2.11. Unspent conditional grant funds for 2024/25

The process to ensure the return of unspent conditional grants for the 2024/25 financial year will be managed in accordance with Section 21 of the DoRA. In addition to the previous MFMA Circulars, the following practical arrangements will apply:

Step 1: Municipalities must submit their June 2025 conditional grant expenditure reports according to Section 71 of the MFMA reflecting all accrued expenditure on conditional grants and further ensure that expenditure reported to both National Treasury and national transferring officers reconciles;
Step 2: When preparing the Annual Financial Statements, a municipality must determine the portion of each national conditional grant allocation that remained unspent as at 30 June 2025. The unspent grant values must be determined based on the guidance that was provided in *m*SCOA Circular No. 13 in as far as VAT, retention and interest is concerned; and
Step 3: If the receiving officer wants to motivate in terms of Section 21(2) of the 2024 DoRA that the unspent funds are committed to identifiable projects, the rollover application pack must be submitted to National Treasury by no later than 31 August 2025.

National Treasury will not consider any rollover requests that are incomplete or received after this deadline.

Step 4: National Treasury will confirm in writing whether or not the municipality may retain any of the unspent funds as a rollover based on criteria outlined above by 22 October 2025;
Step 5: National Treasury will communicate the unspent conditional grants amount by 12 November 2025. A municipality must return the remaining unspent conditional grant funds that are not subject to a specific repayment arrangement to the National Revenue Fund (NRF) by 19 November 2025; and
Step 6: Any unspent conditional grant funds that should have but has not been repaid to the National Revenue Fund (NRF) by 19 November 2025, and for which a municipality has not requested a repayment arrangement, will be offset against the municipality's December 2025 equitable share allocation.

All other issues pertaining to Appropriation Statement and reporting on approved rollovers are addressed in the Annexure to MFMA Circular No. 86.

2.12. Rollover of the Urban Development Financing Grant : metro trading services component

The normal rules regarding rollovers will apply to the incentive grant. Essentially the Budget allocated during the National MTEF and reflected in the annual Division of Revenue Bill will make provision that the cash flows be synchronised to achievements in line with the Annexure A3: Performance Improvement Action Plan (A3: PIAP).

Municipalities must submit all rollover applications and queries related to the conditional grants to Rolloverapplication@treasury.gov.za.

3. Revenue Management

3.1. Prioritise funding the Electricity Revenue Protection Program

Past years' increasing electricity tariffs continue to strain consumers' ability to afford this service. Municipalities as a result are at higher risk of non-technical losses particularly related to theft and illegal by-passing. Many municipalities do not have dedicated Revenue Protection staff in place or have reduced their operational funding for Revenue Protection culminating in an overall reduced collection and related strain on cash flow and the ability to pay creditors. Municipalities are advised to prioritise the following Revenue Protection measures in the 2025/26 and future MTREFs:

- A dedicated Revenue Protection Unit for Electricity administered by the senior manager responsible for the municipal Electricity Infrastructure Directorate taking into consideration the recommendations and standards the recommendations and standards set-out in NRS055 (Code of Practice for Revenue Protection);
- Allocating adequate funds in the budget to fund the municipality's Electricity Revenue Protection Unit's operational needs;
- In allocating funding, the business threat of increasing non-technical losses to the municipality's particular specifics must be considered to achieve a balance, while ensuring the Revenue Protection staff organogram and operational program is adequately funded and able to fulfil its role; and
- The municipality to demonstrate in its MTREF submission that a percentage of the revenue from the Energy function is ring-fenced to fund the municipal Revenue Protection Program operational need(s) towards developing the program to fruition.

3.2. Revenue Management Assessment Tool

Every municipality, in anticipation of the annual budget process and the review of critical revenue management related policies should assess and review its revenue management value chain to identify any gaps, duplications and / or inefficiencies for alignment with the approved organogram and related delegations. Refer to MFMA Budget Circular No. 126 (Annexure B: Submission checklist: Revenue Management Documents) and MFMA Budget Circular No. 128 (Item 7.3 contained in Annexure A). The municipality must submit its review to the National Treasury in the format of the Municipal Revenue Management Assessment Tool – to be uploaded to the National Treasury GoMuni upload portal annually as part of the Revenue Management Documents that are required.

The Revenue Assessment Tool was developed through the collaboration of the National Treasury, the Department of Cooperative Governance (DCoG) and SALGA. The initiative created the opportunity for stakeholders to acknowledge the fragmented and diverse nature of support provided to municipalities in this area often resulting in duplicated efforts and little

systemic change across municipalities and the need for a Single Integrated Revenue Management Framework (SIRMF).

The SIRMF is a national framework for revenue management that guides and outlines the intervention and leadership role both municipalities and oversight bodies should play in addressing challenges relating to the revenue management value chain and ultimately financial sustainability. The SIRMF emphasises the significant role of National and Provincial Government in supporting municipalities in the process of revenue management improvement and how the relevant departments will coordinate their support and their monitoring and evaluation role(s).

The SIRMF was designed on the existing statutory framework, with an emphasis on compliance. Within the scope of related tasks and responsibilities, the SIRMF provides direction on how municipalities may enhance revenue management as a major approach for increasing the municipality's viability and sustainability. Completing the Municipal Revenue Assessment Tool can assist the municipal council, senior management team and oversight bodies to assess, understand and improve critical revenue management practices of the municipality.

The tool provides an indication of gaps, flaws, duplications, inefficiencies and risks in the existing revenue value chain that could compromise or affect whether the revenue component of the budget sufficiently caters for long-term planning and is credible and funded. It further provides a comprehensive overview of current revenue management processes by identifying strengths, weaknesses, and areas that need improvement. The tool focuses on eighteen (18) critical areas within the revenue management value chain and helps pinpoint specific areas for optimising revenue collection processes.

National Treasury is in the process of institutionalising and implementing the tool, this includes conducting training throughout provinces.

The tool is comprehensive and must be completed by all municipalities during the 2025/26 MTREF with a thorough review of the revenue value chain, thereafter this exercise will only be necessary in every alternate year. However, municipalities with revenue collection rates below 85 per cent and all municipalities participating in Debt Relief must annually undertake this exercise until they achieve an average annual collection of 95 per cent as outlined in MFMA Circular No. 71.

The tool was already rolled out during the 2024/25 financial year and the National Treasury provided training. The Municipal Revenue Assessment Tool is attached as **Annexure A** of this Circular.

3.3. Cost Reflective Tariff Tool

As part of the budget process, the municipality must annually undertake an assessment to determine if the intended / implemented tariffs are cost reflective, whether all critical cost components were considered in the tariff calculation(s), whether the Local Government Equitable Share component relating to basic services were allocated to the actual service(s) and to demonstrate that the Revenue Component of the budget is credible and funded; etc. To facilitate this exercise, the municipality must complete and submit this calculation(s) / tariff assessment in the format of the National Treasury Tariff Tool as part of its tabled, adopted and adjustment MTREF submissions to the National Treasury GoMuni portal. The Cost Reflective Tariff Tool outcomes must also be reported to and approved by Council as part of the respective tabled and adopted MTREF submissions.

If the Tariff Tool indicates significant tariff shortfalls, any major tariff increases should be phased-in over two to three years and can be approved for the outer years (2026/27, 2027/28 and 2028/29). Thus, the indicative tariffs can be phased in over a period of three years.

The latest format of the National Treasury Tariff Tool that must be used and submitted is attached as **Annexure B** of this circular.

3.4. Electricity Tariffs

Cost of Supply Study (COS) for electricity tariff applications

On 20 October 2022, the Nelson Mandela Bay Chamber of Business issued a ruling outlining the requirements that municipalities must comply with when determining tariffs. The ruling found NERSA's Guideline and Benchmark method for approving municipal electricity tariffs unlawful and invalid. The court ordered that all electricity tariff applications from 2024/25 Financial Year, should be supported by a Cost of Supply (COS) study. Municipalities are reminded of the critical importance of complying with the court order, failing which, municipalities would be in breach of the court order and in contempt of court. The need for conducting a COS timeously and adhering to the timelines set by NERSA for the submission of applications is imperative as these cannot be approved by NERSA without the COS.

NERSA has indicated that it will be able to process and decide on municipal tariff applications based on Cost of Supply (COS) studies for the financial year 2025/26 by the end of June 2025 for the implementation in the new Financial Year. However, the Minister of Finance will engage NERSA to conclude this process sooner, to allow municipalities sufficient time to take account of the approved tariffs in the finalisation of their budgets. Tariff applications will not be considered unless they are supported by a Cost of Supply study. NERSA has indicated that the approval of Eskom's Retail Tariff Plan (RTP) and Eskom's Retail Tariff Structural Adjustment (ERTSA) for FY2025/26 is anticipated prior to 15 March 2025. Following the ERTSA decision, municipalities will be informed of the outcome to assist them in formulating their individual tariffs, which will then be approved for implementation in FY2025/26.

From the 2025/26 MTREF, municipalities will be required to submit the following documents pertaining to electricity tariff applications to the GoMuni Upload portal:

- NERSA D Form and COS study submitted to NERSA. For the 2025/26 tariff increase, municipalities with the tabled budget and thereafter 31 October 2025 (i.e. applications pertaining to 2026/27 tariff increases and beyond); and
- NERSA tariff approval with the tabled budget.

3.5. Municipal Valuation Roll Reconciliation Tool

Reference is made to MFMA Circulars No. 93 (paragraph 3), No. 98 (paragraph 4.1), No. 123 (paragraph 5.1), and particularly No. 126, (paragraph 3.1). To ensure the municipality's rates base is complete, and aligns to the business process and system requirements articulated in Annexure B of MFMA Circular No. 80 (08 March 2016) and the Municipal Property Rates Act (MPRA) (section 23): Part A: Register of the latest consolidated general valuation roll (GVR), and the MPRA categories, the municipality need to monthly perform the reconciliation in the format of the National Treasury Municipal Valuation Roll Reconciliation Tool.

The municipality must submit the completed tool together with the related documentation to the National Treasury GoMuni portal as follows:	**Timeframe**
1. The municipality's list of Property Rates tariffs approved by council for the financial year reported on together with the Council resolution that approved such.	Annually

2.	The municipality's time schedule for implementing its new general valuation roll (GVR) (aligned to the MPRA).	Annually
3.	The Municipal Property Rates Act (MPRA) (section 23): Part A Register of the latest consolidated general valuation roll (GVR).	Annually
4.	Municipality Valuation Roll Reconciliation – undertake monthly but only required to submit quarterly.	Quarterly
5.	Property Rates Transaction List (for the 3rd month of every quarter).	Quarterly

To assist municipalities in complying with these requirements, the National Treasury will provide follow-up training.

3.6. Prohibition on vending system(s) / third party vending solutions without consulting the National Treasury

Recently there have been several iterations on private service offerings of vending system(s) / solution(s) offered to municipalities. These include service provider(s) funding metering solutions for municipalities parallel to a pre-paid solution (requiring a vending platform) – these service providers then collect on behalf of the municipality in exchange for a fee. However, in several cases, the service provider does not pay over to the municipality what is collected and / or claim a fee that is out of proportion to what is reasonable. This is worsened by many municipalities not weekly / monthly undertaking the appropriate reconciliation of what they provide / sell (also via pre-paid) against what revenue they receive in return from the service provider(s). *As an Example*: Most recently a municipality in Eastern Cape was victim to an arrangement where the service provider offered the municipality R60 million funding but will takeaway almost R540 million at the end of the arrangement causing significant harm to the community and official(s) of that municipality and may leave the municipality worse off than initially.

The MFMA, read together with the recently assented Public Procurement Act, provide a clear framework for procurement in local government. The MFMA regulatory framework in terms of section 116 read with MFMA Circular No. 62 furthermore provide clear guidance on how amendments to contracts should be undertaken. Any offerings beyond the initial scope of the contract, in our view, should not be considered as a contract amendment, but rather a change or extension of scope, which warrants a whole new or separate procurement process.

The National Treasury therefore confirms that with immediate effect, no municipality may enter into and / or extend any related vending system(s) / solution(s) without consulting and obtaining the written input of the National Treasury and the relevant Provincial Treasury. Should any municipal official and / or political office bearer fail to honour this prohibition, she/ he could render themselves personally liable for any related financial loss over and above potential criminal liability for financial misconduct.

In addition, third party vending solutions used by municipalities must align to the integration requirements set out in Annexure B of MFMA Circular No. 80 (08 March 2016). In terms of the requirements, third party solutions must, without (manual) intervention or manipulation, integrate and constantly balance with the core financial system solution. The rules for integration are determined by vendor of the core system solution. Where the core system solution already provides the necessary functionality offered by the third-party vendor and the municipality has already paid for the functionality and / or are paying annual licencing fees to access this functionality, such expenditure will constitute wasteful and fruitless expenditure and should be dealt worth accordingly.

The municipality should send any request for the written input of the National Treasury together with the signed and / or proposed contract for such a service offering to: both RevenueManagement@treasury.gov.za and mfma@treasury.gov.za for the attention of Mr. Sadesh Ramjathan, Director: Local Government Budget Analysis: Revenue Section, and Mr. Wayne McComans, Chief Director: MFMA Implementation and parallel to the relevant Provincial Treasury.

3.7. Training Tools by the National Treasury

Revenue Management Assessment Tool

Municipalities must submit the Revenue Management Assessment Tool annually as set-out above. Training was already undertaken across all provinces during the 2024/25 financial year. The National Treasury will facilitate follow-up training during 2025/26 upon request only to municipalities, provincial treasuries and technical advisors deployed to municipalities and provincial treasuries. Municipalities and provincial treasuries can request training via the relevant Provincial Treasury who is responsible to coordinate requests for training. It is noted that any National Treasury deployed technical advisor may directly request training from the National Treasury as may be required. Requests for training and any related queries must be directed to RevenueManagement@treasury.gov.za and Sadesh.ramjathan@treasury.gov.za for the attention of Mr. Sadesh Ramjathan.

Tariff Tool

Municipalities must undertake a tariff assessment in the format of the National Treasury Tariff Tool as explained above. The National Treasury will facilitate follow-up training during the first quarter of the financial year 2025 and thereafter upon request only to municipalities, provincial treasuries and technical advisors deployed to municipalities and provincial treasuries. Training must be scheduled for a **full day** and would be more relevant towards municipal processes if scheduled:

- Before and/ or during the **Adjustments Budget preparation** (for re-allocations);
- Before and/ or during the **Tabled Budget process** (to evaluate tariff changes); or
- Before the **final MTREF submission** to Council for approval.

Municipalities and provincial treasuries can request training via the relevant Provincial Treasury. Any National Treasury deployed technical advisor may directly request training as may be directed to National Treasury as may be required. Requests for training and any related queries must be directed to RevenueManagement@treasury.gov.za and Sadesh.ramjathan@treasury.gov.za for the attention of Mr. Sadesh Ramjathan.

Municipal Valuation Roll Reconciliation Tool

The National Treasury confirms the guidance already provided in MFMA Circular No. 129 to the effect that municipalities must reconcile valuation rolls monthly and submit such quarterly to the National Treasury together with the related documentation set-out above.

The National Treasury will facilitate follow-up training during the first quarter of the financial year and thereafter upon request only to municipalities, provincial treasuries and technical advisors deployed to municipalities and provincial treasuries on Municipal Valuation Roll Reconciliation Tool. Training must be scheduled for at least **two full days** and can be facilitated at any time since municipalities perform this task monthly. Municipalities and provincial treasuries can request training via the relevant Provincial Treasury. Any National Treasury deployed technical

advisor may directly request training as may be required. Requests for training and any related queries must be directed to RevenueManagement@treasury.gov.za and Sadesh.ramjathan@treasury.gov.za for the attention of Mr. Sadesh Ramjathan.

4. Budget and other management issues:

4.1. 2025/26 Municipal Budget Tabling Timelines

The National Treasury would like to advise the municipalities that late tabling of the 2025 National Budget in Parliament does not really affect the timelines of the preparations/ conclusion of the municipal budget process. The 2025 National Budget was tabled by the Minister of Finance on 12 March 2025 which implies that Provincial Governments have two weeks thereafter to table the 2025 Provincial Budgets in the Provincial Legislatures, i.e. 31 March 2025. This is in line with the PFMA – Treasury Regulations. Municipalities have sufficient time to accommodate the allocations in the DOR Bill in their 2025/26 MTREF Budgets before tabling on 31 March 2025, that is 19 days or two weeks to table the budget before 31 March 2025.

The transfers from provinces to municipalities which are supposed to be included in provincial budgets and gazetted by provinces, should for all practical reasons also be available on the 27 March 2025. Given that municipalities have 10 months to prepare their upcoming budgets prior to tabling it in Council for consideration, National Treasury has previously advised municipalities to use the outer years of the Annual DoRA as projections, add inflation to calculate the third year of the MTREF, when finalising the tabled budget.

For those municipalities where the budgets were already in an advance stage of preparations, they will have between tabling and the adoption stage of the budget (end of May 2025) to include and accommodate all the transfers for both national and provincial governments. This will allow National and Provincial Treasuries to verify and reconcile the transfers with the DoR Bill and provincial Gazettes.

4.2. Management of Water Tankers

There is a growing trend of water challenges in most municipalities in the country which is spiraling out of control. This is a direct threat to municipalities' financial sustainability and could lead to a lack of trading in this key source of municipal revenue.

Most municipalities have tried to procure water tankers to close the gap in areas which are increasingly experiencing sporadic water supply challenges. As a result, the municipalities are not able to trade, leading to less revenue and an unprofitable water business.

It has emerged in the recent Mid-year Budget and Performance Review engagements that contracted water tankers have developed as a business rather than a stop gap measure.

As such, municipalities are encouraged to protect their revenue through avoiding protracted long contracts of water tankers. Where possible the municipality should use its internal water tankers as a temporary measure with a clear intention to restore the service.

If the municipality provides a long-term service, such as water for informal settlements, it is advised that tanks should be purchased and refilled with municipal water tankers. The aim should always be to strike a balance between the provision of service and protecting municipal revenue. Proper checks and balances must be considered as well as internal controls to avoid abuse in this regard and to ensure that in the event that the Office of the Auditor General Africa of South investigates these services, the use of water tankers and water tanks is based on sound business principles.

4.3. Asset Management

According to Municipal Budget and Reporting Regulations (Table A9), the municipalities were advised to allocate 60 per cent of the total Capital Expenditure budget to new acquisition while the remaining 40 per cent to renewal and upgrading of the new assets.

Given the current challenges of aging and dilapidated infrastructure faced by the municipalities, which contributes to high level of losses, municipalities are advised **to allocate at least 60 per cent** of the capital expenditure to renewal/ upgrading of the existing assets while 40 per cent should acquire new assets.

The National Treasury realised that year-on-year, municipalities priorities the acquisition of new assets and the existing assets are being neglected to a dilapidated condition. Another factor which causes a factor is lack of maintenance during the lifespan of the assets which National Treasury encourages the municipalities to allocate at least 8 per cent towards repairs and maintenance as outlined in MFMA Circulars No. 55 and 71.

5. Municipal Standard Chart of Accounts (*m*SCOA):

5.1. Go Live on Version 6.9 of the Chart

*m*SCOA version 6.9 will go live on 24 March 2025, whereafter municipalities will be able to upload their tabled budget (TABB) and tabled project files (PRTA) data strings for the 2025/26 MTREF on the GoMuni portal.

After going live on version 6.9 of the chart, all the reports available on the LGDRS will be aligned to *m*SCOA chart version 6.9. This includes the format of the Section 71 report for Q3 and Q4 of 2024/25 and the adjustments budget for 2024/25.

The Municipal Budget and Reporting Regulations (MBRR) Schedules (A to F) and non-financial data string (A1S) was also aligned to version 6.9 of the chart. A **protected** version of the MBRR Schedules for version 6.9 of the chart and A1 Schedule is available on the on the MFMA Webpage on the link below:

http://mfma.treasury.gov.za/RegulationsandGazettes/Municipal%20Budget%20and%20Reporting%20Regulations/Pages/default.aspx

The reports on the Local Government and Reporting System (LGDRS) are populated from financial and non-financial data strings and both strings are required for the data to pull through correctly on the reports available on the LGDRS. Municipalities must use the linkages on GoMuni referred to above and not the formulas in the regulated Municipal Budget and Reporting (MBRR) Schedules when generating their A schedule from the financial system.

In terms of the *m*SCOA Regulations, municipalities must generate the regulated MBRR schedules that is tabled and adopted by Council directly from their integrated financial system solutions and not import or captured it on their system solutions at a later stage. This is necessary to ensure that there is 'one version of the truth', namely the data in the integrated financial system solutions is the same as the report tabled and adopted by Council and the information submitted to the National Treasury and other stakeholders.

5.2. mSCOA data strings credibility

Municipalities must verify the credibility and accuracy of the tabled budget (TABB) and project file (PRTA) data strings **prior and post** to uploading it to the National Treasury Local Government Database and Reporting System (LGDRS). These data strings will be the sole source used by National and Provincial Treasuries to analyse and determine if the municipality's budget is funded, and the credibility is therefore of utmost importance.

Registered users from municipalities, provincial treasuries and National Treasury have full access to their data on the LGDRS and can draw the information to verify the accuracy of the figures for their respective municipalities or province (in the case of provincial treasuries). The LGDRS reports can be accessed by registered users on the following link:

https://lg.treasury.gov.za/ibi_apps/signin

5.3. Submission of virement information

From the 2025/26 MTREF, municipalities will be required to report on their virements through the submission of a separate data string, as well as a report on virements done by the municipality. This submission must be done monthly to the GoMuni Upload Portal and should be generated from the core financial system. The validation rules applicable to the monthly IYM submission will also be applied to the virement data strings.

The attached **Annexure D** provides guidance on the layout and information required on the virement budget report, while **Annexure E** provides the layout of the virement data strings.

This will enable national and provincial treasuries to keep track of the virements done when they do their Section 71 analysis. The virements will be reflected in a separate report and will not form part of the consolidated Section 71(7) reporting to provincial legislatures or the consolidated Section 71 publication issued by the National Treasury. For the consolidated S71 reporting and publication, performance will only be compared to the adopted budget in the first eight months of the year and the adjustments budget in the last four months of the year.

Municipalities must review their virement policy annually and ensure that it aligns with the principles and guidance in MFMA Circulars No 12, 51 and 88 and *m*SCOA Circular No. 8 (29 April 2020). Virements may only be made between existing budget provisions and must be included in an adjustments budget. The Council approved virement policy must be submitted as part of the budget documents on Go Muni. Please note that documents must be submitted individually and not as a batch.

5.4. Medium-Term Development Plan (MTDP)

Cabinet has recently approved the Medium-Term Development Plan (MTDP) for 2024 to 2029. The Department of Planning, Monitoring and Evaluation (DPME) will issue the MTDP in due course. These revised priorities, reflecting the new administration's vision, will be integrated into *m*SCOA version 6.10. For *m*SCOA budgeting and reporting in the 2025/26 MTREF, municipalities should continue using the IUDF and MTSF priorities as per *m*SCOA version 6.9.

5.5. Upgrading and procurement of *m*SCOA system solutions and/or functionality

From March 2023, the National Treasury has alerted municipalities that the minimum business processes and system specifications for *m*SCOA will be regulated and that municipalities should exercise extreme caution when changing or upgrading their integrated financial system solutions to avoid procuring system functionality that might not comply with the said regulations. Municipalities are reminded to implement the due diligence processes set out in MFMA Budget Circulars No. 93, 98, 107, 112, 123 and *m*SCOA Circulars No. 5 and 6 **prior** to procuring new or upgrading system functionality to protect them from making incorrect decisions in this regard.

This also applies when 3rd party system functionality is procured that is required to integrate with the core system solution.

Importantly, if an open tender process is not followed (e.g. when Section 33 or 116 of the MFMA and SCM Regulations 36 (deviations) are utilised), **the market must be tested prior to embarking on procurement**. The municipality must be able to substantiate that the product, service or similar offering is not available elsewhere in the market at a cheaper cost and that using these procurement vehicles have significant economic or financial value benefits to the municipality. Where legislation requires that the views of the National Treasury must be sought, the relevant documentation must be emailed to mfma@treasury.gov.za. If the processes required in term of legislative are not followed, a contract might be found invalid by a court of law.

5.6. Issues pertaining to the regulations on the minimum *m*SCOA requirements

National Treasury is currently in the process of developing business processes, standard operating procedures (SOPs) and minimum system specifications to underpin the Regulations of the minimum business processes and system specifications for *m*SCOA.

All the required business processes, procedures and systems functionality pertaining to the Regulations will be made available to municipalities **at no cost** in a format that can be imported, customised and utilised in a process modelling tool of their choice. Municipalities are cautioned against incurring unnecessary expenditure to procure specialised software and tools or appoint service providers to adapt and customize their business processes, especially as the requirements have not been finalised yet.

It must further be emphasized that the documents released for comments on the MFMA Webpage are the sole property of the National Treasury and may only be used for the intended purpose of providing comments on the proposals. **Any company that sells or distributes these documents or parts thereof for any other purposes without the explicit written permission of the National Treasury will be blacklisted on the basis of Intellectual Property Violations (i.e. unauthorized distribution of government documents)**.

It should also be noted that the intention of the recent demonstrations on the systems used by municipalities that was conducted by the National Treasury was to determine key implementation gaps as per MFMA Circular No. 80 (dated 08 March 2016). These gaps must be addressed by the respective municipalities in their *m*SCOA municipal road maps. National Treasury shared the observations with system vendors with a view that gaps in system functionality should be further explored and addressed by them. The demonstrations were not on any specific systems in the market but on modules used by a specific municipality to give effect to the requirements of MFMA Circular No 80. **It will therefore be unacceptable and a misrepresentation for any system vendor to claim that their respective system was found compliant by the National Treasury**.

5.7. Special adjustments budget to authorise unauthorised expenditure

In terms of regulation 23(6)(b) of the MBRR, council may authorise unauthorised expenditure in a special adjustments budget tabled in council when the mayor tables the annual report in terms of section 127(2) of the MFMA. This special adjustments budget **may only deal with unauthorised expenditure from the previous financial year which the council is being requested to authorise in terms of section 32(2)(a)(i) of the MFMA**. This process may not be used to condone poor planning, budgeting, or financial management after the adoption of the budget.

Detailed guidance in this regard was provided in MFMA Circular No. 68 (dated 13 October 2021).

Further development work with regard to this matter will be undertaken during 2025 and proper guidance will be provided in subsequent MFMA Budget Circulars. For now, municipality should continue with the current practices until further notice. Under no circumstances should municipalities require their systems vendors to open their financial systems especially where the Auditor General of South Africa have already signed off on their annual audited financial statements.

Municipalities are also reminded of the guidance provided in our email dated 21 August 2024 on the *Submission of the 2023/24 Annual Financial Statements (AFS) – (Pre-Audit Information)* and *m*SCOA Circular No. 15 (08 July 2024) on the period closures controls for the following periods.

- **Month 12**: The financial year ends in month 12 (as at 30 June of the financial year). Month 12 (4th Quarter section 71 reports) represents the **preliminary outcome** information. The closing balances of month 12 must be programmatically transferred in the core financial system to the opening balances of the new financial year in month 01 of the new reporting period;
- **Period 13** when the AFS are prepared during July and August annually. Period 13 represents the **pre-audit outcome** information (the AFS as submitted to the AG;
- **Period 14** represents the **audit outcome** information (the AFS on which the AGSA has expressed an opinion. Audit approved journals must be processed in period 14; and
- **Period 15** when the adjustments to the AFS following the approval of the adjustments budget to authorise and legalise unauthorised expenditure referred to in Regulation 28(6) of the MBRR is effected.

The AFS submitted to AGSA must reconcile with the pre-audited (PAUD, CRPA and DBPA), audited (AUDA, CRAU, DBAU) and restated (RAUD) data strings submitted to the GoMuni Upload portal and these data strings must be submitted as end-results and NOT movements when submitting the *m*SCOA data strings. Importantly, any transactions that were processed as part of the preparation and auditing of the AFS after year-end (month 12) in period 13, 14 and 15 must be reflected in the corresponding month of the new financial year by using net movements. The net movements will result in either an increase or decrease in the new financial year in the corresponding month of month 01 to 03 of the current financial year. E.g. changes in period 13 must be reflected in month 02 or 03 of the new financial year. A similar process is applicable when restatements of previous financial year figures occur and when material errors are identified which impacts on the previous years' AFS and must be corrected in period 15.

With regards to year-end information, the aim is to collect three sets of information (preliminary, pre-audited and audited). This ensures that the latest outcome information is always available to inform planning and budget decision making process for national, provincial and local government.

6. Submitting documents to the GoMuni Upload Portal:

6.1. Submission of additional reports

In addition to the virement policies that must be uploaded to GoMuni Upload portal from 01 July 2025, the following changes pertaining to document submissions to the GoMuni Upload portal must be noted:

Uploading of Section 41 Reports on prices and payments for bulk resources

From the 2025/26 MTREF, the Department of Water and Sanitation, Eskom, and Water Boards will be required to upload their monthly Section 41 reports on the GoMuni Upload portal to enhance transparency and oversight. This will replace the current email submission process. Training on the upload procedure will be provided to all relevant stakeholders to ensure a smooth transition.

Municipal Procurement Plans

MFMA Circulars No. 62 (dated 20 August 2012) and 94 (dated 08 March 2019) requested for the submission of annual municipal procurement plans. From the 2025/26 MTREF, municipalities will be required to upload their annual procurements plans in PDF format on the GoMuni Upload portal. These plans should encompass comprehensive information on planned procurements, estimated costs, and the proposed procurement strategies. Both draft and final procurement plans should be submitted with the annual tabled and adopted budget documentation.

Revenue related and debt relief documentation

All municipalities are required to annually upload the Revenue Management related documents as per the Document Submission Checklist attached as **Annexure C** to the GoMuni Upload Portal. These documents must be submitted in the specified format and within the timeframes indicated. Also note that items 15 and 17 in **Annexure C** are only relevant to Municipal (Eskom) Debt Relief participants and item 19 to both Municipal (Eskom) and Water Debt Relief participants. In relation to items 15, 17 and 19, all other municipalities must submit a "Not Applicable" form to prevent these items reflecting as outstanding.

6.2. Submission and sign-off of key tabling dates

In the past, the National Treasury requested information on an annual basis from municipalities on the actual tabling dates of legislated processes such as the various budget processes, AFS and Annual Report. This information was submitted through an excel spreadsheet. From 01 July 2025, municipalities will be required to enter the legislative tabling dates directly on the GoMuni portal, replacing the manual spreadsheet process.

Additionally, the Accounting Officer of each municipality will be required to sign-off on the accuracy of the captured dates on the LGDRS.

Further guidance on the submission and sign-off procedures will be provided in due course.

7. The Municipal Budget and Reporting Regulations:

7.1. Assistance with the compilation of budgets

If municipalities require advice with the compilation of their respective budgets, specifically the budget documents or Schedule A, they should direct their enquiries to their respective provincial treasuries or to the following National Treasury officials:

Province	Responsible NT officials	Tel. No.	Email
Eastern Cape Buffalo City	Matjatji Mashoeshoe Pitso Zwane Mandla Gilimani	012-315 5553/ 0609242914 012-315 5171 012-315 5807/0661198036	Matjatji.Mashoeshoe@treasury.gov.za Pitso.Zwane@Treasury.gov.za Mandla.Gilimani@treasury.gov.za

Free State	Cethekile Moshane	012-315 5079	Cethekile.moshane@treasury.gov.za
Gauteng City of Tshwane and City of Johannesburg City of Ekurhuleni	Matjatji Mashoeshoe Pitso Zwane Willem Voigt Makgabo Mabotja Kgomotso Baloyi Lunathi Dumani	012-315 5553 012-315 7538 012-315 5830 012-315 5156 012-315 5866/082 887 2968	Matjatji.Mashoeshoe@treasury.gov.za Pitso.Zwane@Treasury.gov.za WillemCordes.Voigt@treasury.gov.za Makgabo.Mabotja@treasury.gov.za Kgomotso.Baloyi@treasury.gov.za Lunathi.dumani@treasury.gov.za
KwaZulu-Natal eThekwini uMhlathuze	Kgomotso Baloyi Lunathi Dumani Kevin Bell Sifiso Mabaso Matjatji Mashoeshoe Pitso Zwane	012-315 5866 012-315 5725 012-315 5952/060 923 7343 012-315 5553/060 326 6885 012 315 7538	Kgomotso.Baloyi@treasury.gov.za Lunathi.dumani@treasury.gov.za Kevin.Bell@treasury.gov.za Sifiso.mabaso@treasury.gov.za Matjatji.Mashoeshoe@treasury.gov.za Pitso.Zwane@Treasury.gov.za
Limpopo	Sifiso Mabaso Jabulile Ngwenya	012-315 5952/060 923 7343	Sifiso.Mabaso@treasury.gov.za Jabulile.ngwenya@treasury.gov.za
Mpumalanga	Mandla Gilimani	012-315 5807	Mandla.Gilimani@treasury.gov.za
Northern Cape	Mandla Gilimani	012-315 5807	Mandla.Gilimani@treasury.gov.za
North West Mafikeng	Willem Voigt Makgabo Mabotja Khanyisile Khosa Cethekile Moshane	012-315 5830 012-315 5156 012-315 5079	WillemCordes.Voigt@treasury.gov.za Makgabo.Mabotja@treasury.gov.za khanyisile.khoza@treasury.gov.za Cethekile.moshane@treasury.gov.za
Western Cape Cape Town George	Willem Voigt Khanyisile Khoza Kgomotso Baloyi Sifiso Mabaso	012-315 5830 012-315 5385 012-315 5866/082 887 2968 012-315 5952/ 060 923 7343	WillemCordes.Voigt@treasury.gov.za khanyisile.khoza@treasury.gov.za Kgomotso.Baloyi@treasury.gov.za Sifiso.Mabaso@treasury.gov.za
Technical issues on GoMuni	Data management		lgdataqueries@treasury.gov.za
Local government Conditional Grants			Sello.mashaba@treasury.gov.za Pretty.mavhungu@treasury.gov.za Marvin.ngobeni@treasury.gov.za Akanyang.modise@treasury.gov.za Sandra.adams@treasury.gov.za

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