

# **SOL PLAATJE LOCAL MUNICIPALITY**



## **ADOPTED ANNUAL BUDGET**

**2025/26 MTREF**

**(2025/26 - 2027/28)**

**[HTTP://WWW.SOLPLAATJE.ORG.ZA/](http://www.solplaatje.org.za/)**

## List of acronyms

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

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

### **Approval of the Annual Budget for 2025/26 MTREF**

Executive Mayor Cllr M Bartlett

30 May 2025

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#### Purpose

The purpose of this item is to submit 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 approval by Council.

#### 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 recommendation by the Executive Mayor to Council.

#### Background

In terms of the Section 24 (2) of Municipal Finance Management Act (MFMA) a Council of a Municipality must approve an annual budget before the start of the financial year. Section 24 (1) further requires that the Mayor must approve the annual budget at least 30 days before the start of the financial year. It is in compliance with Section 24 of the MFMA that an annual budget is being tabled before this Council today.

Whereas the MFMA Section 17, prescribes the format in which the municipal budget must be presented, National Treasury had published Schedule A tables for the capturing and presentation of the budget which covers a 7 year period, whereby the first three years are the actual outcomes of the previous years audited, the current year budget, and year to date actuals as well as the next three (3) years.

In terms of the Municipal Budget Reporting Regulations as per Government Gazette 32141 (hereinafter referred to as the MBRR), the table of contents of the annual budget is prescribed, and as such, the format complies as prescribed in the regulations.

The MBRR Sections 15 and 18 prescribes the manner in which the tabled budget must be publicised, whilst the MFMA Section 23 makes reference to consultation processes on tabled budgets. Various meetings were scheduled and conducted. The Draft Budget 2025/2026 has been published on Sol Plaatje's website to be viewed by the public. Various informed meetings were held with Councillors and other stakeholder groups.

National Treasury's budget benchmark exercise which is the process of reviewing the tabled budgets, analysed the assumptions and the detailed budget and compared the budget with other secondary cities took place on the 5 May 2025.

The MBRR further suggests that the budget must be tabled together with the reviewed budget related policies and the proposed tariffs. All these documents are part of the budget statement as presented in the annexures or was included in the draft documents.

It is against this background that the Annual Budget for the 2025/26 MTREF is submitted for approval.

### 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

The MFMA places an obligation on Council to ensure that the budget is approved within the legislated timeframes. Non-compliance with the MFMA Section 24 will result in the application of the MFMA Section 26 – Consequences of failure to approve budget before start of the budget year.

The budget has been presented to Council and was discussed and debated in detail. Public consultation processes as well as the National Treasury's Budget Benchmark are an indication that the budget has been well thought through.

### Personnel Implications

Personnel implications shall be in accordance with the tabled budget, the current organisational structure as well as the implementation strategy as will be agreed upon by the Municipal Manager, and within the budget constraints.

### Financial Implications

There are no financial implications other than as per the tabled budget. The tariff increases and impact of policy reviews are anticipated as a result of adopting this budget.

### Legal Authority and Implications

MFMA Section 16 and 24

Municipal Budget and Reporting Regulations

MFMA Circulars

The Annual Budget was discussed with the Executive Mayor, the IDP, Budget and Performance Committee (extended), the Municipal Manager, the Acting Chief Financial Officer Executive Directors, as well as the discussions of the Budget Steering Committee Meetings.

The budget was also assessed by National Treasury through the budget benchmark exercise, a summarised report of which is attached.

### 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

K Samolapo  
Acting Chief Financial Officer  
Contact number: 053-8306500

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

### **RECOMMENDATION:**

That Council **approves** the Annual Budget for the 2025/26 MTREF as presented in terms of the following annexures highlighted herein.

1. That in terms of section 16 of the Municipal Finance Management Act, 56 of 2003, Council **approves** 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 as set out in the Annual Budget in the following tables:
  - 1.1 Budgeted financial performance by revenue source and expenditure by type as presented in Table A1 – Summary and Table A4 - Detailed
  - 1.2 Budgeted Financial Performance (revenue and expenditure by Standard classification) Annexure/Section 1 – Table A2;
  - 1.3 Budgeted Financial Performance (revenue and expenditure by municipal vote) Annexure/Section 1 - Table A3;
  - 1.4 Multi-year and single year capital appropriations by municipal vote and Standard classification and associated funding by source. Annexure/Section 1 - Table A5.
2. That Council **approves** the financial position, cash flow, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets as set out in the following tables:
  - 2.1 Budgeted Financial Position: Annexure/Section 1 – Table A6;
  - 2.2 Budgeted Cash Flow: Annexure/Section 1 – Table A7;
  - 2.3 Cash backed reserves and accumulated surplus reconciliation: Annexure/Section 1 – Table A8;
  - 2.4 Asset Management: Annexure/Section 1 – Table A9; and
  - 2.5 Basic service delivery measurement: Annexure/Section 1 –Table A10.
3. That Council **approves** the Budget Supporting tables as presented in Section 1 of the book.

4. 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 **approved** by Council.
5. That Council **approves** the final reviewed Integrated Development Plan reflected in Annexure 4.
6. That Council **notes** the final Service Delivery and Budget Implementation Plan for 2025/26 as per Annexure 5.
7. That in terms of section 24(2)(c)(v) of the Municipal Finance Management Act, 56 of 2003, the budget-related policies, including proposed amendments as set out in the Budget Annexure/Section 6 as per the tabled Budget Statement of March 2025 are **approved** for the budget year 2025/2026, the effective date of these policies is 1 July 2025, and may be amended during the year.
8. That the Basic Services Indigent Packages as set out in Annexure/Section 1 and the Executive summary, is **approved**.
9. That Council takes notes that compliance with m-SCOA regulations is effective from 1 July 2017, currently version 6.8 was adopted and is fully operational and that as m-SCOA version 6.9 has been adopted and is fully operational from 1 July 2025.
10. That council approves the Procurement plans for the financial year.
11. That Council resolves to authorise the Acting Chief financial Officer to make corrections to make administrative and technical error corrections identified in the Annual Budget that is due to m-SCOA reporting requirements.

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

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 eThekweni 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 75.9% as at end the end of April 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 75.9% at the end of April 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 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 April 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 and again March 2025. The municipality also made partial payments during high months' account for July and August 2024, and again on the November 2024 account. The July account has since been settled in full. 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 **R162,572,116.07**, 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 R53,600,000.00. The Fruitless and Wasteful expenditure incurred on interest on overdue accounts amounts to R13,511 million for bulk electricity for the period Jul 2024 to March 2025

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
Sep-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
Feb-25	R 68,070,392.81	R 68,070,392.81	-	R 6,700,000.00	R 6,700,000.00	R 1,066,048.41
Mar-25	R 72,107,023.50	R 72,107,023.50	-	R 6,700,000.00	R 6,700,000.00	R 1,733,370.12
<b>TOTAL ESKOM</b>	<b>R 778,270,703.51</b>	<b>R 669,298,587.44</b>	<b>R 108,972,116.07</b>	<b>R 53,600,000.00</b>	<b>R 162,572,116.07</b>	<b>R 13,511,037.28</b>

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, January and March 2025 amounting to a combined total of **R87,854,066.95** and the arrears on the debt agreement amounts to **R22,854,707.84** (defaulted July 2024 to April 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 **R110,708,774.79**, as articulated in the table below. No interest on overdue accounts was charged by DWS because the municipality is partaking in the Debt Incentive scheme of the Department.

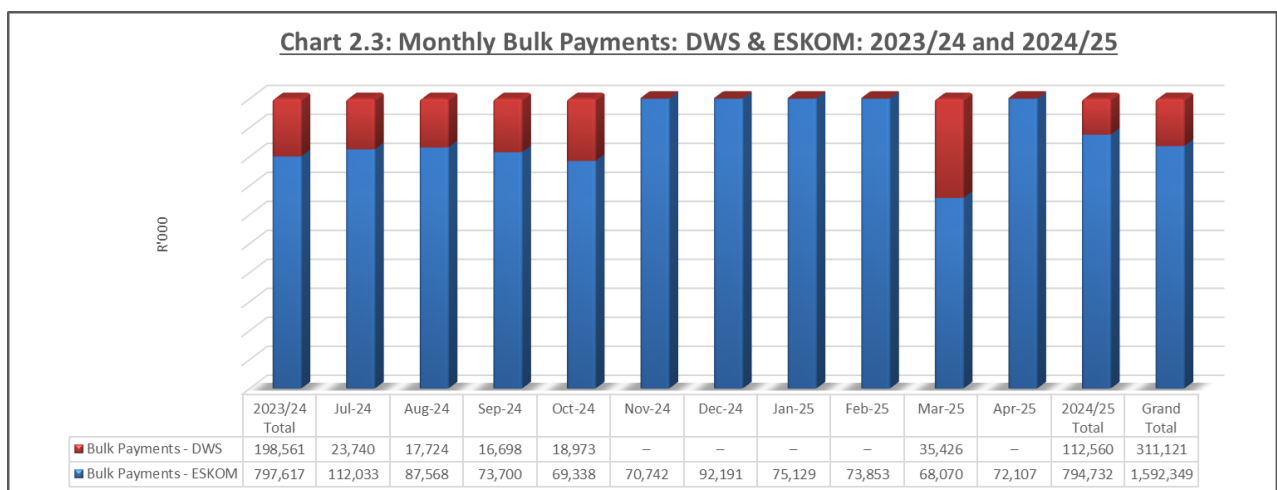
Month	Invoice Amount	Paid Amount	Balance due	Less potential interest write-off	Total Due to be in Good standing	Interest
Arrears	R 54,656,466.48	R 17,098,078.18	R 37,558,388.30	-R 14,703,680.46	R 22,854,707.84	R -
Oct-24	R 17,504,048.73	R -	R 17,504,048.73	R -	R 17,504,048.73	R -
Nov-24	R 17,504,048.73	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 -
Feb-25	R 18,327,914.21	R 18,327,914.21	-R 0.00	R -	-R 0.00	R -
Mar-25	R 16,769,310.95	R -	R 16,769,310.95	R -	R 16,769,310.95	R -
<b>TOTAL WATER</b>	<b>R 160,838,447.64</b>	<b>R 35,425,992.39</b>	<b>R 125,412,455.25</b>	<b>-R 14,703,680.46</b>	<b>R 110,708,774.79</b>	<b>R -</b>
Current Year arrears			R 87,854,066.95			

### 3. Municipal Debt Relief Benefit

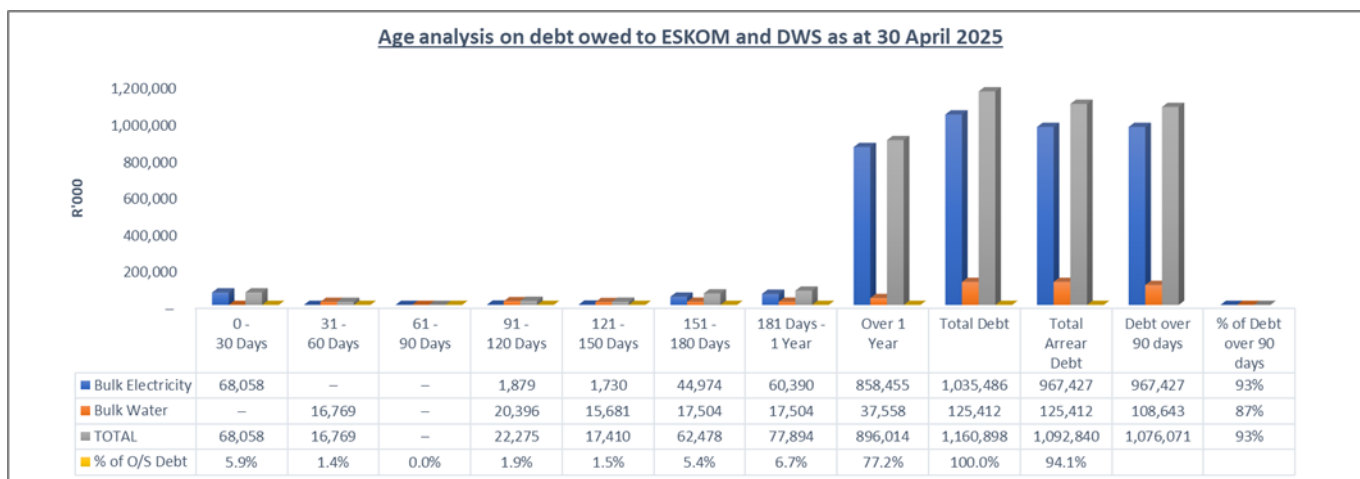
The total debt eligible for write-off, over the 3-year period amounts to **R744,384,421.59**. The first third of the qualifying debt to be written-off amounts to **R248,128,140.53**. Should the municipality fail to comply with the conditions and fail to settle the current year accumulative arrears, this 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 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 R311,121 million. The total payments made to Eskom amounts to R1,592,349 billion.



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 R1,035,486 billion and R125,412 million is owed to DWS. Overall, 94.1% of the total debt is overdue for more than 90 days.



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

Consolidated Overview of the 2025/26 MTREF	Adjustment Budget 2024/25 R'000	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
	<b>Operational revenue and expenditure budget</b>							
Total Operating Revenue (excl Capital transfers)	2,972,361	3,234,188	8.81%	3,458,401	6.93%	3,698,283	6.94%	10,390,872
Total Operating Expenditure	3,196,465	3,212,506	0.50%	3,414,566	6.29%	3,647,028	6.81%	10,274,100
<b>Operating Surplus</b>	<b>(224,104)</b>	<b>21,682</b>	<b>-109.67%</b>	<b>43,836</b>	<b>102.18%</b>	<b>51,255</b>	<b>16.93%</b>	<b>116,773</b>
Capital transfers and contributions	574,597	684,166	19.07%	662,581	-3.15%	572,128	-13.65%	1,918,875
Total Revenue (incl Capital transfers)	3,546,958	3,918,354	10.47%	4,120,983	5.17%	4,270,411	3.63%	12,309,747
<b>Surplus (incl Capital transfers)</b>	<b>350,493</b>	<b>705,848</b>	<b>101.39%</b>	<b>706,417</b>	<b>0.08%</b>	<b>623,383</b>	<b>-11.75%</b>	<b>2,035,647</b>
<b>Capital expenditure budget</b>								
Capital transfers and contributions	574,597	594,927	4%	576,158	-3.15%	497,502	-13.65%	1,668,587
Internally generated funds	53,540	32,404	-39%	36,387	12.29%	40,870	12.32%	109,661
<b>Total Capital expenditure</b>	<b>628,137</b>	<b>627,331</b>	<b>0%</b>	<b>612,545</b>	<b>-2.36%</b>	<b>538,372</b>	<b>-12.11%</b>	<b>1,778,248</b>

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, R116,773 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 R2,972,361 billion (Adjusted budget 2024/25) to R3,234,188 billion (2025/26), constituting a 8.1% increase year on year when compared to Adjustments budget. The overall average increase over the MTREF is approximately 7%. The operating expenditure is estimated at R3,212,506 billion in 2025/26, with an increase of operational expenditure of 0.50% 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 R627,331 million excluding VAT. 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

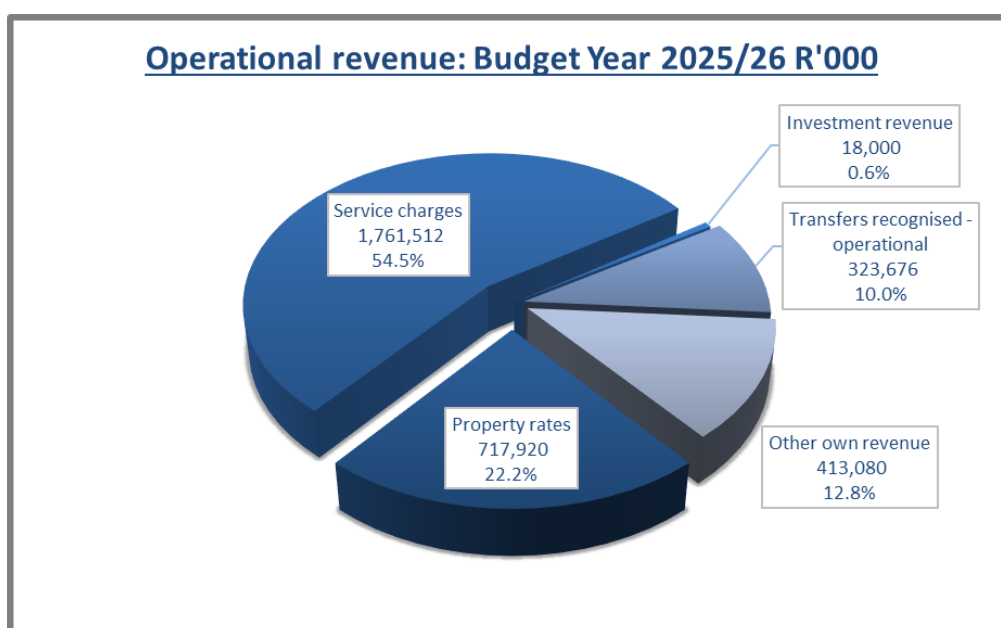
The A-schedules are included as an annexure under Section 1: Budget Schedules and supporting tables. Various reference is made to the A-schedules through-out this Budget document.

#### 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				2025/26 Medium Term Revenue & Expenditure Framework									
	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
<b>Revenue By Source</b>														
<b>Exchange Revenue</b>														
Service charges - Electricity	1,099,199	37.16%	1,099,199	36.98%	1,218,923	37.69%	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	11.56%	362,722	11.22%	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%	106,274	3.29%	10.83%	10.83%	106,601	3.08%	0.31%	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%
<b>Non-Exchange Revenue</b>														
Property rates	687,320	23.23%	687,320	23.12%	717,920	22.20%	4.45%	4.45%	766,250	22.16%	6.73%	809,856	21.90%	5.69%
Surcharges and Taxes	-	0.00%	-	0.00%	-	0.00%			-	0.00%		-	0.00%	
Fines, penalties and forfeits	32,143	1.09%	32,143	1.08%	34,743	1.07%	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%	312,854	10.53%	323,676	10.01%	8.15%	3.46%	337,400	9.76%	4.24%	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%
Fuel Levy	-	0.00%	-	0.00%	-	0.00%			-	0.00%		-	0.00%	
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%	
Other Gains	-	0.00%	-	0.00%	-	0.00%			-	0.00%		-	0.00%	
Discontinued Operations	-	0.00%	-	0.00%	-	0.00%			-	0.00%		-	0.00%	
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>2,958,278</b>	<b>100.00%</b>	<b>2,972,361</b>	<b>100.00%</b>	<b>3,234,188</b>	<b>100.00%</b>	<b>9.33%</b>	<b>8.81%</b>	<b>3,458,401</b>	<b>100.00%</b>	<b>6.93%</b>	<b>3,698,283</b>	<b>100.00%</b>	<b>6.94%</b>
Capital Transfers & subsidies	572,229	16.21%	574,597	16.20%	684,166	17.46%	19.56%	19.07%	662,581	16.08%	-3.15%	572,128	13.40%	-13.65%
<b>Total Revenue (including capital transfers and contributions)</b>	<b>3,530,507</b>	<b>-</b>	<b>3,546,958</b>	<b>-</b>	<b>3,918,354</b>	<b>-</b>	<b>10.99%</b>	<b>10.47%</b>	<b>4,120,983</b>	<b>-</b>	<b>5.17%</b>	<b>4,270,411</b>	<b>-</b>	<b>3.63%</b>

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 37.69% 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 22.20% of total revenue. There is an improvement in the synergy of processes between building inspectorate and valuations department. Unconditional grants contribute 10.01% 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%	106,274	6%	106,601	6%	112,048	5%
Service charges - Waste Management	72,271	4%	73,593	4%	76,320	4%	80,287	4%
<b>Total</b>	<b>1,611,046</b>	<b>100%</b>	<b>1,761,512</b>	<b>100%</b>	<b>1,893,915</b>	<b>100%</b>	<b>2,043,763</b>	<b>100%</b>

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%
<b>Average tariff increases/Municipal CPI</b>	<b>7.93%</b>	<b>6.90%</b>	<b>6.94%</b>	<b>6.67%</b>

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 outcome of the draft Tariff tool, show that the tariffs are not cost-reflective. This matter will be discussed with National Treasury and the municipality must phase this in, over the next 3 to 5 years.

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
<b>392-DEPARTMENTAL RECOVERIES</b>	<b>(110,851,541.00)</b>	<b>(116,869,233.00)</b>	<b>(123,060,824.00)</b>
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)
<b>395-DEPARTMENTAL CHARGES</b>	<b>110,851,541.00</b>	<b>116,869,233.00</b>	<b>123,060,824.00</b>
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
<b>Grand Total</b>	<b>-</b>	<b>-</b>	<b>-</b>

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				2025/26 Medium Term Revenue & Expenditure Framework									
	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
<b>Revenue By Source</b>														
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.

	PRESENT	PROPOSED
	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

## 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 capacity 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
<b>Electricity</b>								
<b><u>Domestic Tariff (Conventional and Prepaid) &gt; 20 Amps</u></b>								
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
<b><u>Domestic Tariff (Conventional and Prepaid) = 20 Amps</u></b>								
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
<b><u>Indigents Tariff (Prepaid) = 20 Amps</u></b>								
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

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 76.69% of the total cost to run the service and it is therefore paramount that the municipality recover this and other costs in full. After the bench mark engagement National Treasury recommended that the municipality review its budget for Bulk purchases, hence the increase from R990 million to R1 billion.

Trading service (Amount in Rand)	Adjusted 2024/25	2025/26	% Weighting Rev & Exp 2025/26	2026/27	2027/28	Sum of Total over MTREF
<b>2880 - ELECTRICITY</b>	<b>81,840,351</b>	<b>-1,672,718</b>		<b>-13,172,374</b>	<b>-14,864,697</b>	<b>-29,709,789</b>
<b>1 - REVENUE</b>	<b>-1,164,299,207</b>	<b>-1,305,623,440</b>		<b>-1,423,553,568</b>	<b>-1,552,123,410</b>	<b>-4,281,300,418</b>
101 - INTEREST NON - EXCHANGE REVENUE	-	-700,000	0.05%	-770,000	-847,000	-2,317,000
105 - SERV CHG NON-EXCHANGE	-46,000,000	-51,000,000	3.91%	-56,100,000	-61,710,000	-168,810,000
117 - OPERATIONAL : MONETARY	-	-13,000,000	1.00%	-14,300,000	-15,730,000	-43,030,000
132 - SERVICE CHARGES	-1,099,199,207	-1,218,923,440	93.36%	-1,329,173,568	-1,449,349,860	-3,997,446,868
134 - INTEREST ON RECEIVABLES	-19,100,000	-22,000,000	1.69%	-23,210,000	-24,486,550	-69,696,550
<b>2 - EXPENDITURE</b>	<b>1,246,139,558</b>	<b>1,303,950,722</b>		<b>1,410,381,194</b>	<b>1,537,258,713</b>	<b>4,251,590,629</b>
201 - EMPLOYEE RELATED COST	64,371,844	67,166,431	5.15%	71,049,797	74,957,538	213,173,766
225 - CONTRACTED SERVICES	23,120,000	24,220,000	1.86%	25,620,100	27,086,956	76,927,056
230 - OPERATIONAL COST	3,103,837	10,269,831	0.79%	10,854,559	11,466,758	32,591,148
232 - INVENTORY	52,687,000	53,278,000	4.09%	56,564,920	59,825,257	169,668,177
234 - BULK PURCHASES	910,118,000	1,000,000,000	76.69%	1,089,000,000	1,197,900,000	3,286,900,000
236 - INTEREST DIVIDENDS AND RENT ON LAND	60,938,877	11,193,556	0.86%	9,693,900	8,001,571	28,889,027
272 - DEPRECIATION & AMORTISATION	9,000,000	9,000,000	0.69%	9,495,000	10,017,225	28,512,225
350 - IMPAIRMENT LOSS	111,000,000	89,000,000	6.83%	96,120,000	103,809,600	288,929,600
395 - DEPARTMENTAL CHARGES	11,800,000	39,822,904	3.05%	41,982,918	44,193,808	125,999,630
<b>Grand Total</b>	<b>209,110,076</b>	<b>76,703,375</b>	<b>100.00%</b>	<b>68,112,774</b>	<b>70,451,560</b>	<b>215,267,709</b>

## 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
<b>Water</b>								
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
<b>2860 - WATER</b>	<b>36,596,286</b>	<b>-3,050,032</b>		<b>-4,441,981</b>	<b>-5,384,300.00</b>	<b>-12,876,313.00</b>
<b>1 - REVENUE</b>	<b>-398,115,331</b>	<b>-448,092,823</b>		<b>-471,707,723</b>	<b>-496,909,149.00</b>	<b>-1,416,709,695.00</b>
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
<b>2 - EXPENDITURE</b>	<b>434,711,617</b>	<b>445,042,791</b>		<b>467,265,742</b>	<b>491,524,849.00</b>	<b>1,403,833,382.00</b>
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
<b>Sewerage</b>								
Basic monthly charge	181.30	188.55	197.79	212.63	212.63	221.98	235.28	248.08
<b>Refuse</b>								
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 (42.19%) and Inventory (17.40%) of the total cost to run the service. Overtime expenditure is also an area of concern. Departmental charges constitute 14.52% 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
<b>2850 - SEWERAGE</b>	<b>7,315,362</b>	<b>-1,618,140</b>		<b>-1,825,784</b>	<b>-2,060,066</b>	<b>-5,503,990</b>
<b>1 - REVENUE</b>	<b>-118,289,828</b>	<b>-157,773,521</b>		<b>-161,191,026</b>	<b>-169,640,546</b>	<b>-488,605,093</b>
101 - INTEREST NON - EXCHANGE REVENUE	-	-900,000	0.57%	-954,000	-1,006,470	-2,860,470
105 - SERV CHG NON-EXCHANGE	-3,400,000	-3,600,000	2.28%	-3,816,000	-4,025,880	-11,441,880
117 - OPERATIONAL : MONETARY	-	-24,000,000	15.21%	-25,440,000	-26,839,200	-76,279,200
132 - SERVICE CHARGES	-95,889,828	-106,273,521	67.36%	-106,601,026	-112,048,096	-324,922,643
134 - INTEREST ON RECEIVABLES	-19,000,000	-23,000,000	14.58%	-24,380,000	-25,720,900	-73,100,900
<b>2 - EXPENDITURE</b>	<b>125,605,190</b>	<b>156,155,381</b>		<b>159,365,242</b>	<b>167,580,480</b>	<b>483,101,103</b>
201 - EMPLOYEE RELATED COST	61,107,596	65,889,594	42.19%	69,358,069	73,172,764	208,420,427
225 - CONTRACTED SERVICES	30,000	30,000	0.02%	31,500	33,233	94,733
230 - OPERATIONAL COST	2,385,156	2,774,733	1.78%	2,923,842	3,084,433	8,783,008
232 - INVENTORY	30,774,000	27,165,000	17.40%	23,905,850	25,220,675	76,291,525
236 - INTEREST DIVIDENDS AND RENT ON LAND	1,808,438	1,624,938	1.04%	1,417,295	1,183,007	4,225,240
272 - DEPRECIATION & AMORTISATION	15,000,000	15,000,000	9.61%	15,825,000	16,695,375	47,520,375
350 - IMPAIRMENT LOSS	14,500,000	21,000,000	13.45%	22,000,000	23,000,000	66,000,000
395 - DEPARTMENTAL CHARGES	-	22,671,116	14.52%	23,903,686	25,190,993	71,765,795

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 2023/24 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

<b>PROJECTS Amount in Rand</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Total over the MTREF</b>
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
<b>Grand Total</b>	<b>1,000,000</b>	<b>2,000,000</b>	<b>4,000,000</b>	<b>7,000,000</b>

#### Operational Budget

<b>Description Amount in Rand</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Total over the MTREF</b>
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
<b>Grand Total</b>	<b>23,000,000</b>	<b>24,380,000</b>	<b>25,747,400</b>	<b>73,127,400</b>

#### 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:

	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)
<b>TRANSFERS &amp; SUBSIDIES - OPERATIONAL (R'000)</b>								
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%
COGHSTA - HOUSING ACCREDITATION		207					-100.00%	
<b>TOTAL TRANSFERS &amp; SUBSIDIES - OPERATIONAL</b>	<b>311,530</b>	<b>323,676</b>	<b>337,400</b>	<b>355,070</b>	<b>1,016,146</b>	<b>3.90%</b>	<b>4.24%</b>	<b>5.24%</b>

## 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. Social package quantum is 6Kl free water, 50 kwh electricity, refuse and sanitation are 100% subsidised. 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 15<sup>th</sup> 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
<b>Cost of Free Basic Services provided (R'000)</b>				
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
<b>Total cost of FBS provided (minimum social package)</b>		<b>71,600</b>	<b>72,030</b>	<b>76,305</b>

## 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			
		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
<b>Rand/cent</b>											
<b>Monthly Account for Household - 'Middle Income Range'</b>	1										
<b>Rates and services charges:</b>											
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
<b>sub-total</b>		<b>3,647.76</b>	<b>3,804.74</b>	<b>4,263.28</b>	<b>4,468.50</b>	<b>4,468.50</b>	<b>4,468.50</b>	<b>7.7%</b>	<b>4,812.35</b>	<b>5,211.37</b>	<b>5,639.40</b>
VAT on Services		461.02	481.12	550.17	576.81	576.81	576.81	8.3%	624.40	676.69	733.82
<b>Total large household bill:</b>		<b>4,108.78</b>	<b>4,285.86</b>	<b>4,813.45</b>	<b>5,045.31</b>	<b>5,045.31</b>	<b>5,045.31</b>	<b>7.8%</b>	<b>5,436.75</b>	<b>5,888.06</b>	<b>6,373.22</b>
<b>% increase/-decrease</b>		<b>—</b>	<b>4.3%</b>	<b>12.3%</b>	<b>4.8%</b>	<b>—</b>	<b>—</b>	<b>61.1%</b>	<b>7.8%</b>	<b>8.3%</b>	<b>8.2%</b>
<b>Monthly Account for Household - 'Affordable Range'</b>	2										
<b>Rates and services charges:</b>											
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
<b>sub-total</b>		<b>2,120.05</b>	<b>2,209.78</b>	<b>2,517.81</b>	<b>2,699.13</b>	<b>2,699.13</b>	<b>2,699.13</b>	<b>7.1%</b>	<b>2,890.68</b>	<b>3,120.85</b>	<b>3,366.42</b>
VAT on Services		257.01	268.03	314.43	338.69	338.69	338.69	7.7%	364.60	393.77	425.60
<b>Total small household bill:</b>		<b>2,377.06</b>	<b>2,477.81</b>	<b>2,832.24</b>	<b>3,037.82</b>	<b>3,037.82</b>	<b>3,037.82</b>	<b>7.2%</b>	<b>3,255.28</b>	<b>3,514.62</b>	<b>3,792.02</b>
<b>% increase/-decrease</b>		<b>—</b>	<b>4.2%</b>	<b>14.3%</b>	<b>7.3%</b>	<b>—</b>	<b>—</b>	<b>(1.4%)</b>	<b>7.2%</b>	<b>8.0%</b>	<b>7.9%</b>
<b>Monthly Account for Household - 'Indigent' Household receiving free basic services</b>	3										
<b>Rates and services charges:</b>											
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		—	—	—	—	—	—	—	—	—	—
<b>sub-total</b>		<b>1,001.77</b>	<b>1,044.05</b>	<b>1,130.62</b>	<b>1,221.24</b>	<b>1,221.24</b>	<b>1,221.24</b>	<b>6.9%</b>	<b>1,305.13</b>	<b>1,408.38</b>	<b>1,518.72</b>
VAT on Services		114.42	119.33	132.43	144.30	144.30	144.30	7.6%	155.22	167.56	181.17
<b>Total small household bill:</b>		<b>1,116.19</b>	<b>1,163.38</b>	<b>1,263.05</b>	<b>1,365.54</b>	<b>1,365.54</b>	<b>1,365.54</b>	<b>6.9%</b>	<b>1,460.35</b>	<b>1,575.94</b>	<b>1,699.89</b>
<b>% increase/-decrease</b>		<b>—</b>	<b>4.2%</b>	<b>8.6%</b>	<b>8.1%</b>	<b>—</b>	<b>—</b>	<b>(14.4%)</b>	<b>6.9%</b>	<b>7.9%</b>	<b>7.9%</b>

## 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		
		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
<b>Revenue by Vote</b>	<b>1</b>									
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		480,231	503,511	549,361	972,401	980,929	980,929	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	129,025	129,025	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	1,942,098	2,088,378	2,252,359
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>2</b>	<b>2,378,815</b>	<b>2,534,437</b>	<b>3,084,125</b>	<b>3,530,507</b>	<b>3,546,958</b>	<b>3,546,958</b>	<b>3,918,354</b>	<b>4,120,983</b>	<b>4,270,411</b>

## 6. Operating Expenditure Framework

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

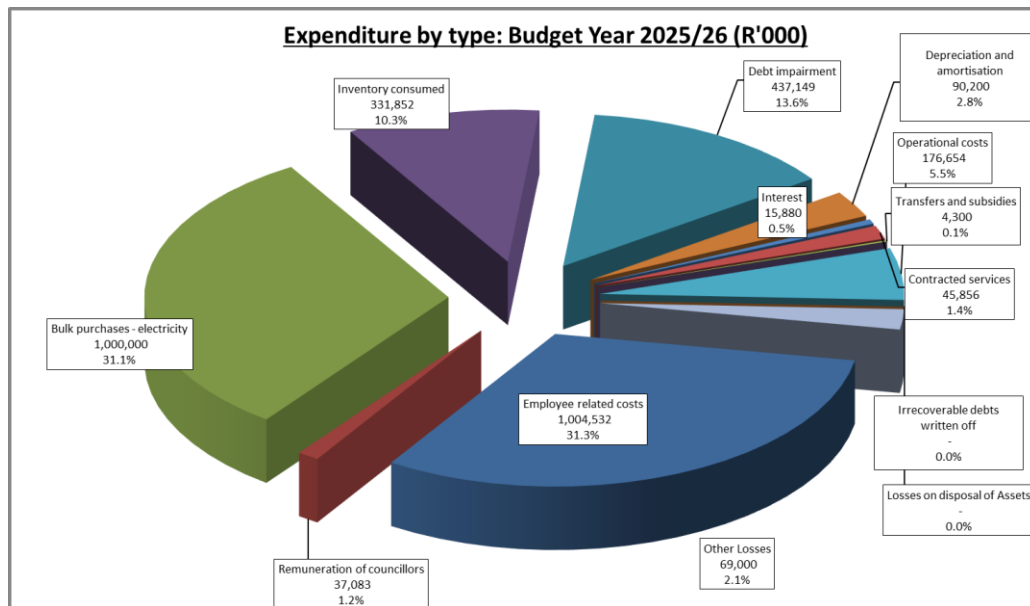
- The municipality's current financial position
- The lower collection rate, which necessitated an increase in Debt impairment
- Modelling of feasible and sustainable budgets over the medium term,
- Cognisance of international, national and local economic- and fiscal conditions,
- Expenditure limits 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
<b>Expenditure By Type</b>														
Employee related costs	950,863	32.5%	952,667	29.8%	1,004,532	31.3%	5.6%	5.4%	1,070,358	31.3%	6.6%	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%	1,000,000	31.1%	11.4%	9.9%	1,089,000	31.9%	8.9%	1,197,900	32.8%	10.0%
Inventory consumed	319,605	10.9%	318,837	10.0%	331,852	10.3%	3.8%	4.1%	333,672	9.8%	0.5%	350,611	9.6%	5.1%
Debt impairment	355,246	12.1%	475,246	14.9%	437,149	13.6%	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%	45,856	1.4%	12.6%	-31.1%	45,503	1.3%	-0.8%	51,971	1.4%	14.2%
Transfers and subsidies	3,660	0.1%	3,660	0.1%	4,300	0.1%	17.5%	17.5%	3,858	0.1%	-10.3%	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%	176,654	5.5%	16.6%	2.4%	181,480	5.3%	2.7%	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	2.1%	6.2%	-24.9%	72,795	2.1%	5.5%	76,799	2.1%	5.5%
<b>Total Expenditure</b>	<b>2,928,505</b>	<b>100.0%</b>	<b>3,196,465</b>	<b>100.0%</b>	<b>3,212,506</b>	<b>100.0%</b>	<b>9.7%</b>	<b>0.50%</b>	<b>3,414,566</b>	<b>100.0%</b>	<b>6.3%</b>	<b>3,647,028</b>	<b>100.0%</b>	<b>6.8%</b>

The total operating expenditure budget amounts to R3,212,506 billion for 2025/26 financial year. The overall budget increases by 0.5% when compared to 2024/25 Adjustments 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 31.3% of the total operational budget, whilst Inventory consumed and Contracted services amounts to 10.3% and 1.4% respectively, and Bulk purchases with a weighting of 31.1% and Debt impairment with a weighting of 13.6%. 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 R1,004,532 million equates to 31.3% 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.	Ref	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.				2.
<b>Councillors</b>	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
<b>Total Councillors</b>	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 R1,000 billion. 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. For the 2025/26 financial year, Eskom's direct customers will see an average increase of 12.74% in electricity tariffs, effective April 1st, 2025. Municipal bulk purchases will have an increase of 11.32%, effective July 1st, 2025, which was based on the 2023/24 actuals of R787,457 million. The draft estimate was R990 million and bulk purchases electricity was adjusted upwards as per the recommendation from National Treasury. Costs of bulk constitutes 31.1% of operating expenditure budget.

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

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
Bulk purchases - electricity	897,300	30.6%	910,118	28.5%	1,000,000	31.1%	11.4%	9.9%	1,089,000	31.9%	8.9%	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 R45,856 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.

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
Contracted services	40,731	1.4%	66,516	2.1%	45,856	1.4%	12.6%	-31.1%	45,503	1.3%	-0.8%	51,971	1.4%	14.2%

## Inventory consumed

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

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

NC001: SGI Package - Supporting Table SAT: Supporting detail to Budgeted Financial Performance											
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	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand											
Repairs and Maintenance by Expenditure Item	8										
Employee related costs		130,190	146,483	170,576	170,075	170,275	170,275	134,487	174,443	184,280	195,004
Inventory Consumed (Project Maintenance)		137,459	154,393	156,327	181,636	196,522	196,522	139,969	188,927	192,827	204,118
Contracted Services		75	6,391	(929)	3,795	3,495	3,495	84	3,180	3,431	3,685
Operational Costs		5,705	5,302	5,952	6,613	6,903	6,903	3,171	7,195	7,596	8,025
Total Repairs and Maintenance Expenditure	9	273,430	312,569	331,925	362,118	377,194	377,194	277,711	373,745	388,133	410,832
Inventory Consumed											
Inventory Consumed - Water		41,302	43,857	43,903	65,000	47,362	47,362	64,932	73,000	75,000	78,000
Inventory Consumed - Other		60,019	83,224	78,311	254,605	271,475	271,475	63,529	258,852	258,672	272,611
Total Inventory Consumed & Other Material		101,321	127,081	122,214	319,605	318,837	318,837	128,461	331,852	333,672	350,611

Inventory consumed - Water, is budgeted at R73,000 million and Inventory consumed – Other is budgeted at R258,852 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 distribution. 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		
		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
R thousand										
<b>EXPENDITURE OTHER ITEMS</b>		<b>343,490</b>	<b>384,400</b>	<b>408,366</b>	<b>451,818</b>	<b>466,894</b>	<b>466,894</b>	<b>463,945</b>	<b>483,289</b>	<b>510,926</b>
Depreciation	7	70,060	71,830	76,441	89,700	89,700	89,700	90,200	95,157	100,093
<b>Repairs and Maintenance by Asset Class</b>	3	<b>273,430</b>	<b>312,569</b>	<b>331,925</b>	<b>362,118</b>	<b>377,194</b>	<b>377,194</b>	<b>373,745</b>	<b>388,133</b>	<b>410,832</b>
Roads Infrastructure		46,030	55,439	71,854	72,566	77,086	77,086	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	92,675	92,675	89,489	94,986	100,418
Water Supply Infrastructure		60,085	70,657	60,170	60,347	61,346	61,346	60,459	64,087	67,932
Sanitation Infrastructure		30,149	41,842	45,814	47,577	51,742	51,742	53,233	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		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		<b>218,404</b>	<b>256,231</b>	<b>267,642</b>	<b>297,242</b>	<b>310,310</b>	<b>310,310</b>	<b>304,291</b>	<b>317,114</b>	<b>335,594</b>
Community Facilities		3,206	505	4,153	3,115	3,685	3,685	2,840	3,274	3,457
Sport and Recreation Facilities		470	446	1,053	580	1,390	1,390	650	686	726
<b>Community Assets</b>		<b>3,675</b>	<b>951</b>	<b>5,206</b>	<b>3,695</b>	<b>5,075</b>	<b>5,075</b>	<b>3,490</b>	<b>3,960</b>	<b>4,183</b>
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		7,195	8,614	9,491	10,711	10,312	10,312	11,014	11,583	12,172
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		<b>7,195</b>	<b>8,614</b>	<b>9,491</b>	<b>10,711</b>	<b>10,312</b>	<b>10,312</b>	<b>11,014</b>	<b>11,583</b>	<b>12,172</b>
Operational Buildings		13,131	13,115	15,379	15,861	17,161	17,161	14,942	13,139	13,825
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		<b>13,131</b>	<b>13,115</b>	<b>15,379</b>	<b>15,861</b>	<b>17,161</b>	<b>17,161</b>	<b>14,942</b>	<b>13,139</b>	<b>13,825</b>
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		1,139	963	778	1,520	1,914	1,914	1,326	1,399	1,472
Machinery and Equipment		26,087	27,357	28,485	27,696	26,995	26,995	28,125	29,802	31,855
<b>Transport Assets</b>		<b>3,798</b>	<b>5,338</b>	<b>4,943</b>	<b>5,392</b>	<b>5,426</b>	<b>5,426</b>	<b>10,557</b>	<b>11,136</b>	<b>11,732</b>
Land		-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
<b>Living Resources</b>		-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		<b>343,490</b>	<b>384,400</b>	<b>408,366</b>	<b>451,818</b>	<b>466,894</b>	<b>466,894</b>	<b>463,945</b>	<b>483,289</b>	<b>510,926</b>
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		48.0%	59.7%	67.5%	84.3%	53.2%	53.2%	81.3%	89.9%	84.3%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>		87.0%	104.8%	155.8%	576.5%	372.6%	372.6%	565.5%	578.8%	453.6%
<i>R&amp;M as a % of PPE &amp; Investment Property</i>		12.4%	14.0%	14.4%	13.4%	13.9%	13.9%	13.9%	15.0%	17.0%
<i>Renewal and upgrading and R&amp;M as a % of PPE and Investment Property</i>		15.1%	17.3%	19.6%	32.6%	26.2%	26.2%	32.9%	36.4%	35.8%

## 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		
		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
R thousand										
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	508,523	508,523	464,832	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	81,513	84,128	90,932
Vote 05 - Community Services		286,713	299,548	321,918	337,272	344,453	344,453	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	76,090	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	1,961,023	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	3,197,789	3,197,789	3,212,506	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.

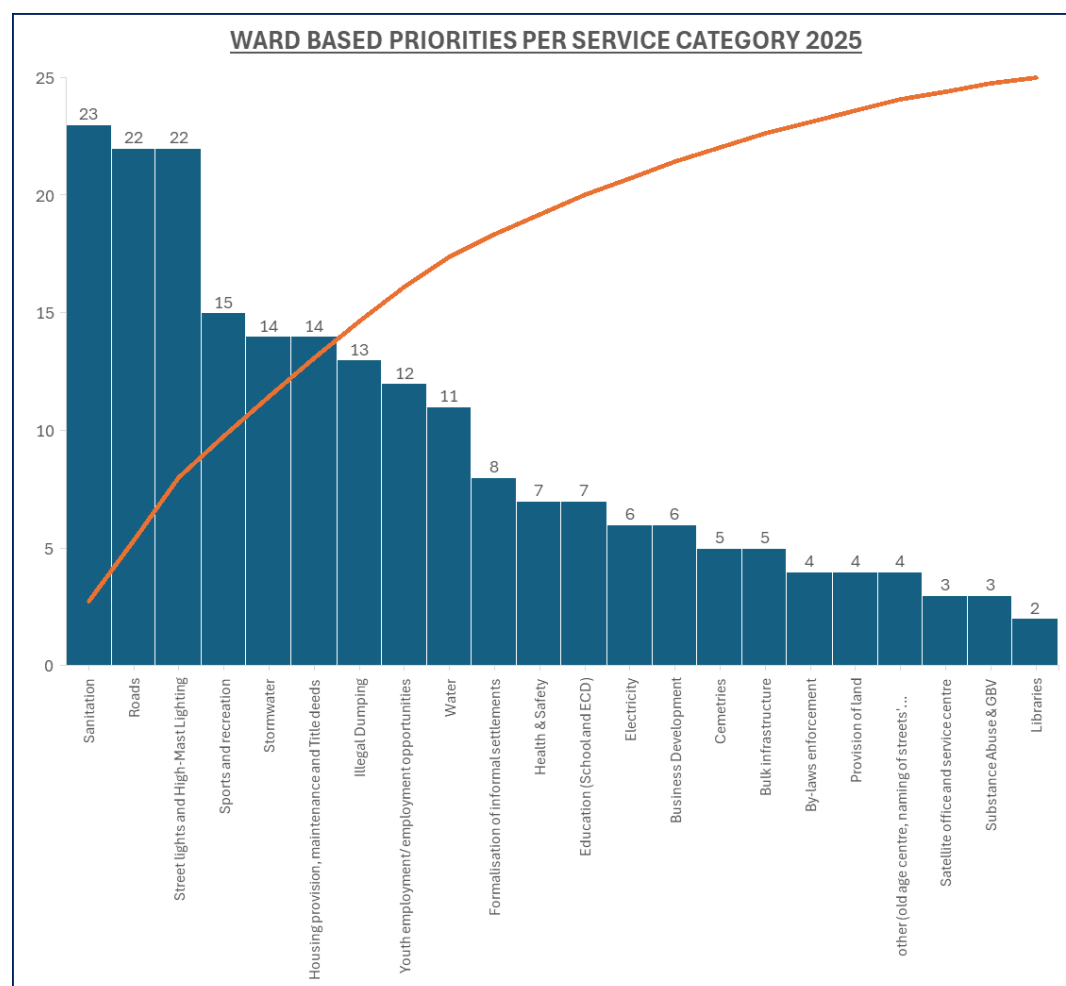
## PART 2: SUPPORTING DOCUMENTATION

### 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 R14,000 million over the MTREF. An amount of R10,000 million is availed over the MTREF, 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 R104,289 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 R53,000 million over the MTREF. The total operational expenditure budget for Sanitation amounts to R483,101 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 R15,500 million over the MTREF is availed from IUDG for specialised fleet procurement.

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 consensus 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 adopted budget will be tabled via a council meeting scheduled for 30 May 2025. The original 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 were held during 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 was tabled to Council on 25 March 2025. Copies of these documents were made available at all municipal libraries for public inspection. The information will also be published on the Municipality's website – [www.solplaatje.org.za](http://www.solplaatje.org.za)

Interested parties, local community and stakeholders were invited and urged to submit representations, comments and inputs regarding the draft IDP and Draft budget 2025/26 MTREF. Written submissions was to 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 <sup>1</sup>	Identified output
<b>August 2024</b>	
Approval of IDP and Budget Process Plan	Approval.
<b>September 2024 - ANALYSIS</b>	
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.
<b>October 2024 - STRATEGIES</b>	
Liaise with provincial and national sector departments to align priorities and budgets.	Vertically align priorities, projects, and budgets between the three tiers of government.
1 <sup>st</sup> Strategic planning session of council.	<ul style="list-style-type: none"> <li>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.</li> <li>Review financial and non-financial performance, i.e. identify gaps between planned and actual performance.</li> <li>Determine financial position and assess financial/human resource capacity available for implementation.</li> </ul>
<b>November 2024 – STRATEGIES / PROJECTS</b>	
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.
<b>February 2025 – PROJECTS / INTEGRATION</b>	
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.
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.
<b>March 2025</b>	
Draft operational budget submitted to EMC.	Draft 3-year operational budget aligned to IDP key priority issues.

<sup>1</sup> Only those activities critical to the IDP review process are listed.

Steps in IDP Review Process	
Activity description in Process Plan <sup>1</sup>	Identified output
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	Draft IDP 2025/26 and Budget 2025/26 made public and submitted to relevant stakeholders for consultation purposes.
<b>April 2025</b>	
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.	
<b>May 2025 - APPROVAL</b>	
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
<b>June 2025</b>	
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 (R'000)	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	76,090	73,201	76,862
Strategic Objective 2: Improved Service Delivery	1,961,023	2,095,787	2,259,370
Strategic Objective 3: Good, clean and transparent Governance and Public Participation	173,348	180,828	192,662
Strategic Objective 4: Establishment of healthy financial management	152,402	160,885	168,929
Strategic Objective 5: Improved Institutional Management	485,796	518,912	544,102
Strategic Objective 6: Community Health and Safety	363,848	384,963	405,114
<b>Total Operational Expenditure</b>	<b>3,212,506</b>	<b>3,414,576</b>	<b>3,647,039</b>

Capital expenditure per Municipal Strategic Objective	Budget 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Municipal Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	12,065	9,845	8,100
Municipal Strategic Objective 2: Improved Service Delivery	699,566	688,081	604,528
Municipal Strategic Objective 4: Establishment of healthy financial management	1,000		
Municipal Strategic Objective 5: Improved Institutional Management	8,800	6,500	6,500
<b>Grand Total</b>	<b>721,431</b>	<b>704,426</b>	<b>619,128</b>

## 9. Measurable Performance Objectives and Indicators

Table SA7 must provide for the main measurable performance objectives the municipality plans to carry out and achieve in the 2025/26 financial year. This will be included in the Final 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	28-May-14	C125/05/14	May 2025
Policy Cash Management & Investment	1	07-Apr-05	CR22	May 2025
Policy Customer Services Credit Control Debt Collection	1	31-May-18	C38/05/18	May 2025
Policy Indigent	1	28-May-14	C121/05/14	May 2025
IA Charter	1 & 2			May 2025
AC Charter	1 & 2			May 2025
IA Strategy Final Draft	1 & 2			May 2025
Policy Property Rates	1	27-May-15	C100/05/15	May 2025
Policy Risk Management	1	17-Nov-05	CR500	May 2025
Policy Supply Chain Management	1	04-Nov-14	C265/11/14	May 2025
Preferential Procurement Policy	1			May 2025
Deviation Procedures	1			May 2025
Procedures for Variation Orders	1			May 2025
Tariff Policy on Property Rates	1	31-May-18	C38/05/18	May 2025
Tariff Policy on Electricity	1	31-May-18	C38/05/18	May 2025
Tariff Policy on Water	1	31-May-18	C38/05/18	May 2025
Tariff Policy on Sanitation	1	31-May-18	C38/05/18	May 2025
Tariff Policy on Refuse Removal/Solid Waste	1	31-May-18	C38/05/18	May 2025
Policy Debt Write-off	1	28-May-14	C125/05/14	May 2025
Policy Regarding Audit Committees	1	17-Nov-05	CR500	May 2025
Disposal of Moveable Assets Policy	1	27-May-15	C100/05/15	May 2025
Policy on Borrowing	1	28-May-14	C125/05/14	May 2025
Policy Irregular, fruitless and wasteful expenditure	1	28-May-14	C125/05/14	May 2025
Budget, Funding and Virement Policy	1	31-Mar-23	C32/03/23	May 2025
Funding and Reserves policy	1	25-May-16	C148/05/16	May 2025
Policy Short and Long term borrowing	1	19-Apr-11	C150/11	May 2025
Financial Management and Revenue Enhancement Strategy policy	1	27-May-15	C100/05/15	May 2025
Policy related to long-term financial planning	1	27-May-15	C100/05/15	May 2025
Consumer Deposit Policy	1	31-May-17	C60/05/17	May 2025
Free Basic Services Policy	1	31-May-17	C60/05/17	May 2025
Sol Plaatje Materiality and Significance Framework	1	31-May-18	C38/05/18	May 2025
Contracts Policy	1	31-May-17	C60/05/17	May 2025
EFT Policy	1			May 2025
SSEG PV Policy	1	31-May-17	C60/05/17	May 2025
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	May 2025
Water Restrictions Policy	1	31-May-17	C60/05/17	May 2025
Policy: Installation and management of smart metering solutions	1			May 2025
Infrastructure investment and capital projects policy (included in Budget policy)	1	28-May-14	C125/05/14	May 2025
Enterprise Risk Management Policy Framework	1	06-Feb-17	CR298/10	May 2025
Fraud Prevention and Anti-Corruption Policy	1	20-Oct-20	C175/10/20	May 2025
Fraud Prevention and Anti-Corruption Plan	1	21-Oct-20	C175/10/21	May 2025
Fraud Prevention and Anti-Corruption Strategy	1	22-Oct-20	C175/10/22	May 2025
<u>Explanation numbers</u>				
1. These policies are accessible on the Sol Plaatje website: <a href="http://www.solplaatje.org.za">www.solplaatje.org.za</a> .				
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	73.86%	2,910,512	73.58%	3,121,002	74.97%	3,343,213	77.44%
Transfer recognised - Operational	312,854	8.69%	323,676	8.18%	337,400	8.11%	355,070	8.22%
Transfer recognised - Capital	574,597	15.96%	684,166	17.30%	662,581	15.92%	572,128	13.25%
Borrowing	–	0.00%	–	0.00%	–	0.00%	–	0.00%
Internally generated funds	53,540	1.49%	37,265	0.94%	41,845	1.01%	47,000	1.09%
<b>Total Revenue and Financing</b>	<b>3,600,499</b>	<b>100.00%</b>	<b>3,955,619</b>	<b>100.00%</b>	<b>4,162,828</b>	<b>100.00%</b>	<b>4,317,411</b>	<b>100.00%</b>
<b>Total Grants &amp; Subsidies</b>	<b>887,451</b>	<b>24.65%</b>	<b>1,007,842</b>	<b>25.48%</b>	<b>999,981</b>	<b>24.02%</b>	<b>927,197</b>	<b>21.48%</b>

Indicated in the table above is a summary of the revenue and financing activities. For 2025/26 financial year Own generated funds constitutes 73.58% of the total funding requirement. Transfer recognised – Operational and Transfer recognised – capital contributes 8.18% and 17.30% 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
	Adjusted Budget	% Contribution	Budget Year 2025/26	% Contribution	Budget Year +1 2026/27	% Contribution	Budget Year +2 2027/28	% Contribution	
<b>Financial Performance</b>									
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%	1,761,512	54.5%	1,893,915	54.8%	2,043,763	55.3%	5,699,190
Investment revenue	9,000	0.3%	18,000	0.6%	22,000	0.6%	25,000	0.7%	65,000
Transfers recognised - operational	312,854	10.5%	323,676	10.0%	337,400	9.8%	355,070	9.6%	1,016,146
Other own revenue	352,142	11.8%	413,080	12.8%	438,837	12.7%	464,594	12.6%	1,316,511
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>2,972,361</b>	<b>100%</b>	<b>3,234,188</b>	<b>100%</b>	<b>3,458,401</b>	<b>100%</b>	<b>3,698,283</b>	<b>100%</b>	<b>10,390,872</b>

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 R1,761,512 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 R323,676 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	106,274	106,601	112,048	10.83%	0.31%	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%
<b>Average tariff increases/Municipal CPI</b>	<b>7.93%</b>	<b>6.90%</b>	<b>6.94%</b>	<b>6.67%</b>	<b>2,298,365</b>	<b>2,479,431</b>	<b>2,660,165</b>	<b>2,853,620</b>	<b>7.88%</b>	<b>7.29%</b>	<b>7.27%</b>
<b>Macro-economic performance and projections, 2023 - 2028</b>											
<b>Fiscal year</b>	<b>2022/23</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>						
	<b>Actual</b>	<b>Estimate</b>	<b>Forecast</b>								
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 expenditure 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. During the Benchmark engagement, National Treasury performs their own assessment and assessed the budget as funded. 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:	146,574	228,519	293,072

NC091 Sol Plaatje - Table A7 Budgeted C

Description	2025/26 Medium Term Revenue & Expenditure Framework		
	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>R thousand</b>			
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Property rates	610,232	651,313	688,378
Service charges	1,891,008	2,034,564	2,196,724
Other revenue	421,814	438,219	453,165
Transfers and Subsidies - Operational	323,676	337,400	355,070
Transfers and Subsidies - Capital	684,166	662,581	572,128
Interest	46,525	52,360	57,030
Dividends	–	–	–
<b>Payments</b>			
Suppliers and employees	(3,207,739)	(3,357,496)	(3,607,496)
Interest	(15,880)	(13,737)	(11,318)
Transfers and Subsidies	–	–	–
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>753,802</b>	<b>805,204</b>	<b>703,681</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Receipts</b>			
Proceeds on disposal of PPE	–	–	–
Decrease (increase) in non-current receivables	–	–	–
Decrease (increase) in non-current investments	–	–	–
<b>Payments</b>			
Capital assets	(721,431)	(704,426)	(619,128)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(721,431)</b>	<b>(704,426)</b>	<b>(619,128)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Receipts</b>			
Short term loans	–	–	–
Borrowing long term/refinancing	–	–	–
Increase (decrease) in consumer deposits	–	–	–
<b>Payments</b>			
Repayment of borrowing	(16,688)	(18,832)	(20,000)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(16,688)</b>	<b>(18,832)</b>	<b>(20,000)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>15,684</b>	<b>81,945</b>	<b>64,553</b>
Cash/cash equivalents at the year begin:	130,891	146,574	228,519
Cash/cash equivalents at the year end:	146,574	228,519	293,072

### 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 3.90%. The increase from 2025/26 to 2026/27 is 4.24% and 5.24% from 2026/27 to 2027/28. The total operational grants over the MTREF amount to R1,016,146 billion.

	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)
<b>TRANSFERS &amp; SUBSIDIES - OPERATIONAL (R'000)</b>								
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%
COGHSTA - HOUSING ACCREDITATION	–	207	–	–	–	–	-100.00%	–
<b>TOTAL TRANSFERS &amp; SUBSIDIES - OPERATIONAL</b>	<b>311,530</b>	<b>323,676</b>	<b>337,400</b>	<b>355,070</b>	<b>1,016,146</b>	<b>3.90%</b>	<b>4.24%</b>	<b>5.24%</b>

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.

	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)
<b>TRANSFERS &amp; SUBSIDIES - CAPITAL (R'000)</b>								
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)	4,500	19,000	14,000	14,633	47,633	322.22%	-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%	—
<b>TOTAL TRANSFERS &amp; SUBSIDIES - CAPITAL</b>	<b>574,597</b>	<b>684,166</b>	<b>662,581</b>	<b>572,128</b>	<b>1,918,875</b>	<b>19.07%</b>	<b>-3.15%</b>	<b>-13.65%</b>

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 19.07%, 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		
		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
<b>Cash Transfers to Organisations</b>											
Non-Prof.Oth Inst/Grants&Don Diam & Dor		—	—	—	—	—	—	—	750	—	—
Non-Prof.Oth Inst/Grants&Don Oth Pub Gra		200	169	—	1,000	1,000	1,000	288	800	1,000	1,000
Non-Prof.Oth Institut/Gariep		—	—	—	—	—	—	—	—	—	—
Non-Prof.Oth Institut/Sport Council		—	—	—	—	—	—	—	—	—	—
Non-Prof.Oth Institutions/Spca		2,200	2,300	2,400	2,500	2,500	2,500	2,500	2,600	2,700	2,800
<b>Total Cash Transfers To Organisations</b>		<b>2,400</b>	<b>2,469</b>	<b>2,400</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>2,788</b>	<b>4,150</b>	<b>3,700</b>	<b>3,800</b>
<b>Cash Transfers to Groups of Individuals</b>											
Hh Oth Trans: Housing - Individual Supp		—	—	—	—	—	—	—	—	—	—
Hh Ssp Soc Ass: Grant In Aid		146	130	126	160	160	160	17	150	158	167
<b>Total Cash Transfers To Groups Of Individuals:</b>		<b>146</b>	<b>130</b>	<b>126</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>17</b>	<b>150</b>	<b>158</b>	<b>167</b>
<b>TOTAL CASH TRANSFERS AND GRANTS</b>	<b>6</b>	<b>2,546</b>	<b>2,599</b>	<b>2,526</b>	<b>3,660</b>	<b>3,660</b>	<b>3,660</b>	<b>2,804</b>	<b>4,300</b>	<b>3,858</b>	<b>3,967</b>

The total budget allocated for 2025/26 is R4,300 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 pouncing of stray domestic animals. An amount of R750 thousand was budgeted for the Diamonds and Dorings Festival.

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. Security was moved to Community Services, correction on the system will be done during the Adjustments budget.
- 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 Management, 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. The 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 independence 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		
		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
R thousand		A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>	1									
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
<b>Sub Total - Councillors</b>		<b>30,737</b>	<b>32,224</b>	<b>33,869</b>	<b>37,077</b>	<b>37,077</b>	<b>37,077</b>	<b>37,083</b>	<b>38,937</b>	<b>41,079</b>
<b>% increase</b>	4		4.8%	5.1%	9.5%	–	–	0.0%	5.0%	5.5%
<b>Senior Managers of the Municipality</b>	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		–	–	–	–	–	–	–	–	–
<b>Sub Total - Senior Managers of Municipality</b>		<b>11,671</b>	<b>9,643</b>	<b>6,769</b>	<b>12,452</b>	<b>12,452</b>	<b>12,452</b>	<b>12,601</b>	<b>13,283</b>	<b>13,957</b>
<b>% increase</b>	4		(17.4%)	(29.8%)	84.0%	–	–	1.2%	5.4%	5.1%
<b>Other Municipal Staff</b>										
Basic Salaries and Wages		417,872	433,826	460,448	509,499	505,611	505,611	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	31,030	31,030	32,935	34,663	36,571
Payments in lieu of leave		10,507	14,403	7,128	20,000	20,000	20,000	16,200	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		–	–	–	–	–	–	–	–	–
<b>Sub Total - Other Municipal Staff</b>		<b>761,106</b>	<b>811,663</b>	<b>887,522</b>	<b>938,410</b>	<b>940,215</b>	<b>940,215</b>	<b>991,931</b>	<b>1,057,076</b>	<b>1,113,058</b>
<b>% increase</b>	4		6.6%	9.3%	5.7%	0.2%	–	5.5%	6.6%	5.3%
<b>Total Parent Municipality</b>		<b>803,514</b>	<b>853,530</b>	<b>928,160</b>	<b>987,939</b>	<b>989,744</b>	<b>989,744</b>	<b>1,041,615</b>	<b>1,109,296</b>	<b>1,168,094</b>
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>		<b>803,514</b>	<b>853,530</b>	<b>928,160</b>	<b>987,939</b>	<b>989,744</b>	<b>989,744</b>	<b>1,041,615</b>	<b>1,109,296</b>	<b>1,168,094</b>
<b>% increase</b>	4		6.2%	8.7%	6.4%	0.2%	–	5.2%	6.5%	5.3%
<b>TOTAL MANAGERS AND STAFF</b>	5,7	<b>772,777</b>	<b>821,306</b>	<b>894,291</b>	<b>950,863</b>	<b>952,667</b>	<b>952,667</b>	<b>1,004,532</b>	<b>1,070,358</b>	<b>1,127,015</b>

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 (13<sup>th</sup> 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.	Ref	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.				2.
<b>Councillors</b>	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
<b>Total Councillors</b>	8	–	<b>30,893,483</b>	<b>2,250,000</b>	<b>3,939,763</b>			<b>37,083,246</b>
<b>Senior Managers of the Municipality</b>	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
<b>Total Senior Managers of the Municipality</b>	8,10	–	<b>8,743,305</b>	<b>1,491,029</b>	<b>2,366,781</b>	–		<b>12,601,115</b>
<b>TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION</b>	10	–	<b>39,636,788</b>	<b>3,741,029</b>	<b>6,306,544</b>	–		<b>49,684,361</b>

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												
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		
		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
<b>R thousand</b>																
<b>Revenue</b>																
<b>Exchange Revenue</b>																
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		8,856	8,856	8,856	8,856	8,856	8,856	8,856	8,856	8,856	8,856	8,856	8,856	106,274	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
<b>Special rating levies</b>																
Operational Revenue		282	282	282	282	282	282	282	282	282	282	282	282	3,383	3,563	3,750
<b>Non-Exchange Revenue</b>																
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		26,973	26,973	26,973	26,973	26,973	26,973	26,973	26,973	26,973	26,973	26,973	26,973	323,676	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		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>269,516</b>	<b>269,516</b>	<b>269,516</b>	<b>269,516</b>	<b>269,516</b>	<b>269,516</b>	<b>269,516</b>	<b>269,516</b>	<b>269,516</b>	<b>269,516</b>	<b>269,516</b>	<b>269,516</b>	<b>3,234,188</b>	<b>3,458,401</b>	<b>3,698,283</b>
<b>Expenditure</b>																
Employee related costs		83,711	83,711	83,711	83,711	83,711	83,711	83,711	83,711	83,711	83,711	83,711	83,711	1,004,532	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		134,000	124,000	68,000	69,000	66,000	68,000	72,000	65,000	69,000	65,000	68,000	132,000	1,000,000	1,089,000	1,197,900
Inventory consumed		27,654	27,654	27,654	27,654	27,654	27,654	27,654	27,654	27,654	27,654	27,654	27,654	331,852	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		14	14	14	14	14	7,871	14	14	14	14	14	7,871	15,880	13,737	11,318
Contracted services		3,821	3,821	3,821	3,821	3,821	3,821	3,821	3,821	3,821	3,821	3,821	3,821	45,856	45,503	51,971
Transfers and subsidies		358	358	358	358	358	358	358	358	358	358	358	358	4,300	3,858	3,967
Irrecoverable debts written off		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational costs		14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721	176,654	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
<b>Total Expenditure</b>		<b>317,066</b>	<b>307,066</b>	<b>251,066</b>	<b>252,066</b>	<b>249,066</b>	<b>258,923</b>	<b>255,066</b>	<b>248,066</b>	<b>252,066</b>	<b>248,066</b>	<b>251,066</b>	<b>322,923</b>	<b>3,212,506</b>	<b>3,414,576</b>	<b>3,647,039</b>
<b>Surplus/(Deficit)</b>		<b>(47,550)</b>	<b>(37,550)</b>	<b>18,450</b>	<b>17,450</b>	<b>20,450</b>	<b>10,592</b>	<b>14,450</b>	<b>21,450</b>	<b>17,450</b>	<b>21,450</b>	<b>18,450</b>	<b>(53,407)</b>	<b>21,682</b>	<b>43,825</b>	<b>51,244</b>
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)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>9,463</b>	<b>19,463</b>	<b>75,463</b>	<b>74,463</b>	<b>77,463</b>	<b>67,606</b>	<b>71,463</b>	<b>78,463</b>	<b>74,463</b>	<b>78,463</b>	<b>75,463</b>	<b>3,607</b>	<b>705,848</b>	<b>706,406</b>	<b>623,372</b>
Income Tax		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after income tax</b>		<b>9,463</b>	<b>19,463</b>	<b>75,463</b>	<b>74,463</b>	<b>77,463</b>	<b>67,606</b>	<b>71,463</b>	<b>78,463</b>	<b>74,463</b>	<b>78,463</b>	<b>75,463</b>	<b>3,607</b>	<b>705,848</b>	<b>706,406</b>	<b>623,372</b>
Share of Surplus/Deficit attributable to Joint Venture		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Minorities		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) attributable to municipality</b>		<b>9,463</b>	<b>19,463</b>	<b>75,463</b>	<b>74,463</b>	<b>77,463</b>	<b>67,606</b>	<b>71,463</b>	<b>78,463</b>	<b>74,463</b>	<b>78,463</b>	<b>75,463</b>	<b>3,607</b>	<b>705,848</b>	<b>706,406</b>	<b>623,372</b>
Share of Surplus/Deficit attributable to Associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	<b>1</b>	<b>9,463</b>	<b>19,463</b>	<b>75,463</b>	<b>74,463</b>	<b>77,463</b>	<b>67,606</b>	<b>71,463</b>	<b>78,463</b>	<b>74,463</b>	<b>78,463</b>	<b>75,463</b>	<b>3,607</b>	<b>705,848</b>	<b>706,406</b>	<b>623,372</b>

**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		
		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
R thousand																
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		161,842	161,842	161,842	161,842	161,842	161,842	161,842	161,842	161,842	161,842	161,842	161,842	1,942,098	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		326,529	326,529	326,529	326,529	326,529	326,529	326,529	326,529	326,529	326,529	326,529	326,530	3,918,354	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		38,736	38,736	38,736	38,736	38,736	38,736	38,736	38,736	38,736	38,736	38,736	38,736	464,832	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		6,793	6,793	6,793	6,793	6,793	6,793	6,793	6,793	6,793	6,793	6,793	6,793	81,513	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		6,341	6,341	6,341	6,341	6,341	6,341	6,341	6,341	6,341	6,341	6,341	6,341	76,090	73,201	76,862
Vote 08 - Infrastructure And Services		212,776	202,776	146,776	147,776	144,776	154,633	150,776	143,776	147,776	143,776	146,776	218,633	1,961,023	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		317,066	307,066	251,066	252,066	249,066	258,923	255,066	248,066	252,066	248,066	251,066	322,923	3,212,506	3,414,576	3,647,039
Surplus/(Deficit) before assoc.		9,463	19,463	75,463	74,463	77,463	67,606	71,463	78,463	74,463	78,463	75,463	3,607	705,848	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	3,713	13,713	69,713	68,713	71,713	61,856	65,713	72,713	68,713	72,713	69,713	66,857	705,848	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		
		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
<b>R thousand</b>																
<b>Multi-year expenditure to be appropriated</b>	1															
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		-	-	-	-	-	-	-	-	-	-	-	1,739	1,739	-	6,430
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	-	-	-	-	6,579	6,579	4,348	-
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		-	-	-	-	-	-	-	-	-	-	-	3,130	3,130	2,609	2,696
Vote 08 - Infrastructure And Services		-	-	-	-	-	-	-	-	-	-	-	528,473	528,473	494,826	460,167
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	2	-	-	-	-	-	-	-	-	-	-	-	539,922	539,922	501,782	469,293
<b>Single-year expenditure to be appropriated</b>																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	1,652	19,826	18,696	28,696
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		435	435	435	435	435	435	435	435	435	435	435	435	5,217	4,167	-
Vote 06 - Financial Services		72	72	72	72	72	72	72	72	72	72	72	72	870	-	-
Vote 07 - Strategy Econ Development And Planning		613	613	613	613	613	613	613	613	613	613	613	613	7,361	5,952	4,348
Vote 08 - Infrastructure And Services		4,511	4,511	4,511	4,511	4,511	4,511	4,511	4,511	4,511	4,511	4,511	4,511	54,135	81,947	36,035
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	2	7,284	7,284	7,284	7,284	7,284	7,284	7,284	7,284	7,284	7,284	7,284	7,284	87,409	110,762	69,079
<b>Total Capital Expenditure</b>	2	7,284	7,284	7,284	7,284	7,284	7,284	7,284	7,284	7,284	7,284	7,284	547,206	627,331	612,545	538,372

Table SA28 budgeted distribution for multi-year expenditure is incorrectly populated on the schedules.



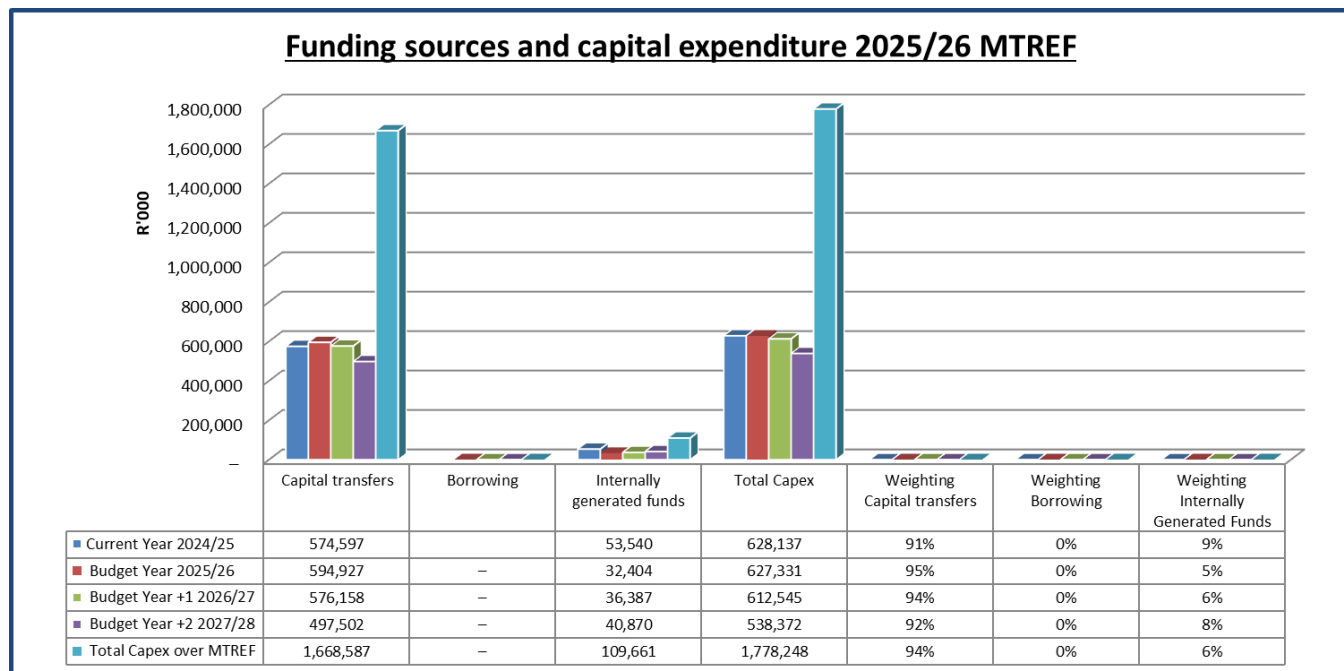
**NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow**

MONTHLY CASH FLOWS	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
	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
<b>R thousand</b>															
<b>Cash Receipts By Source</b>													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	112,578	112,578	112,578	112,578	112,578	112,578	112,578	112,578	112,578	112,578	112,578	112,578	1,350,937	1,472,642	1,605,254
Service charges - water revenue	29,708	29,708	29,708	29,708	29,708	29,708	29,708	29,708	29,708	29,708	29,708	29,708	356,501	375,216	395,128
Service charges - sanitation revenue	9,111	9,111	9,111	9,111	9,111	9,111	9,111	9,111	9,111	9,111	9,111	9,111	109,333	109,688	115,314
Service charges - refuse revenue	6,186	6,186	6,186	6,186	6,186	6,186	6,186	6,186	6,186	6,186	6,186	6,186	74,237	77,017	81,028
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	26,973	26,973	26,973	26,973	26,973	26,973	26,973	26,973	26,973	26,973	26,973	26,973	323,676	337,400	355,070
Other revenue	28,886	28,886	28,886	28,886	28,886	28,886	28,886	28,886	28,886	28,886	28,886	28,886	346,631	359,161	369,999
<b>Cash Receipts by Source</b>	<b>274,438</b>	<b>274,438</b>	<b>274,438</b>	<b>274,438</b>	<b>274,438</b>	<b>274,438</b>	<b>274,438</b>	<b>274,438</b>	<b>274,438</b>	<b>274,438</b>	<b>274,438</b>	<b>274,438</b>	<b>3,293,256</b>	<b>3,513,855</b>	<b>3,750,367</b>
<b>Other Cash Flows by Source</b>															
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 Corporations, 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													-	-	-
<b>Total Cash Receipts by Source</b>	<b>331,452</b>	<b>331,452</b>	<b>331,452</b>	<b>331,452</b>	<b>331,452</b>	<b>331,452</b>	<b>331,452</b>	<b>331,452</b>	<b>331,452</b>	<b>331,452</b>	<b>331,452</b>	<b>331,452</b>	<b>3,977,422</b>	<b>4,176,436</b>	<b>4,322,494</b>
<b>Cash Payments by Type</b>															
Employee related costs	83,711	83,711	83,711	83,711	83,711	83,711	83,711	83,711	83,711	83,711	83,711	83,711	1,004,532	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	14	14	14	14	14	7,871	14	14	14	14	14	7,871	15,880	13,737	11,318
Bulk purchases - electricity	150,667	140,667	84,667	85,667	82,667	84,667	88,667	81,667	85,667	81,667	84,667	148,667	1,200,000	1,252,350	1,377,585
Acquisitions - water & other inventory	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	163,300	169,964	178,019
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - other municipalities													-	-	-
Transfers and subsidies - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	46,489	46,489	46,489	46,489	46,489	46,489	46,489	46,489	46,489	46,489	46,489	46,489	557,866	562,373	599,321
<b>Cash Payments by Type</b>	<b>297,579</b>	<b>287,579</b>	<b>231,579</b>	<b>232,579</b>	<b>229,579</b>	<b>239,436</b>	<b>235,579</b>	<b>228,579</b>	<b>232,579</b>	<b>228,579</b>	<b>231,579</b>	<b>303,436</b>	<b>2,978,662</b>	<b>3,107,720</b>	<b>3,334,336</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets	52,278	52,278	52,278	52,278	52,278	52,278	52,278	52,278	52,278	52,278	52,278	146,377	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	20,413	20,413	20,413	20,413	20,413	20,413	20,413	20,413	20,413	20,413	20,413	20,413	244,958	263,513	284,477
<b>Total Cash Payments by Type</b>	<b>371,660</b>	<b>361,660</b>	<b>305,660</b>	<b>306,660</b>	<b>303,660</b>	<b>313,518</b>	<b>309,660</b>	<b>302,660</b>	<b>306,660</b>	<b>302,660</b>	<b>305,660</b>	<b>471,617</b>	<b>3,961,738</b>	<b>4,094,491</b>	<b>4,257,941</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>(40,209)</b>	<b>(30,209)</b>	<b>25,791</b>	<b>24,791</b>	<b>27,791</b>	<b>17,934</b>	<b>21,791</b>	<b>28,791</b>	<b>24,791</b>	<b>28,791</b>	<b>25,791</b>	<b>(140,165)</b>	<b>15,684</b>	<b>81,945</b>	<b>64,553</b>
Cash/cash equivalents at the month/year begin:	130,891	90,682	60,473	86,265	111,056	138,848	156,782	178,573	207,365	232,156	260,948	286,739	130,891	146,574	228,519
Cash/cash equivalents at the month/year end:	90,682	60,473	86,265	111,056	138,848	156,782	178,573	207,365	232,156	260,948	286,739	146,574	146,574	228,519	293,072

Table SA30 budgeted cash flows.

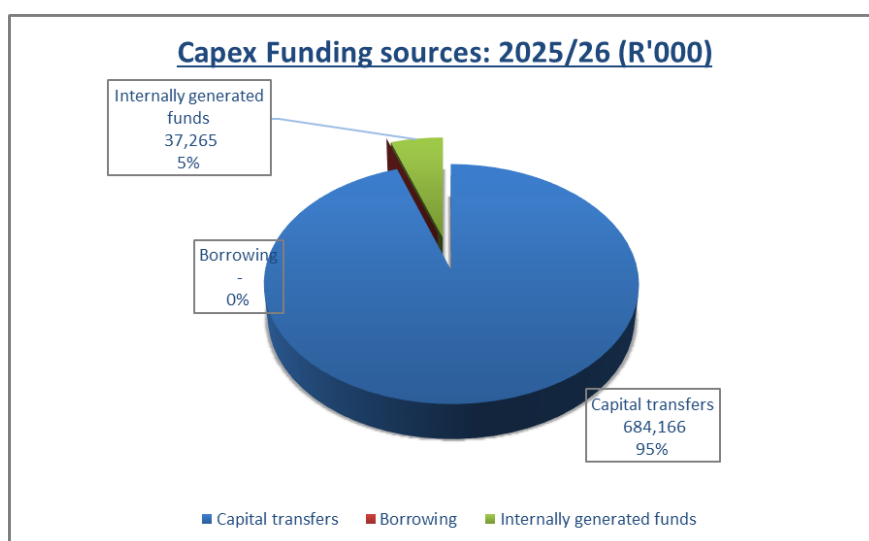
## 17. Capital expenditure details

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 R1,778,248 billion, excluding VAT. The total capital budget for 2025/26 amounts to R627,331 million funded by Capital transfers of R594,927 million (94%) and Internally generated funds of R32,404 million (6%), also excluding VAT.



Indicated in the table below is the capital expenditure including VAT.

Funding source (R'000)	Sum of 2025/26	Sum of 2026/27	Sum of 2027/28
EEDSM (ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT)	5,000	5,000	–
INEP (INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME GRANT)	19,000	14,000	14,633
INTERNALLY GENERATED FUNDS	37,265	41,845	47,000
IUDG (INTEGRATED URBAN DEVELOPMENT GRANT)	76,066	63,081	65,895
NDPG (NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT)	100	1,500	1,600
RBIG (REGIONAL BULK INFRASTRUCTURE GRANT)	574,000	579,000	490,000
WSIG (WATER SERVICES INFRASTRUCTURE GRANT)	10,000	–	–
<b>Grand Total</b>	<b>721,431</b>	<b>704,426</b>	<b>619,128</b>



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 and Santa. 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 R9,066 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 R10,000 million for 2025/26 and R2,000 million per annum for the two outer 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 R9,000 million for 2025/26 and R6,500 million for 2027/28 is allocated for Specialised Fleet Replacement.
- Lining of Stormwater channels in Galeshewe with a budget of R21,289 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 R34,500 million and the upgrade of gravel roads are allocated R48,500 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 R14,500 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 availability of reliable, quality water services. These funds are critical for the improvement in the municipality's water infrastructure and business, especially 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, inclusive of VAT:

Funding source per capital projects (R'000)	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	Sum of Total over MTREF
<b>EEDSM (ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT)</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>10,000</b>
STREETLIGHTS AND HIGH MAST RETROFITTING	5,000	5,000	-	10,000
<b>INEP (INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME GRANT)</b>	<b>19,000</b>	<b>14,000</b>	<b>14,633</b>	<b>47,633</b>
ELECTRIFICATION OF JACKSONVILLE	6,775		-	6,775
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
<b>INTERNALLY GENERATED FUNDS</b>	<b>37,265</b>	<b>41,845</b>	<b>47,000</b>	<b>126,110</b>
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
DSITRBUTION-ACQ-WAT METER REPLACEME	500	1,000	2,000	3,500
MARKET AND BILLING PARKING CBD		1,000	3,000	4,000
MARKET FENCING	2,345	-	-	2,345
MIXED-USE DEVELOPMENT GREENBELT	-	2,000		2,000
PHDA PLANNING & SURVEYING	1,500	-	-	1,500
PLANNING & DEVELOPMENT	1,000	-	-	1,000
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	1,000	845	-	1,845
<b>IUDG (INTEGRATED URBAN DEVELOPMENT GRANT)</b>	<b>76,066</b>	<b>63,081</b>	<b>65,895</b>	<b>205,042</b>
BEACONSFIELD WASTE WATER TREATMENT WORKS	14,500	-	-	14,500
CONSTRUCTION OLD SINK TOILETS	11,000	6,000	3,500	20,500
EXTENSION OF ROODEPAN CEMETERY	-	4,792	-	4,792
FENCING OF ABC CEMETERY	6,000			6,000
GREENPOINT BUSINESS DEVELOPMENT CENTRE	2,500	-	-	2,500
HIGH MAST LIGHTS	10,000	2,000	2,000	14,000
LINING OF STORMWATER CHANNELS WARD 16	3,000	8,289	10,000	21,289
REDEVELOPMENT OF RC ELLIOT HALL	2,500			2,500
REFURBISHMENT OF HALLS	4,066	5,000	-	9,066
RESEALING OF ROADS	-	17,000	17,500	34,500
RIVERTON HALL	1,000			1,000
SATELITE OFFICE CONTAINERS	1,000			1,000
SPECIALISED FLEET REPLACEMENT	9,000	-	6,500	15,500
UPGRADE GRAVEL ROADS WARDS VARIOUS	9,500	20,000	19,000	48,500
UPGRADE OF RITCHIE SPORTS GROUNDS	2,000	-	7,395	9,395
<b>NDPG (NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT)</b>	<b>100</b>	<b>1,500</b>	<b>1,600</b>	<b>3,200</b>
REDEVELOPMENT OF RC ELLIOT HALL	100	1,500	1,600	3,200
<b>WSIG (WATER SERVICES INFRASTRUCTURE GRANT)</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>10,000</b>
ACQ - CARTERS GLEN SEWER PUMP STATION	10,000	-	-	10,000
<b>RBIG (REGIONAL BULK INFRASTRUCTURE GRANT)</b>	<b>574,000</b>	<b>579,000</b>	<b>490,000</b>	<b>1,643,000</b>
KBY/RITCHIE BULK METERS/PRESSURE MANAGE	4,252	237	-	4,490
KBY/RITCHIE NETWORK LEAK DETECT/REPAIR	37,053	68,002	12,808	117,863
NEWTON AND RIVERTON WWTW	57,643	10,483	28,184	96,310
REFURBISHMENT/REPLACEMENT BULK PIPELINE	421,529	489,893	418,131	1,329,552
UPGRADE EXISTING/NEW RESERVOIR CONSTRUCT	53,522	10,385	30,878	94,785
<b>Grand Total</b>	<b>721,431</b>	<b>704,426</b>	<b>619,128</b>	<b>2,044,985</b>

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 - Function	2025/26 Medium Term Revenue & Expenditure Framework					
	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	Weighting 2025/26	Weighting 2026/27	Weighting 2027/28
<b>R Thousand</b>						
Executive and council	21,565	18,696	35,126			
Finance and administration	870			3%	3%	7%
Community and public safety	11,797	8,515	–	2%	1%	0%
Economic and environmental services	7,043	8,561	7,043	1%	1%	1%
Road transport	10,870	39,382	40,435	2%	6%	8%
Energy sources	30,000	19,130	16,203	5%	3%	3%
Water management	499,565	504,348	427,826	80%	82%	79%
Waste water management	42,174	13,913	11,739	7%	2%	2%
Other	3,448	–	–	1%	0%	0%
<b>Total Capital Expenditure - Functional</b>	<b>627,331</b>	<b>612,545</b>	<b>538,372</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Capital Expenditure per Municipal Vote

Vote Description	2025/26 Medium Term Revenue & Expenditure Framework					
	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	Weighting 2025/26	Weighting 2026/27	Weighting 2027/28
<b>R Thousand</b>						
Vote 02 - Municipal And General	21,565	18,696	35,126	3%	3%	7%
Vote 03 - Municipal Manager	–	–	–	0%	0%	0%
Vote 04 - Corporate Services	–	–	–	0%	0%	0%
Vote 05 - Community Services	11,797	8,515	–	2%	1%	0%
Vote 06 - Financial Services	870	–	–	0%	0%	0%
Vote 07 - Strategy Econ Development And Planning	10,491	8,561	7,043	2%	1%	1%
Vote 08 - Infrastructure And Services	582,609	576,773	496,203	93%	94%	92%
<b>Total</b>	<b>627,331</b>	<b>612,545</b>	<b>538,372</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

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 beyond 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. The finalisation of the Oversight report was not complied with at the end of March 2025.

## 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.

<b>Audit report status 2022/2023</b>	<b>Audit report status 2023/2024</b>
Qualified Audit Opinion	Qualified Audit Opinion
<b>Audit Findings</b>	<b>Audit Findings</b>
158	114
<b>Basis of qualified opinion</b>	<b>Basis of qualified opinion</b>
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	
<b>Emphasis of matter</b>	<b>Emphasis of matter</b>
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: .....

A handwritten signature in black ink, appearing to read 'BS Matlala', is written over a dotted line. The signature is stylized with a large initial 'B' and a long horizontal stroke extending to the right.

Date: 23/05/2025



**national treasury**

Department:  
National Treasury  
**REPUBLIC OF SOUTH AFRICA**

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**FROM: Mr Jan Hattingh, Tel: 012 315 5009, Email: [jan.hattingh@treasury.gov.za](mailto:jan.hattingh@treasury.gov.za)**

**Ref No: NC091**

The Municipal Manger  
Mr Bartholomew Matlala  
Sol Plaatje Local Municipality  
Private Bag X 5030  
**Kimberley**  
8300

Email: [BMatlala@solplaatje.org.za](mailto:BMatlala@solplaatje.org.za)

Dear Mr B Matlala

## **OBSERVATIONS AND RECOMMENDATIONS EMANATING FROM THE BUDGET AND BENCHMARK ENGAGEMENT HELD ON 05 MAY 2025.**

This letter intends to record the high-level issues and major recommendations, which emanated from the budget benchmark engagement. The document is intended to provide an early version of what will be covered in the main report.

The annual budget and benchmark engagement focused on the municipality's tabled budget for the 2025/26 Medium Term Revenue and Expenditure Framework (MTREF).

The objectives of the engagement were to:

- assess the alignment between planning, budgeting, and reporting.
- assess the level of integrated intergovernmental planning; and
- assess whether the municipality's plans and budget are financially sustainable in the longer term and enable improved service delivery performance.

The budget was assessed in terms of credibility (whether the budget assumptions are credible and whether the budget is funded in accordance with the provisions of section 18 of the MFMA); relevance (whether the budget responds to the objectives articulated in the municipality's plans and the alignment between planning and budgeting) and sustainability (whether the municipality is financially sustainable). In addition, the overall assessment of the municipality's performance was



undertaken in accordance with the four pillars namely, institutional arrangement, financial health, financial governance, and service delivery.

The meeting was well attended by senior management from the municipality including the acting Chief Financial Officer (CFO) and Municipal Manager (MM) as well as various invited sector departments (Dept of Water and Sanitation, Department of Planning, Monitoring and Evaluation (DPME) and the Department of Cooperative Governance (COGTA).

A summation of the observations, recommendations and resolutions emanating from the discussions is presented below.

## **KEY OBSERVATIONS**

### *Institutional Arrangements*

The municipality's **institutional arrangement rated as fragile** due to the following reasons:

- Most key positions have been filled; however, the Chief Financial Officer (CFO) position remains vacant. The municipality is currently finalizing the appointment, expected within the next two months, pending legal opinion;
- The municipality is in the process of developing a "fit-for-purpose" organogram to better align with its strategic and operational needs;
- There are experienced employees who do not meet the minimum requirements outlined in the staff regulations due to the lack of relevant formal qualifications;
- The municipality faces delays in filling critical positions, primarily due to ongoing cash flow constraints;
- There are challenges of contract employees that want to be absorbed in the institution permanently; and
- The contracted expanded public work programme (EPWP) workers, now have expectation of permanent appointment.



### *Financial governance*

The municipality's **financial governance was rated fragile** due to the following reasons:

- The fact that the municipality has not yet achieved an unqualified audit opinion remains a worrying sign, strengthening the internal controls and internal audit functions and management responses to audit findings is essential;
- However, the audit findings have decreased by 27 per cent from 158 to 114 from 2022/23 to 2023/24;
- Despite operating under a coalition government, the municipality is reported to be relatively stable. This suggests that governance processes and council dynamics have not significantly disrupted municipal operations;
- The municipality appointed a manager to deal with compliance issues,
- resulting in no more delays in the submission of the Annual Report, since the appointment of the Performance Reporting Manager;
- There was successful public participation where all stakeholders were met, and key ward priorities were identified;
- The council adopted the Integrated Development Plan (IDP) processes plan and implemented it thus coherence among the budget, IDP, and Service Delivery and Budget Implementation Plan (SDBIP);
- They tabled draft IDP and budget that is aligned and linked to the municipal-wide priorities and national priorities outlined in the State of the Nation Address (SONA), Budget Speech, and State of the Province Address (SOPA); and
- The municipality did not have a budget steering committee in the past. A legally constituted budget steering committee has now been established.

### *Financial health*

The municipality's **financial health was rated decline** due to the following reasons:

- The municipality budgeted for operating deficits over the MTREF as assessed by the NT;
- Employee-related costs as a percentage of total operational expenditure are within the lower norm of between 25 per cent and 40 per cent;
- Contracted services are within the norm of 5 per cent, this indicates that the municipality maintains a reasonable balance between in-house capacity and outsourced services;



- Overtime expenditure has historically been poorly managed, it has consistently been budgeted within the norm, however, poor management of actual overtime practices continues to pose a risk to financial discipline and needs to be addressed through strengthened controls and oversight mechanisms.
- The liquidity ratio is below the required ratio of 1, indicating that municipality is struggling to meet short-term obligations;
- The current ratio is above the norm between 1.5 and 2.1, but drops over the MTREF. This means that current assets cover current liabilities;
- The cost coverage is below the norm for between 1 and 3 months, indicating limited cash reserves available further stressing the municipality's working capital management;
- There are negative cash and cash equivalents for the 2025/26 financial year and over the MTREF due to low collection rate;
- Cash and cash equivalent is not sufficient to repay outstanding creditors;
- Persistent non-compliance with payment terms not only threatens electricity supply stability but also places the municipality at risk of disqualification from the Eskom debt relief program potentially eliminating critical financial support options; and
- The municipality intends to submit another R2 billion budget facility for infrastructure (BFI) application to deal with sanitation challenges.

### *Service delivery*

The municipality's **service delivery was rated fragile** due to the following reasons:

- The Water Vulnerability Index remains high, based on the municipality's self-assessment, indicating ongoing risks in water service reliability and sustainability;
- There are major sanitation challenges, the municipality is still working on reallocating more resources the sanitation capital expenditure budget;
- 27 major water leaks have been successfully repaired with the support of the BFI funding;
- Looking at the audit outcomes, the municipality has been under-investing in infrastructure required for delivering sustainable services, however, the level of capital investment of 16.3 per cent is above the acceptable norm of between 10 per cent to 20 per cent of total expenditure and is slightly decreasing over the 2025/26 MTREF;
- Capital budget increases by 0.9 per cent to R627.3 million and decreases in the two outer years;





- The highest allocation is on trading services 88.9 per cent, with water management allocated 79.6 per cent of the capital expenditure budget. Capital expenditure budget is mainly driven and directed by BFI funding;
- The capital budget is funded from grant transfers (94.8 per cent), and internally generated funds (5.2 per cent), the same trend will remain throughout the MTREF;
- Renewal/Upgrading of existing assets is 71.3 per cent of total capital expenditure budget (NT's guideline is 40 per cent) and will increase over the MTREF;
- Repairs & Maintenance as a percentage of property, plant and equipment (PPE) and investment property is 13.9 per cent above the norm of 8 per cent, which is directly linked to the increase in the lifespan of assets;
- Infrastructure investment in the municipality has improved compared to previous years, due to the BFI funding; and
- The municipality also mentioned that they have partnered with a mine to improve water services.

## RECOMMENDATIONS

It is recommended that the municipality:

- Should finalise the appointment of the senior management positions including that of the CFO;
- Review the percentage provision for debt impairment as a percentage of the collection rate, in line with the proposed collection rate;
- Should correct table SA6 to align it to the capital budget;
- Improve the collection rate to above 82 per cent by instilling Council approved debt and credit policies, to avoid defaulting on any obligation, including switching off Departments that are owing the municipality;
- Should stay within budgeted overtime;
- Should budget realistically for bulk purchases of electricity, in line with what is approved by the National Energy regulator of South Africa (NERSA);
- Should urgently attend to losses on water and electricity as money is lost through these distribution losses;
- Implement and adhere to recommendation of the Auditor General and the Internal Audit Unit, to ensure an improvement in audit outcomes to improve audit opinion;
- As City Support Programme (CSP) will in future expand its services to the intermediary cities, Sol Plaatje is earmarked to be part of those cities that would benefit through such support. When this





support materialises, it is therefore recommended that the municipality accepts the support when the opportunity arises;

- Accelerate procurement processes to avoid unspent conditional grants thus the municipality should submit a procurement plan as guided by circular 130;
- The municipality should share the latest expenditure on regional bulk infrastructure grant (RBIG) to the Department of Water and Sanitation to show expenditure, thus avoid the department from taking back the unspent money;
- The municipality is advised to maintain its collection rate to a minimum of 82 per cent to ensure sufficient funds are available to settle all outstanding creditors;
- Sol Plaatje Municipality must demonstrate full compliance with prescribed conditions of the debt relief programme to qualify for debt write-off; and
- The sanitation expenditure is decreasing in the outer years of the budget while identified as one of the priorities of the city therefore municipality should revise the sanitation expenditure.

## RESOLUTIONS

### National Treasury:

- NT will investigate whether donor fundings could be made available to assist the municipality to document development journey to date that demonstrate how the municipality has evolved and grown over time.

Yours faithfully

**MANDLA GILIMANI**

**DIRECTOR: LOCAL GOVERNMENT BUDGET ANALYSIS**

**DATE: 07 May 2025**

Cc: Acting CFO Sol Plaatje – Kenneth L. Samolapo [KSamolapo@solplaatje.org.za](mailto:KSamolapo@solplaatje.org.za)  
MFMA Coordinator – [bmgaguli@ncpg.gov.za](mailto:bmgaguli@ncpg.gov.za)

# **CIRCULAR 42**

## **Funding of Budget**

**SOL PLAATJE MUNICIPALITY (NC091)**

Part 1 - Budgeting for Financial Performance				
Description	Ref	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
		R'000	R'000	R'000
<b><u>Revenue by Source (Table 1)</u></b>				
Property rates	A	717,920	766,250	809,856
Service charges	A	1,819,762	1,957,619	2,113,495
Operational Revenue		0	0	0
Rental of facilities and equipment	B	29,740	31,228	32,944
Interest earned - external investments	D	18,000	22,000	25,000
Interest earned - outstanding debtors	D	259,120	274,447	288,943
Fines	B	34,743	36,588	38,418
Licenses and permits	B	9,200	9,660	10,143
Government grants & subsidies - ops		323,676	337,400	355,070
Government grants & subsidies - capital	E	0	0	0
Other income	B	22,027	23,210	24,413
<b>Total Revenue By Source</b>		<b>3,234,188</b>	<b>3,458,401</b>	<b>3,698,283</b>
Internal recoveries		0	0	0
Cross Subsidization		0	0	0
<b>Total</b>		<b>3,234,188</b>	<b>3,458,401</b>	<b>3,698,283</b>
<b><u>Operating Expenditure by Type (Table 6)</u></b>				
Employee related costs	C	1,004,532	1,070,358	1,127,015
Remuneration of Councilors		37,083	38,937	41,079
Contracted Services		45,521	45,340	51,717
Operational Cost		176,989	181,653	193,371
Other material and consumables		331,852	333,672	350,611
Bulk purchases - Electricity		1,000,000	1,089,000	1,197,900
Bulk purchases - Water		0	0	0
Losses		69,000	72,795	76,799
Interest external		15,880	13,737	11,318
Operating leases		0	0	0
Bad debts	F	437,149	470,069	493,169
Grants and subsidies paid		4,300	3,858	3,967
Depreciation		90,200	95,157	100,093
Repairs and maintenance				
Collection costs				
Audit fees				
Bank charges				
Insurance				
Legal fees				
Seminar / Conferences				
General Expenditure				
<b>Total Operating Expenditure By Type</b>		<b>3,212,506</b>	<b>3,414,576</b>	<b>3,647,039</b>
Internal Transfer		0	0	0
Cross Subsidization		0	0	0
<b>Total</b>		<b>3,212,506</b>	<b>3,414,576</b>	<b>3,647,039</b>
<b>Operating Surplus/(Deficit)</b>		<b>21,682</b>	<b>43,825</b>	<b>51,244</b>

**SOL PLAATJE MUNICIPALITY (NC091)**

Part 2 - Budgeting for Cash Flow				
Description	Ref	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
		R'000	R'000	R'000
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>				
<b><u>Receipts</u></b>				
Cash receipts from ratepayers and other	A,B	2,923,054	3,124,095	3,338,267
Cash receipts from government - operating		323,676	337,400	355,070
Cash receipts from government and other - capital		684,166	662,581	572,128
Interest received	D	46,525	52,360	57,030
<b><u>Payments</u></b>				
Cash paid to suppliers and employees	I	(3,207,739)	(3,357,496)	(3,607,496)
Finance charges		(15,880)	(13,737)	(11,318)
<b>NET CASH FROM OPERATING ACTIVITIES</b>		<b>753,802</b>	<b>805,204</b>	<b>703,681</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b><u>Receipts</u></b>				
Proceeds on disposal of property, plant and equipment		0	0	0
Increase in investment properties		0	0	0
(Increase)/decrease in non-current receivables		0	0	0
<b><u>Payments</u></b>				
Purchase of property, plant and equipment	G	(721,431)	(704,426)	(619,128)
(Increase)/decrease in current assets		0	0	0
Increase in non-current investments		0	0	0
<b>NET CASH FROM INVESTING ACTIVITIES</b>		<b>(721,431)</b>	<b>(704,426)</b>	<b>(619,128)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b><u>Receipts</u></b>				
New loans raised	G	0	0	0
Increase in consumer deposits		0	0	0
<b><u>Payments</u></b>				
Repayment of borrowing	G	(16,688)	(18,832)	(20,000)
<b>NET CASH FROM FINANCING ACTIVITIES</b>		<b>(16,688)</b>	<b>(18,832)</b>	<b>(20,000)</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>15,684</b>	<b>81,945</b>	<b>64,553</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>130,892</b>	<b>146,576</b>	<b>228,521</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>146,576</b>	<b>228,521</b>	<b>293,074</b>

## SOL PLAATJE MUNICIPALITY (NC091)

Part 3 - Reconciliation of reserves and commitments backed by cash/investments				
Description	Ref	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
		R'000	R'000	R'000
Reserves to be backed by cash	H	123,784	123,784	123,784
Creditors unpaid at year end		1,244,069	1,194,069	1,194,069
<b>Total commitments</b>		<b>1,367,853</b>	<b>1,317,853</b>	<b>1,317,853</b>
Cash and cash equivalents at the end of the year		146,576	228,521	293,074
Long term investments		0	0	0
<b>Cash and investments available</b>		<b>146,576</b>	<b>228,521</b>	<b>293,074</b>
<b><u>Explanation notes/references</u></b>				
A It is the billed/accrued amount and it is assumed that 85% will be collected (average at 85% including interest on debtors and billed)				
B It is assumed that a 100% is received/collected				
C Included is a provision for an average increase of 5.5%				
D Interest received in the cash flow comprises of 25% of interest on debtors and 100% of investment interest				
E All grants will be received and spent except for roll over capital projects				
F Bad/Doubtful debts have been provided at 15% of billable revenue				
G Capital budgeted expenditure of R627m is funded by R594m grants, R0m donation, R0m from a loan and R32m from operating (counter funding/CRR)				
H The municipality has these projected reserves in the budgeted financial position that need to be backed by cash				
I Counter funding included in capital projects deducted from operating expenditure				
<b>Is the municipality's budget appropriately funded - Yes</b>				
-cash receipts projections are realistic as the cash flow were reduced in line with expected levels of collection				
- bad debts have been provided at approximately 15% of billed revenue				

# SOL PLAATJE MUNICIPALITY (NC091)

## BUDGETED STATEMENT OF FINANCIAL POSITION

	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>	2,211,640,152	2,325,907,843	2,708,277,240	2,838,312,358	3,038,628,694
Inventory	49,453,548	50,442,619	112,011,589	112,011,589	112,011,589
Trade Receivables from Exchange Transactions	1,419,201,117	1,589,505,251	1,496,098,760	1,517,762,400	1,537,021,090
Statutory Receivables from Non-Exchange Transactions	531,795,909	595,611,418	968,575,569	1,061,263,507	1,160,376,031
Trade Receivables from Non-Exchange Transactions	6,464,187	7,110,605	0	0	0
Cash and Cash Equivalents	190,782,806	71,386,752	130,892,497	146,576,038	228,521,160
Operating Lease Assets	-	0	0	0	0
Statutory Receivable from Exchange Transactions	13,942,586	11,851,198	698,824	698,824	698,824
		0			
<b>Non-Current Assets</b>	2,316,707,873	2,383,899,228	2,593,928,799	3,131,060,083	3,648,448,105
Property, Plant and Equipment	2,003,442,282	2,068,826,682	2,336,399,187	2,879,530,472	3,403,248,494
Heritage Assets	12,070,884	12,070,884	12,070,884	12,070,884	12,070,884
Intangible Assets	21,447,084	22,519,438	44,342,291	38,642,291	32,628,791
Investment Property	209,106,077	207,015,016	201,116,437	200,816,437	200,499,937
Trade Receivables from Exchange Transactions	52,270,916	54,361,753	0	0	0
Statutory Receivables from Non-Exchange Transactions	18,370,630	19,105,455	0	0	0
		0	0	0	0
<b>Total Assets</b>	<b>4,528,348,025</b>	<b>4,709,807,071</b>	<b>5,302,206,039</b>	<b>5,969,372,441</b>	<b>6,687,076,799</b>
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>	1,159,733,232	1,020,462,339	1,517,640,829	1,495,647,436	1,525,777,580
Consumer Deposits	42,977,290	47,275,019	49,962,008	49,962,008	49,962,008
Employee Benefits	85,856,189	98,734,617	106,408,990	106,408,990	106,408,990
Payables from Exchange Transactions	1,013,060,334	861,101,284	1,244,069,277	1,194,069,277	1,194,069,277
Unspent Conditional Grants and Receipts	1,725,515	0	0	0	0
VAT Payable from Exchange Transactions	-	0	117,200,553	145,207,160	175,337,305
Bank Overdraft	-	0	0	0	0
Current Portion of Long-term Liabilities	16,113,905	13,351,420	0	0	0
<b>NON CURRENT LIABILITIES</b>	410,021,188	434,168,290	443,714,561	427,026,682	408,194,426
Long term liabilities	159,645,507	146,294,087	139,018,691	122,330,812	103,498,556
Retirement Benefit Liabilities	248,448,000	285,715,200	302,980,455	302,980,455	302,980,455
Non current provisions	1,927,681	2,159,003	1,715,415	1,715,415	1,715,415
<b>Total Liabilities</b>	<b>1,569,754,419</b>	<b>1,454,630,629</b>	<b>1,961,355,390</b>	<b>1,922,674,118</b>	<b>1,933,972,006</b>
<b>Total Assets and Liabilities</b>	<b>2,958,593,606</b>	<b>3,255,176,442</b>	<b>3,340,850,649</b>	<b>4,046,698,324</b>	<b>4,753,104,792</b>
<b>NET ASSETS</b>	2,958,593,606	2,984,252,212	3,340,850,649	4,046,698,324	4,753,104,793
Accumulated surplus/deficit	2,958,593,606	2,984,252,212	3,340,850,649	4,046,698,324	4,753,104,793
<b>Total Net Assets</b>	<b>2,958,593,606</b>	<b>2,984,252,212</b>	<b>3,340,850,649</b>	<b>4,046,698,324</b>	<b>4,753,104,793</b>
<b>TOTAL NET ASSETS AND LIABILITIES</b>	<b>4,528,348,025</b>	<b>4,438,882,840</b>	<b>5,302,206,039</b>	<b>5,969,372,441</b>	<b>6,687,076,799</b>
	0	-270,924,231	0	0	0

**SOL PLAATJE MUNICIPALITY (NC091)**  
**CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2024**

	2024 R	2023 R
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Grants received	281,921,000	359,653,145
Sale of goods and services	1,697,440,235	1,355,010,967
Employee Costs	-881,637,275	-736,254,804
Supplier payments	-1,348,759,725	-681,186,047
Cash generated from/(utilized in) operations	-251,035,765	297,223,261
Interest received	175,880,000	134,283,362
(Increase) / decrease in Interest Receivables	0	-104,158,002
Interest paid	-19,494,706	-72,909,233
<b>NET CASH FROM OPERATING ACTIVITIES</b>	-94,650,471	254,439,388
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of Property, Plant and Equipment	-613,729,000	-189,193,143
Purchase of Intangible Assets	0	-14,875,002
Purchase of Investment Property	0	-2,457,000
Proceeds on Disposal of Property, Plant and Equipment	0	239,714
Donation of Property, Plant and Equipment	0	76,850,394
Increase / (decrease) in Capital Payables	0	39,842,218
Proceeds on Disposal of Investment Property	0	
<b>NET CASH FROM INVESTING ACTIVITIES</b>	-613,729,000	-89,592,819
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
New Finance leases	0	-2,323,731
New loans raised	0	0
(Loans repaid)	-13,351,420	-10,749,666
<b>NET CASH FROM FINANCING ACTIVITIES</b>	-13,351,420	-13,073,397
<b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>	-721,730,891	151,773,172
Cash and cash equivalents at the beginning of the year	190,782,806	39,009,634
Cash and cash equivalents at the end of the year	71,386,752	190,782,806

**SOL PLAATJE MUNICIPALITY (NC091)**  
**STATEMENT OF BUDGETED FINANCIAL PERFORMANCE**  
**FOR THE YEAR ENDED 30 JUNE 2024**

Budget			Expected		Actual
2023	2024		2024	2023	
R	R		R	R	
<b>REVENUE</b>					
<b>Revenue from Non-exchange Transactions</b>					
610,074,250	660,893,479	Property rates	19	660,893,479	610,991,037
35,730,000	30,660,000	Fines and Penalties		30,660,000	59,461,622
6,850,000	7,350,000	Licenses and permits		7,350,000	9,020,708
0		Interest Earned - Outstanding Statutory receivables		0	82,989,796
0		Availability service charges non-exchange transactions		0	4,036,985
399,218,919	281,921,000	Government grants and subsidies	21	281,921,000	372,805,552
-		Public contributions and donations		0	3,387,299
				0	
<b>Revenue from Exchange Transactions</b>					
1,368,151,322	1,517,256,000	Service charges	20	1,517,256,000	1,182,666,738
25,896,000	26,930,000	Rental of facilities and equipment		26,930,000	26,000,384
0	0	Income for agency services		0	-
6,000,000	7,000,000	Interest earned - external investments	25	7,000,000	8,549,555
156,500,000	168,880,000	Interest Earned - Outstanding Trade receivables	25	168,880,000	116,992,393
20,744,800	18,714,000	Other income	22	18,714,000	17,049,380
		Gains on Inventory			-
		Gains on disposal of property, plant and equipment			5,890,915
<b>2,629,165,291</b>	<b>2,719,604,479</b>	<b>Total Revenue</b>		<b>2,719,604,479</b>	<b>2,499,842,366</b>
<b>EXPENDITURE</b>					
849,970,016	881,637,275	Employee related costs	23	881,637,275	784,644,644
34,547,434	35,558,951	Remuneration of Councillors	24	35,558,951	32,224,280
81,050,000	86,650,000	Depreciation	50	86,650,000	71,830,180
397,000,000	317,500,000	Bad debts - Provision	15	317,500,000	378,747,381
117,960,100	19,494,706	Interest paid	25	19,494,706	113,954,866
682,000,000	785,000,000	Bulk purchases	26	785,000,000	672,362,000
54,181,000	48,113,000	Contracted services		48,113,000	45,261,139
4,460,000	4,560,000	Grants and subsidies paid	27	4,560,000	2,598,918
401,396,037	451,538,068	General expenses	28	451,538,068	378,641,021
75,640,000	61,200,000	Loss on Inventory		61,200,000	78,068,584
		Loss on disposal of Property, Plant and Equipment			-
		Foreign Exchange Loss			751,155
		Impairment of Property, Plant and Equipment			-
<b>2,698,204,587</b>	<b>2,691,252,000</b>	<b>Total Expenditure</b>		<b>2,691,252,000</b>	<b>2,559,084,169</b>
<b>-69,039,296</b>	<b>28,352,479</b>	<b>SURPLUS/(DEFICIT)</b>		<b>28,352,479</b>	<b>-59,241,803</b>
0	0	Share of surplus/(deficit) of associate accounted for under the equity method		0	0
<b>-69,039,296</b>	<b>28,352,479</b>	<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>28,352,479</b>	<b>-59,241,803</b>



**SOL PLAATJE MUNICIPALITY (NC091)**  
**BUDGETED STATEMENT OF CHANGES**  
**FOR THE YEAR ENDING 30 JUNE 2024**

	Capital Replacement Reserve  R	Self- Insurance Reserve  R	COLD Reserve	Accumulated Surplus/ (Deficit)  R	Total  R
<b>2023</b>					
<b>Balance at 1 July 2022</b>	29,680,784	15,833,183	11,690,533	2,834,538,390	2,891,742,890
Correction of error				0	0
Change in accounting policy				0	0
<b>Restated balance</b>	29,680,784	15,833,183	11,690,533	2,834,538,390	2,891,742,890
Surplus/(deficit) for the year				64,156,842	64,156,842
Transfer to CRR	47,286,799			-47,286,799	0
Property, plant and equipment purchased	(14,262,583)			14,262,583	0
Capital grants used to purchase PPE					0
Donated/contributed PPE					0
Contribution to Insurance Reserve		(387,933)	286,124	101,809	0
Adjustments					0
Asset disposals					0
<b>Balance at 30 JUNE 2023</b>	62,705,000	15,445,250	11,976,657	2,865,772,825	2,955,899,733
<b>2024</b>					
Correction of error				0	0
Change in accounting policy				0	0
<b>Restated balance</b>	62,705,000	15,445,250	11,976,657	2,865,772,825	2,955,899,733
Surplus/(deficit) for the year				28,352,479	28,352,479
Transfer to CRR	40,000,000			-40,000,000	0
Property, plant and equipment purchased	(56,705,000)			56,705,000	0
Contribution to Insurance Reserve		200,000	200,000	-400,000	0
Asset disposals				0	0
<b>Balance at 30 JUNE 2024</b>	46,000,000	15,645,250	12,176,657	2,910,430,304	2,984,252,212

# **CIRCULAR 71**

## **Financial Ratios and Norms**



The green colour indicates that the result is within the norm and is acceptable
The red colour indicates that the result is not acceptable and corrective actions should be put in place to improve the result
Data should be reported in the form indicated to calculate a ratio
In situations where the results are not within the acceptable range, corrective actions should be taken and reflected

## Template for Calculation of Uniform Financial Ratios and Norms

NO	RATIO	FORMULA	DATA SOURCE	NORM/RANGE	INPUT DESCRIPTION	DATA INPUTS AND RESULTS R'000 2025/26	DATA INPUTS AND RESULTS R'000 2026/27	DATA INPUTS AND RESULTS R'000 2027/28	INTERPRETATION	MUNICIPAL COMMENTS (#)
<b>1. FINANCIAL POSITION</b>										
<b>A. Asset Management/Utilisation</b>										
1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%	Total Operating Expenditure Taxation Expense Total Capital Expenditure	18% 3,212,506 -	17% 3,414,576 -	15% 3,647,039 -	Please refer to page 2 of MFMA Circular No. 71	
2	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100	Statement of Financial Position, Notes to the AFS and AR	0%	PPE, Investment Property and Intangible Impairment PPE at carrying value Investment at carrying value Intangible Assets at carrying value	0% 2,348,470 201,116 44,342	0% 2,891,601 200,816 38,642	0% 3,415,319 200,500 32,629	Please refer to page 3 of MFMA Circular No. 71	
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) × 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%	Total Repairs and Maintenance Expenditure PPE at carrying value Investment Property at Carrying value	13% 331,852 2,348,470 201,116	11% 333,672 2,891,601 200,816	10% 350,611 3,415,319 200,500	Please refer to page 4 of MFMA Circular No. 71	The total amount used in this calculation is not including labour costs.
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) × 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%	Total Repairs and Maintenance Expenditure including Labour Costs PPE at carrying value Investment Property at Carrying value	20% 521,920 2,348,470 201,116	31% 547,242 1,535,620 202,754	32% 576,933 1,577,221 204,782	Please refer to page 4 of MFMA Circular No. 71	The total amount used in this calculation is not including labour costs.
<b>B. Debtors Management</b>										
1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year Reports, IDP and AR	95%	Gross Debtors closing balance Gross Debtors opening balance Bad debts written Off Billed Revenue	68% 2,989,406 2,186,404 -	79% 3,552,163 2,989,406 2,723,869	80% 4,144,444 3,552,163 2,923,352	Please refer to page 5 of MFMA Circular No. 71	The provision for doubtful debt amounts to around 15% annually. This is an increase from previous estimates. The municipality is implementing a debtor recovery project to improve the collection rate.
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%	Consumer Debtors Bad debts written off Consumer Debtors Current bad debt Provision	0% 2,020,831	0% 2,490,899	0% 2,984,068	Please refer to page 5 of MFMA Circular No. 71	
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	30 days	Gross debtors Bad debts Provision Billed Revenue	139 days 2,989,406 2,020,831 2,537,681	142 days 3,552,163 2,490,899 2,723,869	145 days 4,144,444 2,984,068 2,923,352	Please refer to page 6 of MFMA Circular No. 71	The gross debtors balance includes unpaid grants as well as non-billed revenue. A portion of gross debtors also relates to property rates which is recoverable when selling the asset and government debt, which is not impaired. The mentioned factors distorts the net debtor days to an extent.
<b>C. Liquidity Management</b>										
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months	Cash and cash equivalents Unspent Conditional Grants Overdraft Short Term Investments Total Annual Operational Expenditure	0 Month 130,892,497 - - 3,223,619	1 Month 146,576,038 - - 3,371,233	1 Month 228,521,160 - - 3,618,814	Please refer to page 7 of MFMA Circular No. 71	Debt recovery policy to be applied.
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1	Current Assets Current Liabilities	1.78 2,708,277 1,517,641	1.90 2,838,312 1,495,647	1.99 3,038,629 1,525,778	Please refer to page 7 of MFMA Circular No. 71	

D. Liability Management									
1	Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 100	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%	Interest Paid Redemption Total Operating Expenditure Taxation Expense	1% 15,880 13,351 3,212,506	1% 13,737 14,787 3,414,576	1% 11,318 16,687 3,647,039	Please refer to page 8 of MFMA Circular No. 71
2	Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%	Total Debt Total Operating Revenue Operational Conditional Grants	5% 139,019 3,234,188 323,676	4% 122,331 3,458,401 337,400	3% 103,499 3,698,283 355,070	Please refer to page 9 of MFMA Circular No. 71
E. Sustainability									
1	Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	Statement Financial Position, Budget and AR	100%	Cash and cash Equivalents Bank Overdraft Short Term Investment Long Term Investment Unspent Grants Net Assets Accumulated Surplus	30% 130,892 - - - - 3,340,851 2,910,430	14% 146,576 - - - - 4,046,698 3,026,848	14% 228,521 - - - - 4,753,105 3,147,921	Please refer to page 9 of MFMA Circular No. 71
2. FINANCIAL PERFORMANCE									
A. Efficiency									
1	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset	= or > 0%	Total Operating Revenue Depreciation - Revalued Portion (Only populate if depreciation line item in the Statement of Financial Total Operating Expenditure Taxation Expense	3% 3,234,188 90,200 3,212,506	4% 3,458,401 95,157 3,414,576	4% 3,698,283 100,093 3,647,039	Please refer to page 10 of MFMA Circular No. 71
B. Distribution Losses									
1	Electricity Distribution Losses (Percentage)	(Number of Electricity Units Purchased and/or Generated - Number of units sold) / Number of Electricity Units Purchased and/or generated) x 100	Annual Report, Audit Report and Notes to Annual Financial Statements	7% - 10%	Number of units purchased and/or generated ('000) Number of units sold ('000)	20% 690,456 552,365	17% 667,768 554,248	15% 652,349 554,497	Please refer to page 13 of MFMA Circular No. 71 Total Electricity Losses includes technical losses. According to NERSA's Municipal Tariff Benchmark for 2014/15, the tolerable range is 5% - 12%
2	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%	Number of kilolitres purchased and/or purified ('000) Number of kilolitres sold ('000)	50% 23,192 11,596	40% 22,866 13,720	30% 22,548 15,784	Please refer to page 13 of MFMA Circular No. 71 The Municipality is busy with projects to address the water losses. These include metering the bulk use of stand pipes in areas, the installation of bulk meters per area, smart metering of Municipal own use and savings options at Riverton plant.

C. Revenue Management										
1	Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts) / previous number of Active	Debtors System	None	Number of Active Debtors Accounts (Previous) Number of Active Debtors Accounts (Current)	0% 66 66	1% 66 67	1% 67 67	Please refer to page 14 of MFMA Circular No. 71	
2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue) / previous period's Total Revenue ) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI	CPI Total Revenue (Previous) Total Revenue (Current)	19% 5.30% 2,719,604 3,234,188	7% 4.90% 3,234,188 3,458,401	7% 4.70% 3,458,401 3,698,283	Please refer to page 15 of MFMA Circular No. 71	
3	Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants) / previous period's Total Revenue excluding capital grants ) x 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= CPI	CPI Total Revenue Excl Capital (Previous) Total Revenue Excl Capital (Current)	25% 5.30% 2,584,943 3,234,188	7% 4.90% 3,234,188 3,458,401	7% 4.70% 3,458,401 3,698,283	Please refer to page 15 of MFMA Circular No. 71	The revenue figure requires the exclusion of capital grants but still includes operational grants, which is not a true reflection of growth in tariffs and city
D. Expenditure Management										
1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) x 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days	Trade Creditors Contracted Services Repairs and Maintenance General expenses Bulk Purchases Capital Credit Purchases (Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment)	223 days 1,244,069 45,521 - 197,169 1,069,000 721,431	206 days 1,194,069 45,340 - 199,248 1,161,795 704,426	202 days 1,194,069 51,717 - 208,656 1,274,699 619,128	Please refer to page 16 of MFMA Circular No. 71	This ratio is calculated as at a specific point in time, which results in a distorted representation of the actual payment days. Especially at year-end, the outstanding creditors will be high. ESKOM debt is higher than normal.
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%	Irregular, Fruitless and Wasteful and Unauthorised Expenditure Total Operating Expenditure Taxation Expense	0% 3,212,506 -	0% 3,414,576 -	0% 3,647,039 -	Please refer to page 16 of MFMA Circular No. 71	
3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%	Employee/personnel related cost Councillors Remuneration Total Operating Expenditure Taxation Expense	32% 1,004,532 37,083 3,212,506 -	32% 1,070,358 38,937 3,414,576 -	32% 1,127,015 41,079 3,647,039 -	Please refer to page 17 of MFMA Circular No. 71	
4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%	Contracted Services Total Operating Expenditure Taxation Expense	1% 45,521 3,212,506 -	1% 45,340 3,414,576 -	1% 51,717 3,647,039 -	Please refer to page 17 of MFMA Circular No. 71	
E. Grant Dependency										
1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and	None	Internally generated funds Borrowings Total Capital Expenditure	100% 721,431 -	100% 704,426 -	100% 619,128 -	Please refer to page 18 of MFMA Circular No. 71	
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements	None	Internally generated funds Total Capital Expenditure	7% 613,729	5% 689,404	22% 146,013	Please refer to page 18 of MFMA Circular No. 71	
3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations) / Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None	Total Revenue Government grant and subsidies Public contributions and Donations Capital Grants	90% 3,234,188 323,676 -	90% 3,458,401 337,400 -	90% 3,698,283 355,070 -	Please refer to page 18 of MFMA Circular No. 71	
3. BUDGET IMPLEMENTATION										
1	Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%	Actual Capital Expenditure Budget Capital Expenditure	100% 613,729 613,729	100% 689,404 689,404	100% 146,013 146,013	Please refer to page 19 of MFMA Circular No. 71	
2	Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%	Actual Operating Expenditure Budget Operating Expenditure	100% 3,212,506 3,212,506	100% 3,414,576 3,414,576	100% 3,647,039 3,647,039	Please refer to page 20 of MFMA Circular No. 71	
3	Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%	Actual Operating Revenue Budget Operating Revenue	100% 3,234,188 3,234,188	100% 3,458,401 3,458,401	100% 3,698,283 3,698,283	Please refer to page 20 of MFMA Circular No. 71	
4	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%	Actual Service Charges and Property Rates Revenue Budget Service Charges and Property Rates Revenue	100% 2,537,681 2,537,681	100% 2,723,869 2,723,869	100% 2,923,352 2,923,352	Please refer to page 21 of MFMA Circular No. 71	

**MAY  
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

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**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:

CFO Name:

Tel:  Fax:

E-Mail:

Budget for MTREF starting:

Budget Year: 2025/26

Does this municipality have Entities?

If YES: Identify type of report:

LGDB Export

Name Votes & Sub-Votes

#### Printing Instructions

##### Showing / Hiding Columns

##### Showing / Clearing Highlights

#### Important documents which provide essential assistance

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[Dummy Budget Guide](#)

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[Funding Compliance Guide](#)

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[MFMA Return Forms](#)

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Organisational Structure Votes		Complete Votes & Sub-Votes	Select Org. Structure
Vote 01 - Executive & Council	Vote 01	<b>Executive &amp; Council</b>	
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	<b>Municipal And General</b>	
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	<b>Municipal Manager</b>	
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	<b>Corporate Services</b>	
	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	<b>Community Services</b>	
	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	<b>Financial Services</b>	
	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	<b>Strategy Econ Development And Planning</b>	
	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	<b>Infrastructure And Services</b>	
	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		



**NC091 Sol Plaatje - Contact Information**
**A. GENERAL INFORMATION**

<b>Municipality</b>	<b>NC091 Sol Plaatje</b>
<b>Grade</b>	<b>5</b>
<b>Province</b>	<b>NC NORTHERN CAPE</b>
<b>Web Address</b>	<b><a href="http://www.solplaatje.org.za">www.solplaatje.org.za</a></b>
<b>e-mail Address</b>	<b><a href="mailto:info@solplaatje.org.za">info@solplaatje.org.za</a></b>

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

**B. CONTACT INFORMATION**

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

**C. POLITICAL LEADERSHIP**

<b>Speaker:</b>		<b>Secretary/PA to the Speaker:</b>	
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	<a href="mailto:dpeters@solplaatje.org.za">dpeters@solplaatje.org.za</a>	E-mail address	<a href="mailto:slefleur@solplaatje.org.za">slefleur@solplaatje.org.za</a>

<b>Mayor/Executive Mayor:</b>		<b>Secretary/PA to the Mayor/Executive Mayor:</b>	
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	<a href="mailto:mbartlett@solplaatje.org.za">mbartlett@solplaatje.org.za</a>	E-mail address	<a href="mailto:bjohnson@solplaatje.org.za">bjohnson@solplaatje.org.za</a>

<b>Deputy Mayor/Executive Mayor:</b>		<b>Secretary/PA to the Deputy Mayor/Executive Mayor:</b>	
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**

<b>Municipal Manager:</b>		<b>Secretary/PA to the Municipal Manager:</b>	
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	<a href="mailto:bmattala@solplaatje.org.za">bmattala@solplaatje.org.za</a>	E-mail address	<a href="mailto:jbokwane@solplaatje.org.za">jbokwane@solplaatje.org.za</a>

<b>Chief Financial Officer</b>		<b>Secretary/PA to the Chief Financial Officer</b>	
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	<a href="mailto:ksamolapo@solplaatje.org.za">ksamolapo@solplaatje.org.za</a>	E-mail address	<a href="mailto:mmogakwe@solplaatje.org.za">mmogakwe@solplaatje.org.za</a>

<b>Official responsible for submitting financial information</b>		<b>Official responsible for submitting financial information</b>	
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	
E-mail address	<a href="mailto:berasmus@solplaatje.org.za">berasmus@solplaatje.org.za</a>	E-mail address	<a href="mailto:jchisanqo@solplaatje.org.za">jchisanqo@solplaatje.org.za</a>

<b>Official responsible for submitting financial information</b>		<b>Official responsible for submitting financial information</b>	
ID Number		ID Number	
Title	Ms	Title	Ms
Name	CELESTE CROUCH	Name	CANDY JENNEKE
Telephone number	0538306533	Telephone number	0538306564
Cell number	0813066399	Cell number	0670506684
Fax number	0866812135	Fax number	0538314658
E-mail address	ccrouch@solplaatje.org.za	E-mail address	cjenneke@solplaatje.org.za
<b>Official responsible for submitting financial information</b>		<b>Official responsible for submitting financial information</b>	
ID Number		ID Number	
Title	Mr	Title	
Name	JJ WAGNER	Name	
Telephone number	0538306504	Telephone number	
Cell number	0828346330	Cell number	
Fax number		Fax number	
E-mail address	jwagner@solplaatje.org.za	E-mail address	
<b>Official responsible for submitting financial information</b>		<b>Official responsible for submitting financial information</b>	
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	
<b>Official responsible for submitting financial information</b>		<b>Official responsible for submitting financial information</b>	
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Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	
<b>Official responsible for submitting financial information</b>		<b>Official responsible for submitting financial information</b>	
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	
<b>Official responsible for submitting financial information</b>			
ID Number			
Title			
Name			
Telephone number			
Cell number			
Fax number			
E-mail address			

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		
	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
<b>R thousands</b>										
<b><u>Financial Performance</u></b>										
Property rates	599 898	610 991	656 442	687 320	687 320	687 320	611 471	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	1 251 281	1 761 512	1 893 915	2 043 763
Investment revenue	3 124	8 550	16 116	9 000	9 000	9 000	17 583	18 000	22 000	25 000
Transfer and subsidies - Operational	235 986	264 657	501 707	299 271	312 854	312 854	294 676	323 676	337 400	355 070
Other own revenue	199 359	356 037	419 726	351 642	352 142	352 142	328 566	413 080	438 837	464 594
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>2 178 297</b>	<b>2 422 901</b>	<b>2 925 084</b>	<b>2 958 278</b>	<b>2 972 361</b>	<b>2 972 361</b>	<b>2 503 576</b>	<b>3 234 188</b>	<b>3 458 401</b>	<b>3 698 283</b>
Employee costs	772 777	821 306	894 291	950 863	952 667	952 667	703 932	1 004 532	1 070 358	1 127 015
Remuneration of councillors	30 737	32 224	33 869	37 077	37 077	37 077	29 046	37 083	38 937	41 079
Depreciation and amortisation	70 060	71 830	76 441	89 700	89 700	89 700	55 952	90 200	95 157	100 093
Interest	72 909	113 955	122 651	17 774	78 195	78 195	28 319	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	847 816	1 331 852	1 422 672	1 548 511
Transfers and subsidies	2 546	2 599	2 526	3 660	3 660	3 660	2 804	4 300	3 858	3 967
Other expenditure	492 665	617 008	610 300	612 526	806 211	806 211	637 372	728 658	769 857	815 056
<b>Total Expenditure</b>	<b>2 182 704</b>	<b>2 458 365</b>	<b>2 649 750</b>	<b>2 928 505</b>	<b>3 196 465</b>	<b>3 196 465</b>	<b>2 305 241</b>	<b>3 212 506</b>	<b>3 414 576</b>	<b>3 647 039</b>
<b>Surplus/(Deficit)</b>	<b>(4 407)</b>	<b>(35 464)</b>	<b>275 334</b>	<b>29 774</b>	<b>(224 104)</b>	<b>(224 104)</b>	<b>198 335</b>	<b>21 682</b>	<b>43 825</b>	<b>51 244</b>
Transfers and subsidies - capital (monetary allocations)	123 667	108 149	159 040	572 229	574 597	574 597	384 993	684 166	662 581	572 128
Transfers and subsidies - capital (in-kind)	76 850	3 387	–	–	–	–	–	–	–	–
	196 110	76 072	434 375	602 003	350 493	350 493	583 328	705 848	706 406	623 372
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>										
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	<b>196 110</b>	<b>76 072</b>	<b>434 375</b>	<b>602 003</b>	<b>350 493</b>	<b>350 493</b>	<b>583 328</b>	<b>705 848</b>	<b>706 406</b>	<b>623 372</b>
<b><u>Capital expenditure &amp; funds sources</u></b>										
<b>Capital expenditure</b>	<b>127 081</b>	<b>126 016</b>	<b>176 438</b>	<b>613 729</b>	<b>628 137</b>	<b>628 137</b>	<b>424 538</b>	<b>627 331</b>	<b>612 545</b>	<b>538 372</b>
Transfers recognised - capital	112 818	96 392	147 356	572 229	574 597	574 597	404 320	594 927	576 158	497 502
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	14 263	29 624	29 082	41 500	53 540	53 540	20 218	32 404	36 387	40 870
<b>Total sources of capital funds</b>	<b>127 081</b>	<b>126 016</b>	<b>176 438</b>	<b>613 729</b>	<b>628 137</b>	<b>628 137</b>	<b>424 538</b>	<b>627 331</b>	<b>612 545</b>	<b>538 372</b>
<b><u>Financial position</u></b>										
Total current assets	2 396 615	2 304 408	2 664 713	2 543 000	2 324 179	2 324 179	3 054 371	3 027 796	3 228 113	3 425 752
Total non current assets	2 245 857	2 265 500	2 360 035	2 874 231	2 888 639	2 888 639	2 728 621	3 131 060	3 648 448	4 086 727
Total current liabilities	1 249 270	1 457 966	929 932	1 523 552	1 523 552	1 523 552	1 664 707	1 669 231	1 680 529	1 693 076
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	3 180 650	3 180 650	3 563 690	4 046 698	4 753 105	5 376 477
<b><u>Cash flows</u></b>										
Net cash from (used) operating	(585 124)	(940 714)	(521 938)	598 846	493 313	493 313	527 575	753 802	805 204	703 681
Net cash from (used) investing	(127 081)	(126 016)	(159 367)	(613 729)	(621 518)	(621 518)	(363 469)	(721 431)	(704 426)	(619 128)
Net cash from (used) financing	–	–	660 387	(12 788)	(12 788)	(12 788)	311	(16 688)	(18 832)	(20 000)
<b>Cash/cash equivalents at the year end</b>	<b>(669 197)</b>	<b>(869 139)</b>	<b>88 618</b>	<b>73 147</b>	<b>(40 175)</b>	<b>(40 175)</b>	<b>164 416</b>	<b>146 574</b>	<b>228 519</b>	<b>293 072</b>
<b><u>Cash backing/surplus reconciliation</u></b>										
Cash and investments available	197 591	109 536	113 726	73 147	4 126	4 126	161 607	146 574	228 519	293 072
Application of cash and investments	315 197	453 909	100 151	538 992	582 600	582 600	(205 537)	(1 448 935)	(1 540 202)	(1 644 350)
<b>Balance - surplus (shortfall)</b>	<b>(117 606)</b>	<b>(344 372)</b>	<b>13 576</b>	<b>(465 846)</b>	<b>(578 475)</b>	<b>(578 475)</b>	<b>367 145</b>	<b>1 595 509</b>	<b>1 768 722</b>	<b>1 937 422</b>
<b><u>Asset management</u></b>										
Asset register summary (WDV)	2 245 857	2 265 500	2 360 035	2 724 009	2 738 417	2 738 417		2 737 499	2 627 556	2 453 290
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	339 220	339 220		510 094	550 787	454 015
Repairs and Maintenance	273 430	312 569	331 925	362 118	377 193	377 193		373 745	388 133	410 832
<b><u>Free services</u></b>										
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
<b><u>Households below minimum service level</u></b>										
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		
		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
R thousand	1									
Revenue - Functional										
<b>Governance and administration</b>		1 098 135	1 180 153	1 257 109	1 689 473	1 698 001	1 698 001	1 815 862	1 863 927	1 840 521
Executive and council		480 231	503 511	549 361	972 401	980 929	980 929	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		–	–	–	–	–	–	–	–	–
<b>Community and public safety</b>		28 981	31 035	48 267	42 989	47 653	47 653	46 152	48 265	50 906
Community and social services		11 158	11 662	12 642	12 138	12 802	12 802	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	29 708	30 976	32 680
Health		3 023	3 560	3 867	90	4 090	4 090	75	84	89
<b>Economic and environmental services</b>		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		–	–	–	–	–	–	–	–	–
<b>Trading services</b>		1 212 755	1 291 009	1 730 934	1 767 977	1 767 977	1 767 977	2 020 883	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	157 774	161 191	169 641
Waste management		68 729	81 173	94 112	87 272	87 272	87 272	109 393	115 045	121 142
<b>Other</b>	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	3 546 958	3 546 958	3 918 354	4 120 983	4 270 411
Expenditure - Functional										
<b>Governance and administration</b>		616 540	757 821	734 453	755 594	865 627	865 627	756 026	799 611	841 910
Executive and council		374 197	505 059	472 647	477 043	584 053	584 053	532 963	568 488	596 351
Finance and administration		235 566	247 373	256 237	271 754	274 747	274 747	219 046	226 884	241 108
Internal audit		6 778	5 389	5 569	6 797	6 827	6 827	4 017	4 238	4 450
<b>Community and public safety</b>		176 753	186 168	201 954	207 313	214 494	214 494	219 901	233 503	245 817
Community and social services		42 959	45 511	48 586	49 027	51 863	51 863	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	31 345	32 694	34 436
Health		18 659	19 082	20 412	21 267	25 412	25 412	21 467	22 569	23 728
<b>Economic and environmental services</b>		124 668	138 729	170 731	183 093	192 175	192 175	189 177	196 229	206 921
Planning and development		39 022	42 376	46 192	55 644	60 476	60 476	55 838	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
<b>Trading services</b>		1 373 647	1 490 202	1 666 267	1 753 665	1 896 203	1 896 203	2 016 320	2 153 869	2 319 459
Energy sources		882 510	963 125	1 101 328	1 151 651	1 246 140	1 246 140	1 303 951	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	158 834	162 178	170 534
Waste management		71 978	73 110	79 136	87 170	87 170	87 170	108 493	114 045	120 142
<b>Other</b>	4	23 049	23 062	24 014	28 839	29 289	29 289	31 081	31 364	32 932
Total Expenditure - Functional	3	2 314 658	2 595 982	2 797 419	2 928 505	3 197 789	3 197 789	3 212 506	3 414 576	3 647 039
Surplus/(Deficit) for the year		64 157	(61 545)	286 705	602 003	349 169	349 169	705 848	706 406	623 372



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	1 698 001	1 698 001	1 815 862	1 863 927	1 840 521
Executive and council		480 231	503 511	549 361	972 401	980 929	980 929	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	980 929	980 929	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		1 705	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		4 538	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	47 653	47 653	46 152	48 265	50 906
Community and social services		11 158	11 662	12 642	12 138	12 802	12 802	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	9 461	9 461	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	29 708	30 976	32 680
Housing		12 192	12 972	28 843	27 501	27 501	27 501	29 708	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										
Vector Control										
Chemical Safety										

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		
		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
<b>R thousand</b>	<b>1</b>									
<b>Economic and environmental services</b>		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		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										
<b>Trading services</b>		1 212 755	1 291 009	1 730 934	1 767 977	1 767 977	1 767 977	2 020 883	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	157 774	161 191	169 641
Public Toilets										
Sewerage		93 896	108 190	121 173	118 290	118 290	118 290	157 774	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										
<b>Other</b>		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
<b>Total Revenue - Functional</b>	<b>2</b>	<b>2 378 815</b>	<b>2 534 437</b>	<b>3 084 125</b>	<b>3 530 507</b>	<b>3 546 958</b>	<b>3 546 958</b>	<b>3 918 354</b>	<b>4 120 983</b>	<b>4 270 411</b>

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

[illegible]

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		
		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
R thousand	1									
<b>Economic and environmental services</b>		124 668	138 729	170 731	183 093	192 175	192 175	189 177	196 229	206 921
Planning and development		39 022	42 376	46 192	55 644	60 476	60 476	55 838	55 803	58 631
Billboards										
Corporate Wide Strategic Planning (IDPs, LEDS)		9 580	10 525	10 936	11 889	12 482	12 482	11 659	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	9 774	8 207	8 618
Regional Planning and Development										
Town Planning, Building Regulations and Enforcement, and		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										
Coastal Protection		700	836	870	898	898	898	975	1 029	1 085
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	2 016 320	2 153 869	2 319 459
Energy sources		882 510	963 125	1 101 328	1 151 651	1 246 140	1 246 140	1 303 951	1 410 381	1 537 259
Electricity		873 654	954 505	1 092 192	1 141 986	1 235 475	1 235 475	1 293 651	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	96 403	96 403	103 334	108 471	113 862
Water Distribution		257 870	267 953	278 280	298 969	338 309	338 309	341 709	358 795	377 663
Water Storage										
Waste water management		92 343	104 093	122 085	119 433	128 183	128 183	158 834	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	107 065	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	108 483	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	31 081	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	8 097	7 525	7 901
Tourism		3 861	3 986	3 947	4 740	4 990	4 990	4 463	4 392	4 612
<b>Total Expenditure - Functional</b>	3	2 314 658	2 595 982	2 797 419	2 928 505	3 197 789	3 197 789	3 212 506	3 414 576	3 647 039
<b>Surplus/(Deficit) for the year</b>		64 157	(61 545)	286 705	602 003	349 169	349 169	705 848	706 406	623 372

**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		
		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
<b>R thousand</b>										
<b>Revenue by Vote</b>	1									
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		480 231	503 511	549 361	972 401	980 929	980 929	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	129 025	129 025	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	1 942 098	2 088 378	2 252 359
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
<b>Total Revenue by Vote</b>	2	<b>2 378 815</b>	<b>2 534 437</b>	<b>3 084 125</b>	<b>3 530 507</b>	<b>3 546 958</b>	<b>3 546 958</b>	<b>3 918 354</b>	<b>4 120 983</b>	<b>4 270 411</b>
<b>Expenditure by Vote to be appropriated</b>	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	508 523	508 523	464 832	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	81 513	84 128	90 932
Vote 05 - Community Services		286 713	299 548	321 918	337 272	344 453	344 453	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	76 090	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	1 961 023	2 095 787	2 259 370
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
<b>Total Expenditure by Vote</b>	2	<b>2 314 658</b>	<b>2 595 982</b>	<b>2 797 419</b>	<b>2 928 505</b>	<b>3 197 789</b>	<b>3 197 789</b>	<b>3 212 506</b>	<b>3 414 576</b>	<b>3 647 039</b>
<b>Surplus/(Deficit) for the year</b>	2	<b>64 157</b>	<b>(61 545)</b>	<b>286 705</b>	<b>602 003</b>	<b>349 169</b>	<b>349 169</b>	<b>705 848</b>	<b>706 406</b>	<b>623 372</b>

**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		
		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
R thousand										
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	980 929	980 929	1 067 130	1 065 219	994 303
02.1 - Municipal And General		480 231	503 501	548 688	971 601	980 129	980 129	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	129 025	129 025	148 586	156 221	164 450
05.1 - Community Services - Admin		674	402	210	500	500	500	500	528	557
05.2 - Emergency Services		-	-	-	-	-	-	-	-	-
05.3 - Biodiversity And Landscape		-	-	-	-	-	-	-	-	-
05.4 - Libraries		8 427	8 701	9 015	8 797	9 461	9 461	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	494	541	541	541	501	526	552
05.10 - Swimming Pools		217	385	308	420	420	420	350	371	393
05.11 - Cemeteries		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	1 942 098	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	29 708	30 976	32 680
08.9 - Housing - Maintenance		-	-	-	-	-	-	-	-	-
08.10 - Sewerage - Reticulation		93 896	108 190	121 173	118 290	118 290	118 290	157 774	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		-	-	-	-	-	-	-	-	-

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		
		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
R thousand										
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	3 546 958	3 546 958	3 918 354	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		
		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
R thousand										
<b>Expenditure by Vote</b>	<b>1</b>									
<b>Vote 01 - Executive &amp; Council</b>		<b>53 270</b>	<b>58 395</b>	<b>59 615</b>	<b>60 855</b>	<b>60 895</b>	<b>60 895</b>	<b>61 221</b>	<b>64 402</b>	<b>67 817</b>
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
<b>Vote 02 - Municipal And General</b>		<b>309 950</b>	<b>434 595</b>	<b>400 410</b>	<b>403 603</b>	<b>508 523</b>	<b>508 523</b>	<b>464 832</b>	<b>496 795</b>	<b>520 879</b>
02.1 - Municipal And General		309 848	431 860	398 342	402 803	501 223	501 223	464 032	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	-	-	-
<b>Vote 03 - Municipal Manager</b>		<b>20 618</b>	<b>22 369</b>	<b>24 274</b>	<b>27 854</b>	<b>32 626</b>	<b>32 626</b>	<b>30 614</b>	<b>32 298</b>	<b>33 913</b>
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 - ldp 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
<b>Vote 04 - Corporate Services</b>		<b>64 274</b>	<b>68 169</b>	<b>71 184</b>	<b>82 140</b>	<b>75 818</b>	<b>75 818</b>	<b>81 513</b>	<b>84 128</b>	<b>90 932</b>
04.1 - Corporate Services - Admin		8 900	9 439	8 664	10 267	10 249	10 249	11 996	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	5 292	5 053	5 305
04.8 - Risk Management		2 481	2 488	1 741	1 588	1 588	1 588	1 559	1 559	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
<b>Vote 05 - Community Services</b>		<b>286 713</b>	<b>299 548</b>	<b>321 918</b>	<b>337 272</b>	<b>344 453</b>	<b>344 453</b>	<b>363 848</b>	<b>384 963</b>	<b>405 114</b>
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	21 641	21 641	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 - Cemeteries		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 - Pollution 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
<b>Vote 06 - Financial Services</b>		<b>126 129</b>	<b>131 248</b>	<b>134 722</b>	<b>166 217</b>	<b>174 232</b>	<b>174 232</b>	<b>173 366</b>	<b>183 002</b>	<b>192 153</b>
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
<b>Vote 07 - Strategy Econ Development And Planning</b>		<b>54 596</b>	<b>57 573</b>	<b>60 672</b>	<b>67 813</b>	<b>71 703</b>	<b>71 703</b>	<b>76 090</b>	<b>73 201</b>	<b>76 862</b>
07.1 - Sedp Admin		2 713	2 840	2 997	3 398	3 443	3 443	5 531	3 731	3 917
07.2 - Tourism		3 861	3 986	3 947	4 740	4 990	4 990	4 463	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	9 828	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	19 056	17 472	18 345
07.8 - Markets And Street Trading		6 473	6 280	6 174	6 886	7 086	7 086	8 097	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
<b>Vote 08 - Infrastructure And Services</b>		<b>1 399 107</b>	<b>1 524 086</b>	<b>1 724 624</b>	<b>1 782 750</b>	<b>1 929 538</b>	<b>1 929 538</b>	<b>1 961 023</b>	<b>2 095 787</b>	<b>2 259 370</b>
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	20 734	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	60 117	58 503	61 721
08.13 - Water - Treatment		68 946	81 920	85 438	96 443	96 403	96 403	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	65 987	65 987	65 987	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	1 169 820	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



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		
		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
R thousand										
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 -		-	-	-	-	-	-	-	-	-
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	3 197 789	3 197 789	3 212 506	3 414 576	3 647 039
Surplus/(Deficit) for the year	2	64 157	(61 545)	286 705	602 003	349 169	349 169	705 848	706 406	623 372

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		
		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
<b>R thousand</b>	1										
<b>Revenue</b>											
<b>Exchange Revenue</b>											
Service charges - Electricity	2	726 941	754 974	886 092	1 099 199	1 099 199	1 099 199	805 122	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	280 324	362 722	381 821	402 078
Service charges - Waste Water Management	2	81 934	89 203	93 794	95 890	95 890	95 890	94 729	106 274	106 601	112 048
Service charges - Waste Management	2	59 094	66 890	75 114	72 271	72 271	72 271	71 106	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	15 855	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	135 140	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	17 583	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	26 268	29 740	31 228	32 944
Licence and permits		1 077	1 056	670	1 200	1 200	1 200	598	1 000	1 050	1 103
<b>Special rating levies</b>											
Operational Revenue		3 954	3 189	3 202	3 773	3 773	3 773	2 580	3 383	3 563	3 750
<b>Non-Exchange Revenue</b>											
Property rates	2	599 898	610 991	656 442	687 320	687 320	687 320	611 471	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	23 394	34 743	36 588	38 418
Licences or permits		7 455	7 965	6 500	8 000	8 000	8 000	7 960	8 200	8 610	9 041
Transfer and subsidies - Operational		235 986	264 657	501 707	299 271	312 854	312 854	294 676	323 676	337 400	355 070
Interest		-	-	-	91 900	91 900	91 900	86 250	117 020	123 467	129 691
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		5 860	4 037	49 299	50 900	50 900	50 900	25 301	58 250	63 704	69 732
Gains on disposal of Assets		1 134	5 891	17 071	-	-	-	5 071	-	-	-
Other Gains		5 996	34 705	(15 774)	-	-	-	151	-	-	-
Discontinued Operations											
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>2 178 297</b>	<b>2 422 901</b>	<b>2 925 084</b>	<b>2 958 278</b>	<b>2 972 361</b>	<b>2 972 361</b>	<b>2 503 576</b>	<b>3 234 188</b>	<b>3 458 401</b>	<b>3 698 283</b>
<b>Expenditure</b>											
Employee related costs	2	772 777	821 306	894 291	950 863	952 667	952 667	703 932	1 004 532	1 070 358	1 127 015
Remuneration of councillors		30 737	32 224	33 869	37 077	37 077	37 077	29 046	37 083	38 937	41 079
Bulk purchases - electricity	2	639 689	672 362	787 457	897 300	910 118	910 118	719 005	1 000 000	1 089 000	1 197 900
Inventory consumed	8	101 321	127 081	122 214	319 605	318 837	318 837	128 811	331 852	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	55 952	90 200	95 157	100 093
Interest		72 909	113 955	122 651	17 774	78 195	78 195	28 319	15 880	13 737	11 318
Contracted services		38 163	28 285	45 090	40 731	66 516	66 516	43 602	45 856	45 503	51 971
Transfers and subsidies		2 546	2 599	2 526	3 660	3 660	3 660	2 804	4 300	3 858	3 967
Irrecoverable debts written off		267 518	-	-	-	-	-	1	-	-	-
Operational costs		110 302	131 090	142 363	151 549	172 511	172 511	160 152	176 654	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	77 183	69 000	72 795	76 799
<b>Total Expenditure</b>		<b>2 182 704</b>	<b>2 458 365</b>	<b>2 649 750</b>	<b>2 928 505</b>	<b>3 196 465</b>	<b>3 196 465</b>	<b>2 305 241</b>	<b>3 212 506</b>	<b>3 414 576</b>	<b>3 647 039</b>
<b>Surplus/(Deficit)</b>		<b>(4 407)</b>	<b>(35 464)</b>	<b>275 334</b>	<b>29 774</b>	<b>(224 104)</b>	<b>(224 104)</b>	<b>198 335</b>	<b>21 682</b>	<b>43 825</b>	<b>51 244</b>
Transfers and subsidies - capital (monetary allocations)	6	123 667	108 149	159 040	572 229	574 597	574 597	384 993	684 166	662 581	572 128
Transfers and subsidies - capital (in-kind)	6	76 850	3 387	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>196 110</b>	<b>76 072</b>	<b>434 375</b>	<b>602 003</b>	<b>350 493</b>	<b>350 493</b>	<b>583 328</b>	<b>705 848</b>	<b>706 406</b>	<b>623 372</b>
Income Tax		-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after income tax</b>		<b>196 110</b>	<b>76 072</b>	<b>434 375</b>	<b>602 003</b>	<b>350 493</b>	<b>350 493</b>	<b>583 328</b>	<b>705 848</b>	<b>706 406</b>	<b>623 372</b>
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) attributable to municipality</b>		<b>196 110</b>	<b>76 072</b>	<b>434 375</b>	<b>602 003</b>	<b>350 493</b>	<b>350 493</b>	<b>583 328</b>	<b>705 848</b>	<b>706 406</b>	<b>623 372</b>
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	1	<b>196 110</b>	<b>76 072</b>	<b>434 375</b>	<b>602 003</b>	<b>350 493</b>	<b>350 493</b>	<b>583 328</b>	<b>705 848</b>	<b>706 406</b>	<b>623 372</b>

Vote 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	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand	1										
<b>Capital expenditure - Vote</b>											
<b>Multi-year expenditure to be appropriated</b>	2										
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		2 295	-	-	1 500	2 500	2 500	350	1 739	-	6 430
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	5 000	3 500	3 500	525	6 579	4 348	-
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		18 239	8 996	24 020	2 000	2 000	2 000	143	3 130	2 609	2 696
Vote 08 - Infrastructure And Services		84 739	82 240	105 329	533 450	576 500	576 500	408 071	524 952	494 826	460 167
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	<b>105 272</b>	<b>91 236</b>	<b>129 348</b>	<b>541 950</b>	<b>584 500</b>	<b>584 500</b>	<b>409 089</b>	<b>536 400</b>	<b>501 782</b>	<b>469 293</b>
<b>Single-year expenditure to be appropriated</b>	2										
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		8 943	14 586	12 646	23 000	26 241	26 241	11 855	19 826	18 696	28 696
Vote 03 - Municipal Manager		-	-	-	2 349	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	2 210	2 210	2 210	1 588	5 217	4 167	-
Vote 06 - Financial Services		-	-	-	-	-	-	-	870	-	-
Vote 07 - Strategy Econ Development And Planning		-	-	-	3 000	2 511	2 511	246	7 361	5 952	4 348
Vote 08 - Infrastructure And Services		12 866	20 194	34 444	41 220	12 676	12 676	1 760	57 657	81 947	36 035
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>		<b>21 809</b>	<b>34 780</b>	<b>47 089</b>	<b>71 779</b>	<b>43 637</b>	<b>43 637</b>	<b>15 449</b>	<b>90 931</b>	<b>110 762</b>	<b>69 079</b>
<b>Total Capital Expenditure - Vote</b>		<b>127 081</b>	<b>126 016</b>	<b>176 438</b>	<b>613 729</b>	<b>628 137</b>	<b>628 137</b>	<b>424 538</b>	<b>627 331</b>	<b>612 545</b>	<b>538 372</b>
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		<b>11 238</b>	<b>14 586</b>	<b>12 646</b>	<b>24 500</b>	<b>28 741</b>	<b>28 741</b>	<b>12 205</b>	<b>22 435</b>	<b>18 696</b>	<b>35 126</b>
Executive and council		11 238	14 586	12 646	24 500	28 741	28 741	12 205	21 565	18 696	35 126
Finance and administration		-	-	-	-	-	-	-	870	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-
<b>Community and public safety</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>7 210</b>	<b>5 710</b>	<b>5 710</b>	<b>2 113</b>	<b>11 797</b>	<b>8 515</b>	<b>-</b>
Community and social services		-	-	-	5 000	3 500	3 500	525	11 797	8 515	-
Sport and recreation		-	-	-	2 210	2 210	2 210	1 588	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>		<b>52 457</b>	<b>44 387</b>	<b>69 228</b>	<b>48 519</b>	<b>44 407</b>	<b>44 407</b>	<b>29 973</b>	<b>17 913</b>	<b>47 943</b>	<b>47 478</b>
Planning and development		18 239	8 996	24 020	5 849	3 761	3 761	143	7 043	8 561	7 043
Road transport		34 218	35 392	45 208	42 670	40 646	40 646	29 831	10 870	39 382	40 435
Environmental protection		-	-	-	-	-	-	-	-	-	-
<b>Trading services</b>		<b>63 386</b>	<b>67 042</b>	<b>94 564</b>	<b>532 000</b>	<b>548 529</b>	<b>548 529</b>	<b>380 001</b>	<b>571 739</b>	<b>537 391</b>	<b>455 768</b>
Energy sources		34 548	36 862	27 354	6 000	10 500	10 500	4 629	30 000	19 130	16 203
Water management		624	9 645	62 534	517 500	511 529	511 529	363 649	499 565	504 348	427 826
Waste water management		28 214	20 535	4 676	8 500	26 500	26 500	11 723	42 174	13 913	11 739
Waste management		-	-	-	-	-	-	-	-	-	-
<b>Other</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>1 500</b>	<b>750</b>	<b>750</b>	<b>246</b>	<b>3 448</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditure - Functional</b>	3	<b>127 081</b>	<b>126 016</b>	<b>176 438</b>	<b>613 729</b>	<b>628 137</b>	<b>628 137</b>	<b>424 538</b>	<b>627 331</b>	<b>612 545</b>	<b>538 372</b>
<b>Funded by:</b>											
National Government		95 428	96 392	124 283	572 229	574 597	574 597	404 320	594 927	576 158	497 502
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 Corporations, Higher Educ Institutions)		13 891	-	17 073	-	-	-	-	-	-	-
<b>Transfers recognised - capital</b>	4	<b>112 818</b>	<b>96 392</b>	<b>147 356</b>	<b>572 229</b>	<b>574 597</b>	<b>574 597</b>	<b>404 320</b>	<b>594 927</b>	<b>576 158</b>	<b>497 502</b>
<b>Borrowing</b>	6										
<b>Internally generated funds</b>		14 263	29 624	29 082	41 500	53 540	53 540	20 218	32 404	36 387	40 870
<b>Total Capital Funding</b>	7	<b>127 081</b>	<b>126 016</b>	<b>176 438</b>	<b>613 729</b>	<b>628 137</b>	<b>628 137</b>	<b>424 538</b>	<b>627 331</b>	<b>612 545</b>	<b>538 372</b>

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			Multi-year appropriation for 2026/27 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)			
		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	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
R thousand	1																					
Capital expenditure - Municipal Vote																						
Multi-year expenditure appropriation	2																					
Vote 01 - Executive & Council		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	#N/A
Vote 02 - Municipal And General		2 295	--	--	1 580	2 580	2 500	350	1 739	--	6 430	1 739	--	--	1 739	--	--	--	--	--	--	6 430
02.1 - Municipal And General		2 295	--	--	1 580	2 580	2 500	350	1 739	--	6 430	1 739	--	--	1 739	--	--	--	--	--	--	6 430
Vote 03 - Municipal Manager		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	#N/A
Vote 04 - Corporate Services		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	#N/A
Vote 05 - Community Services		--	--	--	5 000	3 500	3 500	525	6 579	4 348	--	6 579	--	--	6 579	4 348	--	--	--	4 348	--	--
05.9 - Community Halls And Facilities		--	--	--	5 000	3 500	3 500	525	6 579	4 348	--	6 579	--	--	6 579	4 348	--	--	--	4 348	--	--
Vote 06 - Financial Services		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	#N/A
Vote 07 - Strategy Econ Development And Planning		16 239	8 996	24 620	2 000	2 000	2 000	143	3 130	2 609	2 696	3 130	--	--	3 130	2 609	--	--	--	2 609	--	2 696
07.4 - Economic Development And Planning		16 239	8 996	17 673	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
07.5 - Town Planning		--	--	6 946	2 000	2 000	2 000	143	3 043	1 304	1 304	3 043	--	--	3 043	1 304	--	--	--	1 304	--	1 304
07.9 - Urban Renewal Program		--	--	--	--	--	--	--	87	1 304	1 391	87	--	--	87	1 304	--	--	--	1 304	--	1 391

HC091 Sol Plaste - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding											
Vote Description		Current Year 2024/25						2025/26 Medium Term Revenue & Expenditure Framework			
Ref		2022/23	2022/23	2023/24							
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
R thousand											
Vote 08 - Infrastructure And Services		84 739	82 240	105 329	533 430	576 500	576 500	486 071	524 952	494 526	480 167
08.1 - Roads Planning And Design		30 718	29 029	39 239	42 616	40 646	40 646	29 821	19 879	39 361	40 433
08.10 - Seawage - Retention		28 214	20 535	4 676	8 500	22 500	22 500	11 723	37 826	5 217	3 943
08.14 - Water - Distribution		-	9 645	39 452	477 280	508 353	508 353	362 783	483 212	444 139	414 950
08.15 - Electricity - Admin		25 805	24 186	21 952	5 000	5 000	5 000	3 735	13 943	6 087	1 739
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	541 930	584 500	584 500	490 089	536 400	501 762	480 293

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 the 2024/25 Annual Budget	Downward adjustments for 2025/26	Appropriation carried forward	Budget Year 1 2025/26	Budget Year 1+ 2026/27	Budget Year 2+ 2027/28
534 932	--	--	534 932	484 826	--	--	484 826	--	--	480 167
15 670	--	--	15 670	20 382	--	--	20 382	--	--	40 450
37 808	--	--	37 808	5 217	--	--	5 217	--	--	3 043
463 212	--	--	463 212	644 139	--	--	644 139	--	--	614 950
13 043	--	--	13 043	6 087	--	--	6 087	--	--	1 739
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536 406	--	--	536 406	501 782	--	--	501 782	--	--	n/a

Vote Description	Ref	Current Year 2024/25					2023/24 Medium Term Revenue & Expenditure Framework				
		2021/22	2022/23	2023/24							
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure - Municipal Vote, Single-year expenditure associations.	2										
Vote 01 - Executive & Council		--	--	--	--	--	--	--	--	--	--
Vote 02 - Municipal And General		8 943	14 586	12 646	23 000	26 241	26 241	11 855	19 826	18 696	20 696
02.1 - Municipal And General		8 943	14 586	12 646	23 000	26 241	26 241	11 855	19 826	18 696	20 696
Vote 03 - Municipal Manager		--	--	--	2 349	--	--	--	--	--	--
03.5 - Project Management Unit - Pmu		--	--	--	2 349	--	--	--	--	--	--
Vote 04 - Corporate Services		--	--	--	--	--	--	--	--	--	--
Vote 05 - Community Services		--	--	--	2 210	2 210	2 210	1 588	5 217	4 167	--
05.8 - Sport Grounds And Stadiums		--	--	--	2 210	2 210	2 210	1 588	--	--	--
05.11 - Cemeteries		--	--	--	--	--	--	--	5 217	4 167	--
Vote 06 - Financial Services		--	--	--	--	--	--	--	879	--	--
06.7 - Siting Finance		--	--	--	--	--	--	--	879	--	--
Vote 07 - Strategy Econ Development And Planning		--	--	--	3 000	2 511	2 511	246	7 361	5 952	4 348
07.2 - Tourism		--	--	--	1 500	750	750	246	1 408	--	--
07.4 - Economic Development And Planning		--	--	--	--	--	--	--	2 174	--	--
07.5 - Town Planning		--	--	--	1 000	1 761	1 761	1 761	1 769	5 952	4 348
07.8 - Markets And Street Trading		--	--	--	--	--	--	--	2 039	--	--
Vote 08 - Infrastructure And Services		12 866	20 194	34 444	41 220	12 676	12 676	1 760	57 657	81 947	36 035
08.4 - Roads Planning And Design		3 500	7 517	6 000	--	--	--	--	4 348	8 696	8 696
08.10 - Sewerage - Retention		--	--	--	--	4 000	4 000	--	--	--	--
08.4 - Water - Distribution		624	(0)	23 071	40 220	3 176	3 176	867	36 363	60 208	12 676
08.16 - Electricity - Admin		8 742	12 676	5 372	1 000	5 500	5 500	894	16 957	13 043	14 463

[illegible]

NC091 Sol Platte - 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		
		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
R thousand	1										
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	43 637	43 637	15 449	99 931	110 762	69 079
Total Capital Expenditure		127 981	129 016	176 436	619 125	628 137	628 137	424 536	627 331	612 245	538 372

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

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		
		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
R thousand											
ASSETS											
Current assets											
Cash and cash equivalents	1	197 591	109 536	113 726	73 147	4 126	4 126	161 607	146 574	228 519	293 072
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	1 577 517	1 518 421	1 534 712	1 559 013
Receivables from non-exchange transactions		851 850	876 734	860 075	927 844	897 844	897 844	978 072	1 060 605	1 162 685	1 271 471
Current portion of non-current receivables		–	–	–	–	–	–	–	–	–	–
Inventory	2	49 454	82 694	112 013	112 013	112 013	112 013	128 422	112 013	112 013	112 013
VAT		124 979	142 434	155 736	155 542	155 542	155 542	207 934	189 484	189 484	189 484
Other current assets		126	1	638	129	129	129	818	699	699	699
Total current assets		2 396 615	2 304 408	2 664 713	2 543 000	2 324 179	2 324 179	3 054 371	3 027 796	3 228 113	3 425 752
Non current assets											
Investments	3										
Investment property		209 106	212 356	#####	221 645	223 406	223 406	202 428	205 599	207 756	205 820
Property, plant and equipment		2 003 442	2 023 360	2 100 106	2 625 801	2 639 198	2 639 198	2 471 876	2 873 339	3 395 992	3 842 522
Biological assets											
Living and non-living resources											
Heritage assets		12 071	12 071	12 071	13 571	12 821	12 821	12 317	13 480	12 071	12 071
Intangible assets		21 238	17 714	46 592	13 214	13 214	13 214	42 000	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	2 888 639	2 888 639	2 728 621	3 131 060	3 648 448	4 086 727
TOTAL ASSETS		4 642 473	4 569 908	5 024 748	5 417 231	5 212 818	5 212 818	5 782 992	6 158 856	6 876 561	7 512 479
LIABILITIES											
Current liabilities											
Bank overdraft	4	–	–	–	–	–	–	–	–	–	–
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	50 187	49 962	49 962	49 962
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	1 191 824	1 191 824	1 191 824	1 191 824
Trade and other payables from non-exchange transactions		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	315 498	336 936	367 066	399 613
Other current liabilities											
Total current liabilities		1 249 270	1 457 966	929 932	1 523 552	1 523 552	1 523 552	1 664 707	1 669 231	1 680 529	1 693 076
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	2 769 589	2 112 158	2 123 456	2 136 003
NET ASSETS		2 956 905	2 695 200	2 982 833	3 483 471	3 230 638	3 230 638	3 013 403	4 046 698	4 753 105	5 376 477
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	2 997 726	2 767 963	3 055 698	3 368 093	3 116 584	3 116 584	3 488 886	3 971 894	4 678 301	5 301 672
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	3 180 650	3 180 650	3 563 690	4 046 698	4 753 105	5 376 477



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	5 679	28 528	30 092	31 731	
	Adjustments - Consumables Standard Rated	(5 928)	(4 752)	(5 585)	(29 427)	(29 686)	(29 686)	(5 452)	(28 528)	(30 092)	(31 731)	
	Issues - Consumables Standard Rated	866	(423)	499	-	-	-	(57)	-	-	-	
	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	2 339	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	15 033	21 759	22 976	24 286	
	Adjustments - Consumables Zero Rated	(14 876)	(20 513)	(21 210)	(21 146)	(20 581)	(20 581)	(14 790)	(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	832	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	46 805	208 565	205 604	216 594	
	Adjustments - Finished Goods	(39 214)	(57 958)	(51 516)	(204 033)	(221 209)	(221 209)	(43 637)	(208 565)	(205 604)	(216 594)	
	Issues -Finished Goods	58	40	59	-	-	-	57	-	-	-	
	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	57 125	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	46 805	208 565	205 604	216 594	
	Adjustments - Materials and Supplies	(39 214)	(57 958)	(51 516)	(204 033)	(221 209)	(221 209)	(43 637)	(208 565)	(205 604)	(216 594)	
	Issues - Materials and Supplies	58	40	59	-	-	-	57	-	-	-	
	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	57 125	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	137 312	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)	(60 795)	(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)	(43 533)	(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	126 086	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		
		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
R thousand											
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
Receipts											
Property rates		438 882	453 721	507 798	676 122	676 122	676 122	391 696	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	1 045 338	1 891 008	2 034 564	2 196 724
Other revenue		288 367	724 269	(54 233)	92 337	94 837	94 837	999 684	421 814	438 219	453 165
Transfers and Subsidies - Operational	1	31 741	100 622	306 662	299 271	311 530	311 530	303 310	323 676	337 400	355 070
Transfers and Subsidies - Capital	1	100 630	113 738	142 936	572 229	570 097	570 097	577 356	684 166	662 581	572 128
Interest		188	567	3 927	9 000	9 000	9 000	25 906	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)	(2 817 836)	(3 207 739)	(3 357 496)	(3 607 496)
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	527 575	753 802	805 204	703 681
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
Receipts											
Proceeds on disposal of PPE		-	-	17 071	-	-	-	5 071	-	-	-
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)	(368 540)	(721 431)	(704 426)	(619 128)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(127 081)	(126 016)	(159 367)	(613 729)	(621 518)	(621 518)	(363 469)	(721 431)	(704 426)	(619 128)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
Receipts											
Short term loans									-	-	-
Borrowing long term/refinancing		-	-	661 955	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	(1 569)	2 000	2 000	2 000	311	-	-	-
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)	311	(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)	164 416	15 684	81 945	64 553
Cash/cash equivalents at the year begin:	2	43 007	197 591	109 536	100 817	100 817	100 817	-	130 891	146 574	228 519
Cash/cash equivalents at the year end:	2	(669 197)	(869 139)	88 618	73 147	(40 175)	(40 175)	164 416	146 574	228 519	293 072

**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		
		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
<b>R thousand</b>											
<b>Cash and investments available</b>											
Cash/cash equivalents at the year end	1	(669 197)	(869 139)	88 618	73 147	(40 175)	(40 175)	164 416	146 574	228 519	293 072
Other current investments > 90 days		866 788	978 676	25 108	–	44 301	44 301	(2 809)	(0)	(0)	(0)
Non current Investments	1	–	–	–	–	–	–	–	–	–	–
<b>Cash and investments available:</b>		<b>197 591</b>	<b>109 536</b>	<b>113 726</b>	<b>73 147</b>	<b>4 126</b>	<b>4 126</b>	<b>161 607</b>	<b>146 574</b>	<b>228 519</b>	<b>293 072</b>
<b>Application of cash and investments</b>											
Unspent conditional transfers		1 726	7 233	4 057	–	–	–	205 984	106 409	106 409	106 409
Unspent borrowing											
Statutory requirements	2	(13 943)	(31 207)	78 500	45 637	45 637	45 637	107 564	147 452	177 582	210 129
Other working capital requirements	3	327 414	477 883	16 805	492 567	536 175	536 175	(519 873)	(1 703 584)	(1 824 982)	(1 961 676)
Other provisions		–	–	788	788	788	788	788	788	788	788
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5										
<b>Total Application of cash and investments:</b>		<b>315 197</b>	<b>453 909</b>	<b>100 151</b>	<b>538 992</b>	<b>582 600</b>	<b>582 600</b>	<b>(205 537)</b>	<b>(1 448 935)</b>	<b>(1 540 202)</b>	<b>(1 644 350)</b>
<b>Surplus(shortfall) - Excluding Non-Current Creditors Trf to Debt Relief Benefits</b>		<b>(117 606)</b>	<b>(344 372)</b>	<b>13 576</b>	<b>(465 846)</b>	<b>(578 475)</b>	<b>(578 475)</b>	<b>367 145</b>	<b>1 595 509</b>	<b>1 768 722</b>	<b>1 937 422</b>
<b>Creditors transferred to Debt Relief - Non-Current portion</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Surplus(shortfall) - Including Non-Current Creditors Trf to Debt Relief Benefits</b>		<b>(117 606)</b>	<b>(344 372)</b>	<b>13 576</b>	<b>(465 846)</b>	<b>(578 475)</b>	<b>(578 475)</b>	<b>367 145</b>	<b>1 595 509</b>	<b>1 768 722</b>	<b>1 937 422</b>

## 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	1 176 073	2 895 408	3 016 806	3 153 500
Creditors due	1 093 332	1 293 730	642 151	1 286 802	1 286 802	1 286 802	656 200	1 191 824	1 191 824	1 191 824
Total	(327 414)	(477 883)	(16 805)	(492 567)	(536 175)	(536 175)	519 873	1 703 584	1 824 982	1 961 676

### Debtors collection assumptions

Balance outstanding - debtors	2 024 466	1 969 742	2 282 600	2 202 170	2 052 370	2 052 370	2 555 589	2 579 026	2 697 397	2 830 484
Estimate of debtors collection rate	37.8%	41.4%	27.4%	36.1%	36.6%	36.6%	46.0%	112.3%	111.8%	111.4%

Long term investments committed

[illegible]

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

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
R thousand										
CAPITAL EXPENDITURE										
<b>Total New Assets</b>	1	66 118	50 768	57 324	96 593	288 917	288 917	117 237	61 758	84 357
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		32 255	22 708	15 982	–	4 500	4 500	25 217	13 913	14 463
Water Supply Infrastructure		–	1 076	–	68 534	244 206	244 206	46 541	9 030	26 850
Sanitation Infrastructure		8 734	12 397	4 676	3 500	10 000	10 000	16 957	8 696	8 696
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>		<b>40 989</b>	<b>36 181</b>	<b>20 659</b>	<b>72 034</b>	<b>258 706</b>	<b>258 706</b>	<b>88 715</b>	<b>31 639</b>	<b>50 009</b>
Community Facilities		2 295	–	–	1 500	–	–	3 043	4 167	–
Sport and Recreation Facilities		–	–	–	2 210	2 210	2 210	–	–	–
<b>Community Assets</b>		<b>2 295</b>	<b>–</b>	<b>–</b>	<b>3 710</b>	<b>2 210</b>	<b>2 210</b>	<b>3 043</b>	<b>4 167</b>	<b>–</b>
<b>Heritage Assets</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Revenue Generating		2 457	3 296	11 313	5 500	7 261	7 261	4 783	6 387	5 652
Non-revenue Generating		–	–	–	–	–	–	–	–	–
<b>Investment properties</b>		<b>2 457</b>	<b>3 296</b>	<b>11 313</b>	<b>5 500</b>	<b>7 261</b>	<b>7 261</b>	<b>4 783</b>	<b>6 387</b>	<b>5 652</b>
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
<b>Other Assets</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Biological or Cultivated Assets</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		13 891	–	17 073	–	–	–	–	870	–
<b>Intangible Assets</b>		<b>13 891</b>	<b>–</b>	<b>17 073</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>870</b>	<b>–</b>
<b>Computer Equipment</b>		<b>3 857</b>	<b>2 943</b>	<b>1 059</b>	<b>6 849</b>	<b>4 500</b>	<b>4 500</b>	<b>7 652</b>	<b>3 913</b>	<b>3 913</b>
<b>Furniture and Office Equipment</b>		<b>184</b>	<b>984</b>	<b>339</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>870</b>	<b>1 739</b>	<b>1 739</b>
<b>Machinery and Equipment</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Transport Assets</b>		<b>2 445</b>	<b>7 364</b>	<b>6 881</b>	<b>8 000</b>	<b>15 741</b>	<b>15 741</b>	<b>12 174</b>	<b>13 043</b>	<b>23 043</b>
Land		–	–	–	–	–	–	–	–	–
<b>Zoo's, Marine and Non-biological Animals</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Mature		–	–	–	–	–	–	–	–	–
Immature		–	–	–	–	–	–	–	–	–
<b>Living Resources</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total Renewal of Existing Assets</b>	2	35 213	43 168	93 809	436 671	303 409	303 409	489 498	516 622	427 058
Roads Infrastructure		14 756	22 461	25 491	17 500	17 500	17 500	–	14 783	15 217
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		976	4 000	6 173	6 000	6 000	6 000	435	870	1 739
Water Supply Infrastructure		–	8 569	62 145	400 171	25				

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		
		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
R thousand										
<b><u>Total Upgrading of Existing Assets</u></b>	6	25 750	32 080	25 304	80 465	35 811	35 811	20 597	34 165	26 957
Roads Infrastructure		19 462	12 931	19 717	25 170	23 146	23 146	10 870	24 599	25 217
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		1 317	10 153	5 199	-	-	-	4 348	4 348	-
Water Supply Infrastructure		624	(0)	388	48 796	8 415	8 415	435	870	1 739
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		21 403	23 085	25 304	73 965	31 561	31 561	15 652	29 817	26 957
Community Facilities		4 348	8 996	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		4 348	8 996	-	-	-	-	-	-	-
<b>Heritage Assets</b>		-	-	-	1 500	750	750	1 409	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	5 000	3 500	3 500	3 536	4 348	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		-	-	-	5 000	3 500	3 500	3 536	4 348	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
<b>Living Resources</b>		-	-	-	-	-	-	-	-	-
<b><u>Total Capital Expenditure</u></b>	4	127 081	126 016	176 438	613 729	628 137	628 137	627 331	612 545	538 372
Roads Infrastructure		34 218	35 392	45 208	42 670	40 646	40 646	10 870	39 382	40 435
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		34 548	36 862	27 354	6 000	10 500	10 500	30 000	19 130	16 203
Water Supply Infrastructure		624	9 645	62 534	517 500	511 529	511 529	499 565	504 348	427 826
Sanitation Infrastructure		28 214	20 535	4 676	8 500	26 500	26 500	42 174	13 913	11 739
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		97 604	102 434	139 772	574 670	589 176	589 176	582 609	576 773	496 203
Community Facilities		6 643	8 996	-	1 500	-	-	12 561	5 471	1 391
Sport and Recreation Facilities		-	-	-	10 210	6 710	6 710	1 739	-	6 430
<b>Community Assets</b>		6 643	8 996	-	11 710	6 710	6 710	14 300	5 471	7 821
<b>Heritage Assets</b>		-	-	-	1 500	750	750	1 409	-	-
Revenue Generating		2 457	3 296	11 313	5 500	7 261	7 261	4 783	6 387	5 652
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		2 457	3 296	11 313	5 500	7 261	7 261	4 783	6 387	5 652
Operational Buildings		-	-	-	5 000	3 500	3 500	3 536	4 348	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		-	-	-	5 000	3 500	3 500	3 536	4 348	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		13 891	-	17 073	-	-	-	-	870	-
<b>Intangible Assets</b>		13 891	-	17 073	-	-	-	-	870	-
Computer Equipment		3 857	2 943	1 059	6 849	4 500	4 500	7 652	3 913	3 913
Furniture and Office Equipment		184	984	339	500	500	500	870	1 739	1 739
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		2 445	7 364	6 881	8 000	15 741	15 741	12 174	13 043	23 043
Land		-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
<b>Living Resources</b>		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		127 081	126 016	176 438	613 729	628 137	628 137	627 331	612 545	538 372

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		
		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
<b>R thousand</b>										
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	2 245 857	2 265 500	2 360 035	2 724 009	2 738 417	2 738 417	2 737 499	2 627 556	2 453 290
Roads Infrastructure		519 954	354 611	385 394	309 672	307 649	307 649	254 446	263 969	245 082
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	339 212	339 212	374 388	354 023	341 078
Water Supply Infrastructure		278 114	280 179	335 896	787 679	781 709	781 709	821 462	816 749	730 210
Sanitation Infrastructure		460 353	456 096	448 483	464 596	482 596	482 596	483 157	454 896	452 722
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		–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>		<b>1 641 806</b>	<b>1 659 154</b>	<b>1 753 036</b>	<b>2 106 015</b>	<b>2 120 521</b>	<b>2 120 521</b>	<b>2 134 527</b>	<b>2 068 350</b>	<b>1 924 242</b>
<b>Community Assets</b>		<b>222 417</b>	<b>221 129</b>	<b>208 460</b>	<b>226 338</b>	<b>219 838</b>	<b>219 838</b>	<b>209 915</b>	<b>188 897</b>	<b>174 160</b>
<b>Heritage Assets</b>		<b>12 071</b>	<b>12 071</b>	<b>12 071</b>	<b>13 571</b>	<b>12 821</b>	<b>12 821</b>	<b>13 480</b>	<b>12 071</b>	<b>12 071</b>
<b>Investment properties</b>		<b>209 106</b>	<b>212 356</b>	<b>201 266</b>	<b>221 645</b>	<b>223 406</b>	<b>223 406</b>	<b>205 599</b>	<b>207 756</b>	<b>205 820</b>
<b>Other Assets</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Biological or Cultivated Assets</b>										
<b>Intangible Assets</b>		<b>21 238</b>	<b>17 714</b>	<b>46 592</b>	<b>13 214</b>	<b>13 214</b>	<b>13 214</b>	<b>38 642</b>	<b>32 629</b>	<b>26 315</b>
<b>Computer Equipment</b>		<b>7 395</b>	<b>7 397</b>	<b>5 435</b>	<b>11 546</b>	<b>9 197</b>	<b>9 197</b>	<b>7 868</b>	<b>1 833</b>	<b>(1 490)</b>
<b>Furniture and Office Equipment</b>		<b>3 021</b>	<b>3 099</b>	<b>1 777</b>	<b>1 599</b>	<b>1 599</b>	<b>1 599</b>	<b>647</b>	<b>(593)</b>	<b>(2 809)</b>
<b>Machinery and Equipment</b>		<b>4 541</b>	<b>3 967</b>	<b>3 102</b>	<b>2 467</b>	<b>2 467</b>	<b>2 467</b>	<b>(148)</b>	<b>(1 731)</b>	<b>(3 392)</b>
<b>Transport Assets</b>		<b>28 452</b>	<b>32 716</b>	<b>32 637</b>	<b>31 716</b>	<b>39 457</b>	<b>39 457</b>	<b>31 311</b>	<b>22 686</b>	<b>22 716</b>
<b>Land</b>		<b>95 810</b>	<b>95 898</b>	<b>95 658</b>	<b>95 898</b>	<b>95 898</b>	<b>95 898</b>	<b>95 658</b>	<b>95 658</b>	<b>95 658</b>
<b>Zoo's, Marine and Non-biological Animals</b>										
<b>Living Resources</b>										
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	<b>2 245 857</b>	<b>2 265 500</b>	<b>2 360 035</b>	<b>2 724 009</b>	<b>2 738 417</b>	<b>2 738 417</b>	<b>2 737 499</b>	<b>2 627 556</b>	<b>2 453 290</b>
<b>EXPENDITURE OTHER ITEMS</b>		<b>343 490</b>	<b>384 400</b>	<b>408 366</b>	<b>451 818</b>	<b>466 893</b>	<b>466 893</b>	<b>463 945</b>	<b>483 289</b>	<b>510 926</b>
<u>Depreciation</u>	7	70 060	71 830	76 441	89 700	89 700	89 700	90 200	95 157	100 093
<u>Repairs and Maintenance by Asset Class</u>	3	<b>273 430</b>	<b>312 569</b>	<b>331 925</b>	<b>362 118</b>	<b>377 193</b>	<b>377 193</b>	<b>373 745</b>	<b>388 133</b>	<b>410 832</b>
Roads Infrastructure		46 030	55 439	71 854	72 566	77 086	77 086	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	92 675	92 675	89 489	94 986	100 418
Water Supply Infrastructure		60 085	70 657	60 170	60 347	61 346	61 346	60 459	64 087	67 932
Sanitation Infrastructure		30 149	41 842	45 814	47 577	51 742	51 742	53 233	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		–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>		<b>218 404</b>	<b>256 231</b>	<b>267 642</b>	<b>297 242</b>	<b>310 310</b>	<b>310 310</b>	<b>304 291</b>	<b>317 114</b>	<b>335 594</b>
Community Facilities		3 206	505	4 153	3 115	3 685	3 685	2 840	3 274	3 457
Sport and Recreation Facilities		470	446	1 053	580	1 390	1 390	650	686	726
<b>Community Assets</b>		<b>3 675</b>	<b>951</b>	<b>5 206</b>	<b>3 695</b>	<b>5 075</b>	<b>5 075</b>	<b>3 490</b>	<b>3 960</b>	<b>4 183</b>
<b>Heritage Assets</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Revenue Generating		7 195	8 614	9 491	10 711	10 312	10 312	11 014	11 583	12 172
Non-revenue Generating		–	–	–	–	–	–	–	–	–
<b>Investment properties</b>		<b>7 195</b>	<b>8 614</b>	<b>9 491</b>	<b>10 711</b>	<b>10 312</b>	<b>10 312</b>	<b>11 014</b>	<b>11 583</b>	<b>12 172</b>
Operational Buildings		13 131	13 115	15 379	15 861	17 161	17 161	14 942	13 139	13 825
Housing		–	–	–	–	–	–	–	–	–
<b>Other Assets</b>		<b>13 131</b>	<b>13 115</b>	<b>15 379</b>	<b>15 861</b>	<b>17 161</b>	<b>17 161</b>	<b>14 942</b>	<b>13 139</b>	<b>13 825</b>
<b>Biological or Cultivated Assets</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
<b>Intangible Assets</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Computer Equipment</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Furniture and Office Equipment</b>		<b>1 139</b>	<b>963</b>	<b>778</b>	<b>1 520</b>	<b>1 912</b>	<b>1 912</b>	<b>1 326</b>	<b>1 399</b>	<b>1 472</b>
<b>Machinery and Equipment</b>		<b>26 087</b>	<b>27 357</b>	<b>28 485</b>	<b>27 696</b>	<b>26 986</b>	<b>26 986</b>	<b>28 125</b>	<b>29 802</b>	<b>31 855</b>
<b>Transport Assets</b>		<b>3 798</b>	<b>5 338</b>	<b>4 943</b>	<b>5 392</b>	<b>5 436</b>	<b>5 436</b>	<b>10 557</b>	<b>11 136</b>	<b>11 732</b>
<b>Land</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Zoo's, Marine and Non-biological Animals</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Mature		–	–	–	–	–	–	–	–	–
Immature		–	–	–	–	–	–	–	–	–
<b>Living Resources</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		<b>343 490</b>	<b>384 400</b>	<b>408 366</b>	<b>451 818</b>	<b>466 893</b>	<b>466 893</b>	<b>463 945</b>	<b>483 289</b>	<b>510 926</b>
<b>Renewal and upgrading of Existing Assets as % of total capex</b>		48,0%	59,7%	67,5%	84,3%	54,0%	54,0%	81,3%	89,9%	84,3%
<b>Renewal and upgrading of Existing Assets as % of deprecn</b>		87,0%	104,8%	155,8%	576,5%	378,2%	378,2%	565,5%	578,8%	453,6%
<b>R&amp;M as a % of PPE &amp; Investment Property</b>		12,4%	14,0%	14,4%	13,4%	13,9%	13,9%	13,9%	15,0%	17,0%
<b>Renewal and upgrading and R&amp;M as a % of PPE and Investment Property</b>		15,1%	17,3%	19,6%	32,6%	26,4%	26,4%	32,9%	36,4%	35,8%

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
<b>Household service targets</b>	1									
<b>Water:</b>										
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	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		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
<i>Below Minimum Service Level sub-total</i>		6 132	6 132	6 132	6 132	6 132	6 132	6 132	6 132	6 132
<b>Total number of households</b>	5	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>
<b>Sanitation/sewerage:</b>										
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)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		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
<i>Below Minimum Service Level sub-total</i>		6 012	6 012	6 012	6 012	6 012	6 012	6 012	6 012	6 012
<b>Total number of households</b>	5	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>	<b>68 315</b>
<b>Energy:</b>										
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
<i>Minimum Service Level and Above sub-total</i>		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
<i>Below Minimum Service Level sub-total</i>		5 689	5 689	5 689	5 689	5 689	5 689	5 689	5 689	5 689
<b>Total number of households</b>	5	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>	<b>68 312</b>	<b>68 312</b>	<b>68 312</b>
<b>Refuse:</b>										
Removed at least once a week		56 740	56 740	56 740	56 740	56 740	56 740	56 740	56 740	56 740
<i>Minimum Service Level and Above sub-total</i>		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
<i>Below Minimum Service Level sub-total</i>		11 574	11 574	11 574	11 574	11 574	11 574	11 574	11 574	11 574
<b>Total number of households</b>	5	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>	<b>68 314</b>
<b>Households receiving Free Basic Service</b>	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	-
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>										
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
<b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b>		15 009	7 016	-	9 600	9 600	9 600	10 340	11 117	-
<b>Total cost of FBS provided</b>	8	<b>59 136</b>	<b>53 652</b>	<b>52 535</b>	<b>72 000</b>	<b>72 000</b>	<b>72 000</b>	<b>73 840</b>	<b>78 737</b>	<b>71 983</b>
<b>Highest level of free service provided per household</b>										
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)		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
<b>Revenue cost of subsidised services provided (R'000)</b>	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible 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										
Other										
<b>Total revenue cost of subsidised services provided</b>	6	<b>90 455</b>	<b>89 667</b>	<b>88 597</b>	<b>107 540</b>	<b>107 540</b>	<b>107 540</b>	<b>105 700</b>	<b>113 352</b>	<b>121 424</b>

2023/24 Page - Supporting Table SAT Supporting Detail to Budgeted Financial Performance											
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	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand											
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	618 365	754 320	804 652	850 179
Less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		31 974	33 542	32 022	37 240	37 240	37 240	6 894	36 400	38 402	40 322
Net Property Rates		599 898	610 991	656 442	687 320	687 320	687 320	611 471	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	827 091	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	12 127	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	9 843	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	805 122	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	290 210	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	7 112	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	2 774	8 000	8 440	8 904
Net Service charges - Water		271 961	271 599	276 094	343 685	343 685	343 685	280 324	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	108 004	135 274	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	13 275	25 500	27 030	28 517
Net Service charges - Waste Water Management		81 934	89 203	93 794	95 890	95 890	95 890	94 729	106 274	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	80 788	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	1 079	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	8 603	17 000	17 850	18 832
Net Service charges - Waste Management		59 094	66 890	75 114	72 271	72 271	72 271	71 106	73 593	76 320	80 287
EXPENDITURE ITEMS:											
Employee related costs	2										
Basic Salaries and Wages		426 137	440 528	465 390	518 291	514 103	514 103	389 966	547 355	579 204	609 713
Pension and UIF Contributions		75 822	80 020	84 283	98 168	98 168	98 168	70 651	101 012	106 464	112 179
Medical Aid Contributions		49 531	51 158	54 691	63 810	63 810	63 810	53 549	69 930	73 718	77 661
Overtime		52 688	69 383	90 602	53 982	54 982	54 982	56 392	58 301	61 453	64 874
Performance Bonus		29 946	30 249	30 591	38 317	38 317	38 317	28 811	39 432	41 563	43 794
Motor Vehicle Allowance		43 919	43 623	44 832	53 156	53 337	53 337	35 710	52 475	55 292	58 174
Cellphone Allowance		1 559	1 587	1 749	1 829	1 829	1 829	1 419	1 938	2 043	2 151
Housing Allowances		2 662	2 766	2 872	2 896	2 896	2 896	3 710	3 176	3 349	3 525
Other benefits and allowances		19 998	20 261	38 029	26 598	31 330	31 330	26 857	32 935	34 663	36 571
Payments in lieu of leave		10 507	14 403	7 128	20 000	20 000	20 000	4 443	16 200	26 375	27 694
Long service awards		24 485	27 934	30 972	29 996	29 996	29 996	25 694	31 876	33 590	35 402
Post-retirement benefit obligations		36 522	39 393	43 162	43 900	43 900	43 900	6 730	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	703 932	1 004 532	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	703 932	1 004 532	1 070 358	1 127 015



<b>Depreciation and amortisation</b>										
Depreciation of Property, Plant & Equipment	66 287	68 208	69 179	85 200	85 200	85 200	51 360	84 500	89 143	93 779
Lease amortisation	3 773	3 622	5 149	4 500	4 500	4 500	4 592	5 700	6 014	6 314
Capital asset impairment	–	–	2 112	–	–	–	–	–	–	–
<b>Total Depreciation and amortisation</b>	<b>70 060</b>	<b>71 830</b>	<b>76 441</b>	<b>89 700</b>	<b>89 700</b>	<b>89 700</b>	<b>55 952</b>	<b>90 200</b>	<b>95 157</b>	<b>100 093</b>
<b>Bulk purchases - electricity</b>										
Electricity bulk purchases	639 689	672 362	787 457	897 300	910 118	910 118	719 005	1 000 000	1 089 000	1 197 900
<b>Total bulk purchases</b>	<b>639 689</b>	<b>672 362</b>	<b>787 457</b>	<b>897 300</b>	<b>910 118</b>	<b>910 118</b>	<b>719 005</b>	<b>1 000 000</b>	<b>1 089 000</b>	<b>1 197 900</b>
<b>Transfers and grants</b>										
Cash transfers and grants	2 546	2 599	2 526	3 660	3 660	3 660	2 804	4 300	3 858	3 967
Non-cash transfers and grants	–	–	–	–	–	–	–	–	–	–
<b>Total transfers and grants</b>	<b>2 546</b>	<b>2 599</b>	<b>2 526</b>	<b>3 660</b>	<b>3 660</b>	<b>3 660</b>	<b>2 804</b>	<b>4 300</b>	<b>3 858</b>	<b>3 967</b>
<b>Contracted Services</b>										
Outsourced Services	6 891	11 217	25 313	8 326	26 246	26 246	17 957	11 976	10 643	15 186
Consultants and Professional Services	4 184	5 116	5 472	8 565	16 730	16 730	9 775	10 155	9 762	10 248
Contractors	27 088	11 953	14 305	23 840	23 540	23 540	15 871	23 725	25 098	26 537
<b>Total contracted services</b>	<b>38 163</b>	<b>28 285</b>	<b>45 090</b>	<b>40 731</b>	<b>66 516</b>	<b>66 516</b>	<b>43 602</b>	<b>45 856</b>	<b>45 503</b>	<b>51 971</b>
<b>Operational Costs</b>										
Collection costs	–	–	(23)	–	–	–	0	2 400	2 532	2 659
Contributions to 'other' provisions	–	–	–	–	–	–	–	–	–	–
Audit fees	5 689	6 641	8 072	7 800	7 950	7 950	7 922	9 000	9 495	9 970
Other Operational Costs	104 614	124 450	134 314	143 749	164 561	164 561	152 229	165 254	169 464	180 489
<b>Total Operational Costs</b>	<b>110 302</b>	<b>131 090</b>	<b>142 363</b>	<b>151 549</b>	<b>172 511</b>	<b>172 511</b>	<b>160 152</b>	<b>176 654</b>	<b>181 491</b>	<b>193 117</b>
<b>Repairs and Maintenance by Expenditure Item</b>										
Employee related costs	130 190	146 483	170 576	170 075	170 275	170 275	134 487	174 443	184 280	195 004
Inventory Consumed (Project Maintenance)	137 459	154 393	156 327	181 636	196 521	196 521	140 331	188 927	192 827	204 118
Contracted Services	75	6 391	(929)	3 795	3 495	3 495	84	3 180	3 431	3 685
Operational Costs	5 705	5 302	5 952	6 613	6 903	6 903	3 171	7 195	7 596	8 025
<b>Total Repairs and Maintenance Expenditure</b>	<b>273 430</b>	<b>312 569</b>	<b>331 925</b>	<b>362 118</b>	<b>377 193</b>	<b>377 193</b>	<b>278 073</b>	<b>373 745</b>	<b>388 133</b>	<b>410 832</b>
<b>Inventory Consumed</b>										
Inventory Consumed - Water	41 302	43 857	43 903	65 000	47 362	47 362	64 932	73 000	75 000	78 000
Inventory Consumed - Other	60 019	83 224	78 311	254 605	271 475	271 475	63 879	258 852	258 672	272 611
<b>Total Inventory Consumed &amp; Other Material</b>	<b>101 321</b>	<b>127 081</b>	<b>122 214</b>	<b>319 605</b>	<b>318 837</b>	<b>318 837</b>	<b>128 811</b>	<b>331 852</b>	<b>333 672</b>	<b>350 611</b>

**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						-			106 274								106 274
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	-	45 207								323 676
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 contribution)		-	382 964	2 305	6 110	148 586	742 122	10 003	1 942 098	-	-	-	-	-	-	-	3 234 188
Expenditure																	
Employee related costs		19 465	79 100	25 202	73 366	295 086	147 501	60 227	304 585								1 004 532
Remuneration of councillors		37 083															37 083
Bulk purchases - electricity									1 000 000								1 000 000
Inventory consumed			207 352						124 500								331 852
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	900	475	1 310	2 246	27 025								45 856
Transfers and subsidies		-	4 150			150			-								4 300
Irrecoverable debts written off			-			-	-		-								-
Operational costs		4 472	53 730	1 355	4 943	11 248	22 365	1 649	76 891								176 654
Losses on disposal of Assets			-	-		-	-	-	-								-
Other Losses			-						69 000								69 000
Total Expenditure		61 081	646 887	30 457	79 209	329 859	171 176	64 122	1 829 716	-	-	-	-	-	-	-	3 212 506
Surplus/(Deficit)		(61 081)	(263 923)	(28 152)	(73 099)	(181 273)	570 945	(54 119)	112 382	-	-	-	-	-	-	-	21 682
Transfers and subsidies - capital (monetary allocations)																	
			684 166	-				-	-								684 166
Transfers and subsidies - capital (n-kind)			-														-
Surplus/(Deficit) after capital transfers & contributions		(61 081)	420 243	(28 152)	(73 099)	(181 273)	570 945	(54 119)	112 382	-	-	-	-	-	-	-	705 848



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		
				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
R thousand												
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION	Marketing the municipality as premier destination for tourism and investment	A		294 113	391 975	409 171	400 172	406 332	406 332	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	1 838 130	1 838 130	2 090 684	2 244 599	2 416 809
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB				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	2 972 361	2 972 361	3 234 188	3 458 401	3 698 283

**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			
				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	
R thousand													
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION	Marketing the municipality as premier destination for tourism and investment	A		363 220	492 990	460 025	464 459	569 419	569 419	526 052	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	112 127	116 426	124 845	
IMPROVED SERVICE DELIVERY				1 685 820	1 823 634	2 046 542	2 120 022	2 273 991	2 273 991	2 324 871	2 480 749	2 664 484	
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB				54 596	57 573	60 672	67 813	71 703	71 703	76 090	73 201	76 862	
Allocations to other priorities													
Total Expenditure				1	2 314 658	2 595 982	2 797 419	2 928 505	3 197 789	3 197 789	3 212 506	3 414 576	3 647 039

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	Marketing the municipality as premier destination for tourism and investment	A		11 238	14 586	12 646	24 500	28 741	28 741	21 565	18 696	35 126
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT				-	-	-	-	-	-	870	-	-
IMPROVED INSTITUTIONAL MANAGEMENT				-	-	-	2 349	-	-	-	-	-
IMPROVED SERVICE DELIVERY				97 604	102 434	139 772	581 880	594 886	594 886	594 405	585 288	496 203
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB				18 239	8 996	24 020	5 000	4 511	4 511	10 491	8 561	7 043
Allocations to other priorities			3									
Total Capital Expenditure			1	127 081	126 016	176 438	613 729	628 137	628 137	627 331	612 545	538 372

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
Property Rates (R000 Value Threshold)		Rand Value Threshold	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000
Adjustment(Impermissible Values Per		Rand Value								
Refuse (Average Litres Per Week		Average Litres Per Week	21	21	21	21	21	21	21	2
Month)		Rand Per Household Per	181	189	198	213	213	213	222	235
Month)		Kiloitres Per Household Per	6	6	6	6	6	6	6	6
Waste Management										
Solid Waste Disposal (Landfill Sites)										
Removal		Households	12 264	12 033	11 633	11 800	11 800	11 800	11 800	11 800
Removal		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
Other (R000)		Rand Value								
Other Rubbish Disposal		Households	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
Week		Households	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
Using Own Refuse Dump		Households	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
Electricity (< Min.Service Level)		Households	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
Electricity		Households	12 264	12 033	11 633	11 800	11 800	11 800	11 800	11 800
Electricity		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
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
Chemical Toilet		Households	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
Flush Toilet (With Septic Tank)		Households								
Sanitation	Households	12 264	12 033	11 633	11 800	11 800	11 800	11 800	11 800	
Sanitation	Households	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	
Level)	Households	678	678	678	678	678	678	678	678	
Level)	Households									
Pit Toilet (Ventilated)	Households	2 530	2 530	2 530	2 530	2 530	2 530	2 530	2 530	
Water Management										
Water Distribution										
Water	Households	12 264	12 033	11 633	11 800	11 800	11 800	11 800	11 800	
Water	Households									
Informal Settlements (R000)	Rand Value	4437 234								
No Water Supply	Households	1 677								

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
<b><u>Borrowing Management</u></b>											
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%
<b><u>Safety of Capital</u></b>											
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%
<b><u>Liquidity</u></b>											
Current Ratio	Current assets/current liabilities	1,9	1,6	2,9	1,7	1,5	1,5	1,8	1,8	1,9	2,0
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	1,9	2,0
Liquidity Ratio	Monetary Assets/Current Liabilities	1,1	0,8	1,7	0,9	0,8	0,8	1,0	1,0	1,0	1,1
<b><u>Revenue Management</u></b>											
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%	113,4%	140,5%	140,4%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		137,8%	123,5%	125,8%	134,6%	136,4%	136,4%	113,4%	140,5%	140,4%	139,8%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	56,7%	54,2%	45,4%	47,9%	46,7%	46,7%	60,6%	48,5%	48,3%	48,1%
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%
<b><u>Creditors Management</u></b>											
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%	399,1%	813,1%	521,5%	406,7%
<b><u>Other Indicators</u></b>											
Electricity Distribution Losses (2)	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
	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	116 943	#####	0,0%	#####	#####	#####	0,0%	#####	#####	0,0%
	Water treatment works										
	Natural sources										
Water Distribution Losses (2)	Total Volume Losses (kℓ)	22 764	22 819	–	17 604	17 604	17 604	–	17 479	17 504	–
	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%	28,1%	31,1%	30,9%	30,5%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	36,9%	35,2%	31,7%	33,4%	33,3%	33,3%	41,6%	32,2%	32,1%	31,6%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	12,6%	12,9%	11,3%	12,2%	12,7%	12,7%	14,9%	11,6%	11,2%	11,1%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	6,6%	7,7%	6,8%	3,6%	5,6%	5,6%	3,4%	3,3%	3,1%	3,0%
<b><u>IDP regulation financial viability indicators</u></b>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	3 840,5	615,4	122,2	124,4	125,0	114,7	39,5	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%	103,7%	76,5%	76,5%	76,2%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	(3,5)	(4,2)	0,4	0,3	(0,2)	(0,2)	0,7	0,6	–	–

**References**

1. Consumer debtors > 12 months old are excluded from current assets
2. Only include if services provided by the municipality



C0911 Soil Plastic - Supporting Table SA9 Social, economic and demographic statistics and assumptions												
Description of economic indicator	Basis of calculation	2001 Census	2007 Survey	2011 Census	2012/22		2022/23	2023/24	Current Year 2024/25	2025/26 Medium Term Revenue & Expenditure Framework		
					Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome	
<b>Demographics</b>	Ref											
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	-
<b>Monthly household income (no. of households)</b>	1, 12											
No income	R0	7 054	7 054	7 054	7 992	7 992	-		7 992	7 992	7 992	-
R1 - R4 800	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 - R8 600	3 196	3 196	3 196	3 620	3 620	-		3 620	3 620	3 620	-
R3 201 - R6 400	R9 601 - R19 500	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 400	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	-
R51 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 401 - 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	-
<b>Poverty profiles (no. of households)</b>	13											
< R2 050 per household per month	2											
Insert description												
<b>Household demographics (000)</b>												
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)												
<b>Housing statistics</b>	3											
Formal		49 212	49 212	49 212	58 832	58 832	-		58 832	58 832	58 832	-
Informal		3 247	5 733	10 378	8 998	8 998	-		8 998	8 998	8 998	-
<b>Total number of households</b>	4	58 459	54 945	59 590								

Table 3.01: Profile - Supporting Table SA-S Social, economic and demographic statistics and assumptions						2021/22	2022/23	2023/24	Current Year 2024/25	2025/26 Medium Term Revenue & Expenditure Framework		
Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
<b>Demographics</b>												
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	-
<b>Monthly household income (no. of households)</b>	1, 12											
R0			7 054	7 054	7 054	7 992	7 992	-	7 992	7 992	7 992	-
R1 - R4,800			1 990	1 990	1 990	2 254	2 254	-	2 254	2 254	2 254	-
R4,801 - R9,600			3 196	3 196	3 196	3 620	3 620	-	3 620	3 620	3 620	-
R9,601 - R19,200			9 708	9 708	9 708	10 998	10 998	-	10 998	10 998	10 998	-
R19,201 - R38,400			11 276	11 276	11 276	12 774	12 774	-	12 774	12 774	12 774	-
R38,401 - R76,800			8 984	8 984	8 984	10 178	10 178	-	10 178	10 178	10 178	-
R76,801 - R153,600			7 236	7 236	7 236	8 197	8 197	-	8 197	8 197	8 197	-
R153,601 - R307,200			5 789	5 789	5 789	6 558	6 558	-	6 558	6 558	6 558	-
R307,201 - R614,400			3 497	3 497	3 497	3 962	3 962	-	3 962	3 962	3 962	-
R614,401 - R1 228,800			1 085	1 085	1 085	1 229	1 229	-	1 229	1 229	1 229	-
R1 228,801 - R2 457,600			241	241	241	273	273	-	273	273	273	-
> R2 457,601			241	241	241	273	273	-	273	273	273	-
<b>Poverty profiles (no. of households)</b>												
< R2 060 per household per month	13											
Insert description	2											
<b>Household demographics (000)</b>												
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)												
<b>Housing statistics</b>	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	4		58 459	54 945	59 590	67 830	67 830	-	67 830	67 830	67 830	-
Dwellings provided by municipality			-	-	-	-	-	-	-	-	-	-
Dwellings provided by province/s			-	-	-	-	-	-	-	-	-	-
Dwellings provided by private sector	5		-	-	-	-	-	-	-	-	-	-
Total new housing dwellings			-	-	-	-	-	-	-	-	-	-
<b>Economic</b>	6											
Inflation/inflation output (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%
<b>Collection rates</b>	7											
Property tax/service charges						68.0%	70.0%	0.0%	85.0%	85.0%	85.0%	0.0%
Rent of facilities & equipment						10.0%	15.0%	0.0%	15.0%	20.0%	25.0%	0.0%
Interest - external investments						30.0%	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%



Municipal entity services		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	Ret	Household service targets (000)								
		<u>Water:</u>								
		Piped water inside dwelling								
	8	Piped water inside yard (but not in dwelling)								
	10	Using public tap (at least min.service level)								
		Other water supply (at least min.service level)								
	9	Minimum Service Level and Above sub-total								
	10	Using public tap (< min.service level)								
		Other water supply (< min.service level)								
		No water supply								
		Below Minimum Service Level sub-total								
		Total number of households								
Name of municipal entity	Ret	<u>Sanitation/sewerage:</u>								
		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	Ret	<u>Energy:</u>								
		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	Ret	<u>Refuse:</u>								
		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'		2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
Names of service providers		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)								
		<u>Water:</u>								
		Piped water inside dwelling								
		Piped water inside yard (but not in dwelling)								
		Using public tap (at least min.service level)								
		Other water supply (at least min.service level)								
		Minimum Service Level and Above sub-total								
		Using public tap (< min.service level)								
		Other water supply (< min.service level)								
		No water supply								
		Below Minimum Service Level sub-total								
		Total number of households								
Names of service providers		<u>Sanitation/sewerage:</u>								
		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		<u>Energy:</u>								
		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		<u>Refuse:</u>								
		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		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	Ret	Location of households for each type of FBS								
		Formal settlements - (50 kwh per indigent household per month Rands)								
		7 110 351	6 989 232	9 967 435	12 000 000	12 000 000	12 000 000	13 000 000	14 300 000	15 730 000



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
<b>Funding measures</b>												
Cash/loans equivalents at the year end - R'000	18/1(a)	1	(869 197)	(869 139)	88 618	73 147	(40 178)	(40 179)	146 416	146 574	228 619	293 072
Cash + investments at the year end less applications - R'000	18/1(b)	2	(117 606)	(344 372)	13 576	(465 846)	(578 475)	(578 475)	387 145	1 595 509	1 768 722	1 937 422
Cash year end/monthly employee/supplier payments	18/1(b)	3	(3,5)	(4,2)	0,4	0,3	(0,2)	(0,2)	0,7	0,6	-	-
Surplus/(Deficit) excluding depreciation offsets: R'000	18/1(c)	4	196 110	76 072	434 375	602 003	350 493	350 493	583 328	705 648	706 406	623 372
Service charge rev % change - macro CPX target exclusive	18/1(a)(2)	5	N.A.	(2.9%)	4.8%	5.6%	(6.9%)	(6.9%)	(25.0%)	1.9%	1.3%	1.3%
Cash receipts % of Ratespayer & Other revenue	18/1(a)(2)	6	37.8%	41.4%	27.4%	36.1%	36.6%	36.6%	46.0%	112.3%	111.8%	111.4%
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%	19.1%	17.6%	17.7%	17.3%
Capital payments % of capital expenditure	18/1(c)-19	8	100.0%	100.0%	100.0%	100.0%	98.9%	98.9%	86.8%	115.0%	115.0%	115.0%
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(b)	10	-	-	-	-	-	-	-	103.2%	219.7%	0.0%
Current consumer debtors % change - inc/(decr)	18/1(a)	11	N.A.	(2.7%)	15.9%	(3.5%)	(6.5%)	0.0%	24.5%	0.9%	4.6%	4.9%
Long term receivables % change - inc/(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(v)(i)	13	12.4%	14.0%	14.4%	13.4%	13.9%	13.9%	13.9%	15.0%	17.0%	0.0%
Asset renewal % of capital budget	20/1(v)(i)	14	27.7%	34.3%	53.2%	71.2%	48.3%	48.3%	0.0%	78.0%	84.3%	79.3%
<b>References</b>												
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 borrowing level & cash payment timing												
9. Indicative of compliance with expenditure '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 annum 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 annum 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												
<b>Supporting indicators</b>												
% inc total service charges (incl prop rates)	18/1(a)		0.0%	3.1%	10.8%	15.6%	0.0%	0.0%	(19.0%)	7.9%	7.3%	7.3%
% inc Property Tax	18/1(a)		0.0%	1.8%	7.4%	4.7%	0.0%	0.0%	(11.0%)	4.5%	6.7%	5.7%
% inc Service charges - Electricity	18/1(a)		0.0%	3.9%	17.4%	24.1%	0.0%	0.0%	(26.8%)	10.9%	9.0%	9.0%
% inc Service charges - Water	18/1(a)		0.0%	(0.1%)	1.7%	24.5%	0.0%	0.0%	(18.4%)	5.5%	5.3%	5.3%
% inc Service charges - Waste Water Management	18/1(a)		0.0%	8.9%	5.1%	2.2%	0.0%	0.0%	(1.2%)	10.8%	0.3%	5.1%
% inc Service charges - Waste Management	18/1(a)		0.0%	13.2%	12.3%	(3.8%)	0.0%	0.0%	(1.6%)	1.8%	3.7%	5.2%
% inc 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	1 783 658	1 987 536	2 298 365	2 298 365	2 298 365	1 862 751	2 479 431	2 660 165	2 853 620
Service charges	18/1(a)		1 739 828	1 783 658	1 987 536	2 298 365	2 298 365	2 298 365	1 862 751	2 479 431	2 660 165	2 853 620
Property rates	18/1(a)		599 868	610 991	656 442	687 320	687 320	687 320	611 471	717 800	766 250	809 856
Service charges - electricity revenue	18/1(a)		726 941	754 974	886 092	1 099 199	1 099 199	1 099 199	805 122	1 218 923	1 329 174	1 449 350
Service charges - water revenue	18/1(a)		271 961	271 999	276 094	343 685	343 685	343 685	280 324	362 722	381 821	402 078
Service charges - sanitation revenue	18/1(a)		81 934	89 263	93 794	95 890	95 890	95 890	94 729	106 274	106 601	112 048
Service charges - refuse removal	18/1(a)		59 094	69 890	75 114	72 271	72 271	72 271	71 106	73 983	76 320	80 287
Agency services	18/1(a)		-	-	-	-	-	-	-	-	-	-
Capital expenditure excluding capital grant funding	18/1(a)		14 263	29 624	29 082	41 500	53 540	53 540	20 218	32 404	36 387	40 870
Cash receipts from ratespayers	18/1(a)		1 873 641	2 202 086	1 639 245	2 281 905	2 314 205	2 314 205	2 436 718	2 923 054	3 124 095	3 336 267
Ratespayer & Other revenue	18/1(a)		4 962 388	5 316 811	5 983 468	6 327 817	6 327 817	6 327 817	5 594 462	7 293 327	7 793 327	7 996 386
Change in consumer debtors (current and non-current)	18/1(a)		N/A	(54 724)	312 857	(80 430)	(149 800)	-	503 219	23 437	118 371	133 087
Operating and Capital Grant Revenue	18/1(a)		359 653	372 806	660 747	871 500	887 451	887 451	679 669	1 007 842	999 981	927 197
Capital expenditure - total	20/1(v)(i)		127 081	126 016	176 438	613 729	628 137	628 137	424 538	627 331	612 545	538 372
Capital expenditure - renewal	20/1(v)(i)		35 213	43 168	93 809	436 671	303 409	303 409	499 498	516 622	427 058	-
<b>Supporting benchmarks</b>												
Growth guideline maximum			6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
CP guideline			4.3%	3.9%	4.6%	5.0%	5.0%	5.0%	5.0%	5.4%	5.6%	5.4%
DuRA operating grants total MFY										309 169	330 931	-
DuRA 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 (annex inclusive)												
<b>DuRA operating</b>												
Prp										1 800	2 000	-
Indg										4 800	4 900	-
Equitable Share										302 569	324 431	-
Ejwep										-	-	-
										369 169	330 931	-
<b>DuRA capital</b>												
Alp										2 000	30 000	-
lwp										16 500	14 000	-
Wlp										-	-	-
Endom										5 000	5 000	-
Indg										60 404	65 513	-
Rlp										574 000	-	-
										657 904	114 513	-
<b>Trend</b>												
Change in consumer debtors (current and non-current)			N/A	(54 724)	312 857	(80 430)	(149 800)	-	503 219	23 437	118 371	133 087
<b>Total Operating Revenue</b>												
			2 178 297	2 422 901	2 925 084	2 958 278	2 972 361	2 972 361	2 503 576	3 234 188	3 458 401	3 696 283
<b>Total Operating Expenditure</b>			2 182 704	2 458 365	2 649 750	2 928 505	3 196 465	3 196 465	2 305 241	3 212 506	3 414 576	3 647 039
<b>Operating Performance Surplus/(Deficit)</b>			(4 407)	(35 464)	275 334	29 774	(224 104)	(224 104)	198 335	21 682	43 825	51 244
<b>Cash and Cash Equivalents (30 June 2022)</b>										146 574		
<b>Revenue</b>												
% Increase in Total Operating Revenue				11.2%	20.7%	1.1%	0.5%	0.0%	(15.8%)	8.8%	6.9%	6.9%
% Increase in Property Rates Revenue				1.8%	7.4%	4.7%	0.0%	0.0%	(11.0%)	17.4%	6.7%	5.7%
% Increase in Electricity Revenue				3.9%	17.4%	24.1%	0.0%	0.0%	(26.8%)	10.9%	9.0%	9.0%
% Increase in Property Rates & Services Charges				3.1%	10.8%	15.6%	0.0%	0.0%	(19.0%)	7.9%	7.3%	7.3%
<b>Expenditure</b>												
% Increase in Total Operating Expenditure				0.0%	12.6%	7.8%	10.5%	9.2%	0.0%	(27.9%)	0.5%	6.3%
% Increase in Employee Costs				0.0%	6.3%	8.9%	6.3%	0.2%	0.0%	(26.1%)	5.4%	6.6%
% Increase in Electricity Bulk Purchases				0.0%	5.1%	17.1%	13.9%	1.4%	0.0%	(21.0%)	9.9%	8.9%
Average Cost Per Budgeted Employee Position (Remuneration)				0	0	0	0	0	0	0	0	0
Average Cost Per Councilor (Remuneration)				0	0	0	0	0	0	0	0	0
R&M % of PPE				12.4%	14.0%	14.4%	13.4%	13.9%	13.9%	15.0%	17.0%	0.0%
Asset Renewal and R&M as a % of PPE				15.1%	17.3%	19.6%	32.6%	26.4%	32.9%	32.9%	36.4%	35.8%
Debt Impairment % of Total Billable Revenue				0.0%	21.1%	16.8%	15.5%	20.7%	19.1%	17.6%	17.7%	17.3%
<b>Capital Revenue</b>												
Internally Funded & Other (R'000)				14 263	29 624	29 082	41 500	53 540	53 540	20 218	32 404	40 870
Borrowing (R'000)				-	-	-	-	-	-	-	-	-
Grant Funding and Other (R'000)				112 818	96 302	147 356	572 229	574 587	404 320	594 927	576 158	497 502
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%
Borrowing % of Non Grant Funding				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grant Funding % of Total Funding				68.6%	75.5%	63.5%	93.2%	91.5%	95.2%	94.8%	94.1%	92.4%
<b>Capital Expenditure</b>												
Total Capital Programme (R'000)				127 081	126 016	176 438	613 729	628 137	424 538	627 331	612 545	538 372
Asset Renewal				60 963	75 248	119 113	517 126	339 229	424 538	610 994	550 787	434 244
Asset Renewal % of Total Capital Expenditure				48.0%	59.7%	67.5%	84.3%	54.0%	54.0%	0.0%	81.3%	89.9%
<b>Cash</b>												
Cash				146 574	146 574	146 574	146 574	146 574	146 574	146 574	146 574	146 574
Cash Coverage Ratio			(0)	(0)	(0)	0	0	(0)	(0)	0	0	-
<b>Borrowing</b>												
Most recent credit Rating												
Borrowing Charges to Operating				3.3%	4.6%	4.6%	1.1%	2.9%	2.9%	1.2%	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%
<b>Reserves</b>												
Uncommitted reserves after application of cash and investments				(117 606)	(344 372)	13 576	(465 846)	(578 475)	(578 475)	367 145	1 595 509	1 768 722
Free Basic Services as a % of Equitable Share				27.9%	22.4%	20.0%	25.5%	25.5%	24.5%	24.5%	24.7%	21.6%
Free Services as a % of Operating Revenue (excluding transfers)				4.7%	4.2%	3.7%	4.0%	4.0%	4.0%	3.6%	3.6%	3.6%
<b>High Level Outcome of Funding Compliance</b>												
Total Operating Revenue			2 178 297	2 422 901	2 925 084	2 958 278	2 972 361	2 972 361	2 503 576	3 234 188	3 458 401	3 696 283
Total Operating Expenditure			2 182 704	2 458 365	2 649 750	2 928 505	3 196 465	3 196 465	2 305 241	3 212 506	3 414 576	3 647 039
Surplus/(Deficit) Budgeted Operating Statement			(4 407)	(35 464)	275 334	29 774	(224 104)	(224 104)	198 335	21 682	43 825	51 244
Surplus/(Deficit) Contingent Reserves and Cash Banking			(117 606)	(344 372)	13 576	(465 846)	(578 475)	(578 475)	367 145	1 595 509	1 768 722	1 937 422
MTREE Funded (%) / Unfunded (%)	15	0	0	0	0	0	0	0	0	0	0	0
MTREE Funded (%) / Unfunded (%)	15	0	0	0	0	0	0	0	0	0	0	0

**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
<b>Valuation:</b>	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
<b>Valuation reductions:</b>										
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)										
<b>Total valuation reductions:</b>		<b>721</b>	<b>723</b>	<b>–</b>	<b>753</b>	<b>751</b>	<b>751</b>	<b>766</b>	<b>782</b>	<b>797</b>
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
<b>Rating:</b>										
Residential rate used to determine rate for other categories? (Y/N)	5	No	Yes	Yes	Yes			No		
Differential rates used? (Y/N)		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%		
<b>Rate revenue:</b>										
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)		–	–	–	–	–	–	–	–	–
<b>Total rebates, exemptns, reductns, discs (R'000)</b>		<b>23 239</b>	<b>23 630</b>	<b>–</b>	<b>23 005</b>	<b>24 072</b>	<b>24 072</b>	<b>24 553</b>	<b>25 044</b>	<b>25 545</b>

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

[illegible]

[illegible]



**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
<b>Property rates (rate in the Rand)</b>	1								
Residential properties		Residential	0,01120	0,01160	0,01160	0,01210	0,01270	0,01370	0,01460
Residential properties - vacant land		Vacant Residential Property	0,01680	0,01740	0,01740	0,18190	0,01900	0,02040	0,02180
Formal/informal settlements									
Small holdings									
Farm properties - used		Agricultural farms	0,00280	0,00290	0,00290	0,00300	0,00320	0,00340	0,00370
Farm properties - not used		Agricultural business	0,00280	0,00000	0,00290	0,00300	0,00320	0,00340	0,00370
Industrial properties		Industrial	0,03580	0,03720	0,03480	0,03640	0,03790	0,04090	0,04360
Business and commercial properties		Business/Residential	0,03350	0,03490	0,03480	0,03640	0,03790	0,04090	0,04360
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	0,00560	0,00000	0,00000	0,00000	0,00000	0,00000	0,00000
Municipal properties									
Public service infrastructure									
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
<b>Property rates by usage</b>									
Business and commercial properties		Business and Commercial Property	0,03910	0,04070	0,04060	0,04250	0,04430	0,04770	0,05090
Industrial properties		Industrial Property	0,03910	0,04070	0,04060	0,04250	0,04430	0,04770	0,05090
Mining properties		Mining Property	0,24590	0,05230	0,06950	0,07280	0,07610	0,08200	0,08750
Residential properties		Residential Property	0,01120	0,01160	0,01160	0,01210	0,01270	0,01370	0,01460
Agricultural properties		Agricultural Property	0,00280	0,00290	0,00290	0,00300	0,00320	0,00340	0,00360
Public benefit organisations									
Public service purpose properties		Public Service Property	0,05030	0,05230	0,04750	0,04970	0,05190	0,05590	0,05960
Public service infrastructure properties									
Vacant land									
Sport Clubs and Fields (Bitou only)									
Sectional Title Garages (Drakenstein only)									
<b>Exemptions, reductions and rebates (Rands)</b>	2								
<b>Residential properties</b>									
R15 000 threshold rebate			15 000	15 000	15 000	15 000	15 000	15 000	15 000
General residential rebate			15 000,0000	15 000,0000	15 000,0000	15 000,0000	15 000,0000	15 000,0000	15 000,0000
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
<b>Other rebates or exemptions</b>									
<b>Water tariffs</b>									
<b>Domestic</b>									
Basic charge/fixd fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/kl)									
Water usage - life line tariff		Residential (0-6kl)	6,91	7,19	7,57	8,06	8,42	8,91	9,47
Water usage - Block 1 (c/kl)		Residential (7 - 20 Kl)	29,37	30,55	32,17	34,26	35,76	37,87	40,26





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

[illegible]

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			
		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
Rand/cent											
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%

**NC091 Sol Plaatje - Supporting Table SA15 Investment particulars by type**

[illegible]

NC091 Sol Plaatje - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate *	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of institution & investment ID	1	Yrs/Months												
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									-		-	-	-

### 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
<b>Parent municipality</b>											
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	–	–	–
<b>Municipality sub-total</b>	1		171 517	159 430	808 076	152 895	201 315	201 315	139 019	139 019	139 019
<b>Entities</b>											
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											
<b>Entities sub-total</b>	1		–	–	–	–	–	–	–	–	–
<b>Total Borrowing</b>	1		171 517	159 430	808 076	152 895	201 315	201 315	139 019	139 019	139 019

[illegible]



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		
		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
R thousand										
RECEIPTS:	1, 2									
<u>Operating Transfers and Grants</u>										
National Government:		223 255	248 673	271 713	290 671	294 090	294 090	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 Grant		–	–	–	–	–	–	–	–	–
Expanded Public Works Programme Integrated Grant		3 362	3 959	3 102	2 267	2 927	2 927	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	18 764	18 764	9 007	9 240	9 748
Capacity Building and Other Grants		8 561	9 684	8 979	8 600	9 264	9 264	9 007	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	312 854	312 854	323 676	337 400	355 070
<u>Capital Transfers and Grants</u>										
National Government:		105 767	108 149	133 753	572 229	574 597	574 597	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	–	4 500	4 500	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	574 597	574 597	684 166	662 581	572 128
TOTAL RECEIPTS OF TRANSFERS & GRANTS		436 504	376 193	660 747	871 500	887 451	887 451	1 007 842	999 981	927 197

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		
		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
R thousand										
EXPENDITURE:	1									
<u>Operating expenditure of Transfers and Grants</u>										
National Government:		109 818	123 170	237 196	229 671	275 060	275 060	252 673	262 134	275 021
Local Government Equitable Share		99 625	112 671	228 294	221 104	263 074	263 074	239 722	253 198	263 363
Expanded Public Works Programme Integrated Grant		3 362	4 943	3 426	2 267	2 927	2 927	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	18 601	18 601	8 942	9 145	9 648
Capacity Building and Other Grants		6 795	8 500	7 625	8 600	9 251	9 251	8 942	9 145	9 648
Infrastructure Grant		1 480	2 938	2 227	–	9 350	9 350	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
European Union		–	–	–	–	–	–	–	–	–
Total operating expenditure of Transfers and Grants:		118 093	134 609	247 048	238 271	293 661	293 661	261 615	271 279	284 668
<u>Capital expenditure of Transfers and Grants</u>										
National Government:		95 428	96 392	124 283	572 229	574 597	574 597	594 927	576 158	497 502
Energy Efficiency and Demand Side Management Grant		–	4 000	5 999	5 000	5 000	5 000	4 348	4 348	–
Integrated National Electrification Programme Grant		30 833	22 829	21 181	–	4 500	4 500	16 522	12 174	12 724
Integrated Urban Development Grant		48 552	61 424	57 349	75 229	73 097	73 097	66 144	54 853	57 300
Municipal Infrastructure Grant		–	–	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant		–	–	–	–	–	–	87	1 304	1 391
Regional Bulk Infrastructure Grant		–	–	39 754	492 000	492 000	492 000	499 130	503 478	426 087
Water Services Infrastructure Grant		16 043	8 138	–	–	–	–	8 696	–	–
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	574 597	574 597	594 927	576 158	497 502
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		230 912	231 000	394 404	810 500	868 258	868 258	856 542	847 436	782 171

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		
		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
R thousand										
<b>Operating transfers and grants:</b>	1,3									
<b>National Government:</b>										
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)	(9 227)	(9 227)	(10 642)	(6 500)	(9 100)
Repayment of grants		280	599	11 249	–	–	–	–	–	–
<b>Conditions met - transferred to revenue</b>		(20 984)	(21 872)	(31 273)	(17 134)	(18 454)	(18 454)	(24 888)	(16 604)	(21 804)
Conditions still to be met - transferred to liabilities		9 913	9 515	8 578	8 567	9 227	9 227	10 642	6 500	9 100
<b>Provincial Government:</b>										
Balance unspent at beginning of the year										
Current year receipts										
<b>Conditions met - transferred to revenue</b>		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
<b>District Municipality:</b>										
Balance unspent at beginning of the year										
Current year receipts										
<b>Conditions met - transferred to revenue</b>		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
<b>Other grant providers:</b>										
Balance unspent at beginning of the year		(962)	(84)	–	–	–	–	(3 490)	(3 490)	(3 490)
Current year receipts		(22 197)	(15 900)	(33 724)	(8 600)	(12 023)	(12 023)	(9 007)	(9 240)	(9 748)
<b>Conditions met - transferred to revenue</b>		(45 489)	(31 968)	(67 362)	(17 200)	(24 046)	(24 046)	(21 505)	(21 970)	(22 987)
Conditions still to be met - transferred to liabilities		22 331	15 984	33 637	8 600	12 023	12 023	9 007	9 240	9 748
<b>Total operating transfers and grants revenue</b>		(66 473)	(53 840)	(98 634)	(34 334)	(42 500)	(42 500)	(46 393)	(38 575)	(44 791)
<b>Total operating transfers and grants - CTBM</b>	2	32 243	25 499	42 215	17 167	21 250	21 250	19 649	15 740	18 848
<b>Capital transfers and grants:</b>	1,3									
<b>National Government:</b>										
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)	(501 500)	(501 500)	(608 100)	(599 500)	(506 233)
<b>Conditions met - transferred to revenue</b>		(217 608)	(222 929)	(149 051)	(994 000)	(1 003 000)	(1 003 000)	(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	501 500	501 500	608 100	599 500	506 233
<b>Provincial Government:</b>										
Balance unspent at beginning of the year										
Current year receipts										
<b>Conditions met - transferred to revenue</b>		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
<b>District Municipality:</b>										
Balance unspent at beginning of the year										
Current year receipts										
<b>Conditions met - transferred to revenue</b>		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
<b>Other grant providers:</b>										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		–	–	–	–	–	–	–	–	–
<b>Conditions met - transferred to revenue</b>		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
<b>Total capital transfers and grants revenue</b>		(217 608)	(222 929)	(149 051)	(994 000)	(1 003 000)	(1 003 000)	(1 308 062)	(1 290 862)	(1 104 328)
<b>Total capital transfers and grants - CTBM</b>	2	105 767	108 149	70 358	497 000	501 500	501 500	608 100	599 500	506 233
<b>TOTAL TRANSFERS AND GRANTS REVENUE</b>		(284 082)	(276 769)	(247 686)	(1 028 334)	(1 045 500)	(1 045 500)	(1 354 455)	(1 329 437)	(1 149 119)
<b>TOTAL TRANSFERS AND GRANTS - CTBM</b>		138 011	133 648	112 573	514 167	522 750	522 750	627 749	615 240	525 081

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		
		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
R thousand											
Cash Transfers to other municipalities	1										
Insert description											
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		-	-	-	-	-	-	-	750	-	-
Non-Prof.Oth Inst/Grants&Don Oth Pub Gra		200	169	-	1 000	1 000	1 000	288	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	2 500	2 600	2 700	2 800
Total Cash Transfers To Organisations		2 400	2 469	2 400	3 500	3 500	3 500	2 788	4 150	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	2 804	4 300	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	5										
Ts_O_Ik_Hh_Esb_Injury On Duty		-	-	-	-	-	-	-	-	-	-
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	2 804	4 300	3 858	3 967

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

2025/26 Budget - Supporting Table 01:22 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		
		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
R thousand		A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>	1									
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
<b>Sub Total - Councillors</b>		<b>30 737</b>	<b>32 224</b>	<b>33 869</b>	<b>37 077</b>	<b>37 077</b>	<b>37 077</b>	<b>37 083</b>	<b>38 937</b>	<b>41 079</b>
<b>% increase</b>	4		<b>4,8%</b>	<b>5,1%</b>	<b>9,5%</b>	<b>—</b>	<b>—</b>	<b>0,0%</b>	<b>5,0%</b>	<b>5,5%</b>
<b>Senior Managers of the Municipality</b>	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		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		—	—	—	—	—	—	—	—	—
<b>Sub Total - Senior Managers of Municipality</b>		<b>11 671</b>	<b>9 643</b>	<b>6 769</b>	<b>12 452</b>	<b>12 452</b>	<b>12 452</b>	<b>12 601</b>	<b>13 283</b>	<b>13 957</b>
<b>% increase</b>	4		<b>(17,4%)</b>	<b>(29,8%)</b>	<b>84,0%</b>	<b>—</b>	<b>—</b>	<b>1,2%</b>	<b>5,4%</b>	<b>5,1%</b>
<b>Other Municipal Staff</b>										
Basic Salaries and Wages		417 872	433 826	460 448	509 499	505 311	505 311	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	31 330	31 330	32 935	34 663	36 571
Payments in lieu of leave		10 507	14 403	7 128	20 000	20 000	20 000	16 200	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		—	—	—	—	—	—	—	—	—
<b>Sub Total - Other Municipal Staff</b>		<b>761 106</b>	<b>811 663</b>	<b>887 522</b>	<b>938 410</b>	<b>940 215</b>	<b>940 215</b>	<b>991 931</b>	<b>1 057 076</b>	<b>1 113 058</b>
<b>% increase</b>	4		<b>6,6%</b>	<b>9,3%</b>	<b>5,7%</b>	<b>0,2%</b>	<b>—</b>	<b>5,5%</b>	<b>6,6%</b>	<b>5,3%</b>
<b>Total Parent Municipality</b>		<b>803 514</b>	<b>853 530</b>	<b>928 160</b>	<b>987 939</b>	<b>989 744</b>	<b>989 744</b>	<b>1 041 615</b>	<b>1 109 296</b>	<b>1 168 094</b>
			<b>6,2%</b>	<b>8,7%</b>	<b>6,4%</b>	<b>0,2%</b>	<b>—</b>	<b>5,2%</b>	<b>6,5%</b>	<b>5,3%</b>
<b>Board Members of Entities</b>										
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		—	—	—	—	—	—	—	—	—
<b>Sub Total - Board Members of Entities</b>		<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>% increase</b>	4		<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

<b>Senior Managers of Entities</b>										
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										
<b>Sub Total - Senior Managers of Entities</b>		-	-	-	-	-	-	-	-	-
<b>% increase</b>	4		-	-	-	-	-	-	-	-
<b>Other Staff of Entities</b>										
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										
<b>Sub Total - Other Staff of Entities</b>		-	-	-	-	-	-	-	-	-
<b>% increase</b>	4		-	-	-	-	-	-	-	-
<b>Total Municipal Entities</b>		-	-	-	-	-	-	-	-	-
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>		803 514	853 530	928 160	987 939	989 744	989 744	1 041 615	1 109 296	1 168 094
<b>% increase</b>	4		6,2%	8,7%	6,4%	0,2%	-	5,2%	6,5%	5,3%
<b>TOTAL MANAGERS AND STAFF</b>	5,7	772 777	821 306	894 291	950 863	952 667	952 667	1 004 532	1 070 358	1 127 015

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

<b>Disclosure of Salaries, Allowances &amp; Benefits 1.</b>	<b>Ref</b>	<b>No.</b>	<b>Salary</b>	<b>Contributions</b>	<b>Allowances</b>	<b>Performance Bonuses</b>	<b>In-kind benefits</b>	<b>Total Package</b>
Rand per annum				1.				2.
<b>Councillors</b>	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
<b>Total Councillors</b>	8	-	<b>30 893 483</b>	<b>2 250 000</b>	<b>3 939 763</b>			<b>37 083 246</b>
<b>Senior Managers of the Municipality</b>	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 official with packages >= senior manager								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
<b>Total Senior Managers of the Municipality</b>	8,10	-	<b>8 743 305</b>	<b>1 491 029</b>	<b>2 366 781</b>	<b>-</b>		<b>12 601 115</b>
<b>A Heading for Each Entity</b>	6,7							
List each member of board by designation								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
<b>Total for municipal entities</b>	8,10	-	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	-	<b>39 636 788</b>	<b>3 741 029</b>	<b>6 306 544</b>	<b>-</b>		<b>49 684 361</b>

**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		
		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
<b>Municipal Council and Boards of Municipal Entities</b>										
Councillors (Political Office Bearers plus Other Councillors)		65	65	–	65	65	–	65	65	–
Board Members of municipal entities	4									
<b>Municipal employees</b>	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
<b>TOTAL PERSONNEL NUMBERS</b>	9	<b>2 701</b>	<b>1 740</b>	<b>242</b>	<b>2 766</b>	<b>2 027</b>	<b>248</b>	<b>2 766</b>	<b>2 027</b>	<b>248</b>
<b>% increase</b>					2,4%	16,5%	2,5%	–	–	–
<b>Total municipal employees headcount</b>	6, 10	<b>3 021</b>	<b>1 975</b>	<b>273</b>	<b>3 086</b>	<b>2 262</b>	<b>279</b>	<b>3 086</b>	<b>2 262</b>	<b>279</b>
Finance personnel headcount	8, 10	<b>306</b>	<b>221</b>	<b>31</b>	<b>306</b>	<b>221</b>	<b>31</b>	<b>306</b>	<b>221</b>	<b>31</b>
Human Resources personnel headcount	8, 10	<b>14</b>	<b>14</b>	<b>–</b>	<b>14</b>	<b>14</b>	<b>–</b>	<b>14</b>	<b>14</b>	<b>–</b>



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

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
		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
<b>R thousand</b>																
<b>Revenue</b>																
<b>Exchange Revenue</b>																
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		8 856	8 856	8 856	8 856	8 856	8 856	8 856	8 856	8 856	8 856	8 856	8 856	106 274	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	20 863
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
<b>Special rating levies</b>																
Operational Revenue		282	282	282	282	282	282	282	282	282	282	282	282	3 383	3 563	3 750
<b>Non-Exchange Revenue</b>																
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		26 973	26 973	26 973	26 973	26 973	26 973	26 973	26 973	26 973	26 973	26 973	26 973	323 676	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		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total Revenue (excluding capital transfers and contri</b>		<b>269 516</b>	<b>269 516</b>	<b>269 516</b>	<b>269 516</b>	<b>269 516</b>	<b>269 516</b>	<b>269 516</b>	<b>269 516</b>	<b>269 516</b>	<b>269 516</b>	<b>269 516</b>	<b>269 516</b>	<b>3 234 188</b>	<b>3 458 401</b>	<b>3 698 283</b>
<b>Expenditure</b>																
Employee related costs		83 711	83 711	83 711	83 711	83 711	83 711	83 711	83 711	83 711	83 711	83 711	83 711	1 004 532	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		134 000	124 000	68 000	69 000	66 000	68 000	72 000	65 000	69 000	65 000	68 000	132 000	1 000 000	1 089 000	1 197 900
Inventory consumed		27 654	27 654	27 654	27 654	27 654	27 654	27 654	27 654	27 654	27 654	27 654	27 654	331 852	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		14	14	14	14	14	7 871	14	14	14	14	14	7 871	15 880	13 737	11 318
Contracted services		3 821	3 821	3 821	3 821	3 821	3 821	3 821	3 821	3 821	3 821	3 821	3 821	45 856	45 503	51 971
Transfers and subsidies		358	358	358	358	358	358	358	358	358	358	358	358	4 300	3 858	3 967
Irrecoverable debts written off		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Operational costs		14 721	14 721	14 721	14 721	14 721	14 721	14 721	14 721	14 721	14 721	14 721	14 721	176 654	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
<b>Total Expenditure</b>		<b>317 066</b>	<b>307 066</b>	<b>251 066</b>	<b>252 066</b>	<b>249 066</b>	<b>258 923</b>	<b>255 066</b>	<b>248 066</b>	<b>252 066</b>	<b>248 066</b>	<b>251 066</b>	<b>322 923</b>	<b>3 212 506</b>	<b>3 414 576</b>	<b>3 647 039</b>
<b>Surplus/(Deficit)</b>		<b>(47 550)</b>	<b>(37 550)</b>	<b>18 450</b>	<b>17 450</b>	<b>20 450</b>	<b>10 592</b>	<b>14 450</b>	<b>21 450</b>	<b>17 450</b>	<b>21 450</b>	<b>18 450</b>	<b>(53 407)</b>	<b>21 682</b>	<b>43 825</b>	<b>51 244</b>
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)		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>9 463</b>	<b>19 463</b>	<b>75 463</b>	<b>74 463</b>	<b>77 463</b>	<b>67 606</b>	<b>71 463</b>	<b>78 463</b>	<b>74 463</b>	<b>78 463</b>	<b>75 463</b>	<b>3 607</b>	<b>705 848</b>	<b>706 406</b>	<b>623 372</b>
Income Tax		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) after income tax</b>		<b>9 463</b>	<b>19 463</b>	<b>75 463</b>	<b>74 463</b>	<b>77 463</b>	<b>67 606</b>	<b>71 463</b>	<b>78 463</b>	<b>74 463</b>	<b>78 463</b>	<b>75 463</b>	<b>3 607</b>	<b>705 848</b>	<b>706 406</b>	<b>623 372</b>
Share of Surplus/Deficit attributable to Joint Venture		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Share of Surplus/Deficit attributable to Minorities		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) attributable to municipality</b>		<b>9 463</b>	<b>19 463</b>	<b>75 463</b>	<b>74 463</b>	<b>77 463</b>	<b>67 606</b>	<b>71 463</b>	<b>78 463</b>	<b>74 463</b>	<b>78 463</b>	<b>75 463</b>	<b>3 607</b>	<b>705 848</b>	<b>706 406</b>	<b>623 372</b>
Share of Surplus/Deficit attributable to Associate		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Intercompany/Parent subsidiary transactions		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) for the year</b>	<b>1</b>	<b>9 463</b>	<b>19 463</b>	<b>75 463</b>	<b>74 463</b>	<b>77 463</b>	<b>67 606</b>	<b>71 463</b>	<b>78 463</b>	<b>74 463</b>	<b>78 463</b>	<b>75 463</b>	<b>3 607</b>	<b>705 848</b>	<b>706 406</b>	<b>623 372</b>

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		
		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		161 842	161 842	161 842	161 842	161 842	161 842	161 842	161 842	161 842	161 842	161 842	161 842	1 942 098	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		326 529	326 529	326 529	326 529	326 529	326 529	326 529	326 529	326 529	326 529	326 529	326 530	3 918 354	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		38 736	38 736	38 736	38 736	38 736	38 736	38 736	38 736	38 736	38 736	38 736	38 736	464 832	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		6 793	6 793	6 793	6 793	6 793	6 793	6 793	6 793	6 793	6 793	6 793	6 793	81 513	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		6 341	6 341	6 341	6 341	6 341	6 341	6 341	6 341	6 341	6 341	6 341	6 341	76 090	73 201	76 862
Vote 08 - Infrastructure And Services		212 776	202 776	146 776	147 776	144 776	154 633	150 776	143 776	147 776	143 776	146 776	218 633	1 961 023	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		317 066	307 066	251 066	252 066	249 066	258 923	255 066	248 066	252 066	248 066	251 066	322 923	3 212 506	3 414 576	3 647 039
Surplus/(Deficit) before assoc.		9 463	19 463	75 463	74 463	77 463	67 606	71 463	78 463	74 463	78 463	75 463	3 607	705 848	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	3 713	13 713	69 713	68 713	71 713	61 856	65 713	72 713	68 713	72 713	69 713	66 857	705 848	706 406	623 372

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		
		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
R thousand																
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		3 846	3 846	3 846	3 846	3 846	3 846	3 846	3 846	3 846	3 846	3 846	3 846	46 152	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		2 476	2 476	2 476	2 476	2 476	2 476	2 476	2 476	2 476	2 476	2 476	2 476	29 708	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		168 407	168 407	168 407	168 407	168 407	168 407	168 407	168 407	168 407	168 407	168 407	168 407	2 020 883	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		13 148	13 148	13 148	13 148	13 148	13 148	13 148	13 148	13 148	13 148	13 148	13 148	157 774	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		326 529	326 529	326 529	326 529	326 529	326 529	326 529	326 529	326 529	326 529	326 529	326 530	3 918 354	4 120 983	4 270 411
Expenditure - Functional																
Governance and administration		63 002	63 002	63 002	63 002	63 002	63 002	63 002	63 002	63 002	63 002	63 002	63 002	756 026	799 611	841 910
Executive and council		44 414	44 414	44 414	44 414	44 414	44 414	44 414	44 414	44 414	44 414	44 414	44 414	532 963	568 488	596 351
Finance and administration		18 254	18 254	18 254	18 254	18 254	18 254	18 254	18 254	18 254	18 254	18 254	18 254	219 046	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		18 325	18 325	18 325	18 325	18 325	18 325	18 325	18 325	18 325	18 325	18 325	18 325	219 901	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		2 612	2 612	2 612	2 612	2 612	2 612	2 612	2 612	2 612	2 612	2 612	2 612	31 345	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		15 765	15 765	15 765	15 765	15 765	15 765	15 765	15 765	15 765	15 765	15 765	15 765	189 177	196 229	206 921
Planning and development		4 653	4 653	4 653	4 653	4 653	4 653	4 653	4 653	4 653	4 653	4 653	4 653	55 838	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		217 384	207 384	151 384	152 384	149 384	159 241	155 384	148 384	152 384	148 384	151 384	223 241	2 016 320	2 153 869	2 319 459
Energy sources		158 396	148 396	92 396	93 396	90 396	97 993	96 396	89 396	93 396	89 396	92 396	161 993	1 303 951	1 410 381	1 537 259
Water management		36 846	36 846	36 846	36 846	36 846	38 294	36 846	36 846	36 846	36 846	36 846	38 294	445 043	467 266	491 525
Waste water management		13 101	13 101	13 101	13 101	13 101	13 913	13 101	13 101	13 101	13 101	13 101	13 913	158 834	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		2 590	2 590	2 590	2 590	2 590	2 590	2 590	2 590	2 590	2 590	2 590	2 590	31 081	31 364	32 932
Total Expenditure - Functional		317 066	307 066	251 066	252 066	249 066	258 923	255 066	248 066	252 066	248 066	251 066	322 923	3 212 506	3 414 576	3 647 039
Surplus/(Deficit) before assoc.		9 463	19 463	75 463	74 463	77 463	67 606	71 463	78 463	74 463	78 463	75 463	3 607	705 848	706 406	623 372
Intercompany/Parent subsidiary transactions													–	–	–	–
Surplus/(Deficit)	1	9 463	19 463	75 463	74 463	77 463	67 606	71 463	78 463	74 463	78 463	75 463	3 607	705 848	706 406	623 372

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

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
		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
<b>Multi-year expenditure to be appropriated</b>	1															
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		-	-	-	-	-	-	-	-	-	-	-	1 739	1 739	-	6 430
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	-	-	-	-	6 579	6 579	4 348	-
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		-	-	-	-	-	-	-	-	-	-	-	3 130	3 130	2 609	2 696
Vote 08 - Infrastructure And Services		-	-	-	-	-	-	-	-	-	-	-	524 952	524 952	494 826	460 167
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	2	-	-	-	-	-	-	-	-	-	-	-	536 400	536 400	501 782	469 293
<b>Single-year expenditure to be appropriated</b>																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		1 652	1 652	1 652	1 652	1 652	1 652	1 652	1 652	1 652	1 652	1 652	1 652	19 826	18 696	28 696
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		435	435	435	435	435	435	435	435	435	435	435	435	5 217	4 167	-
Vote 06 - Financial Services		72	72	72	72	72	72	72	72	72	72	72	72	870	-	-
Vote 07 - Strategy Econ Development And Planning		613	613	613	613	613	613	613	613	613	613	613	613	7 361	5 952	4 348
Vote 08 - Infrastructure And Services		4 805	4 805	4 805	4 805	4 805	4 805	4 805	4 805	4 805	4 805	4 805	4 805	57 657	81 947	36 035
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	2	7 578	7 578	7 578	7 578	7 578	7 578	7 578	7 578	7 578	7 578	7 578	7 578	90 931	110 762	69 079
<b>Total Capital Expenditure</b>	2	7 578	7 578	7 578	7 578	7 578	7 578	7 578	7 578	7 578	7 578	7 578	543 978	627 331	612 545	538 372

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

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
		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
<b>R thousand</b>																
<b>Capital Expenditure - Functional</b>	1															
<i>Governance and administration</i>		1 870	1 870	1 870	1 870	1 870	1 870	1 870	1 870	1 870	1 870	1 870	1 870	22 435	18 696	35 126
Executive and council		1 797	1 797	1 797	1 797	1 797	1 797	1 797	1 797	1 797	1 797	1 797	1 797	21 565	18 696	35 126
Finance and administration		72	72	72	72	72	72	72	72	72	72	72	72	870	–	–
Internal audit													–	–	–	–
<i>Community and public safety</i>		983	983	983	983	983	983	983	983	983	983	983	983	11 797	8 515	–
Community and social services		983	983	983	983	983	983	983	983	983	983	983	983	11 797	8 515	–
Sport and recreation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety													–	–	–	–
Housing													–	–	–	–
Health													–	–	–	–
<i>Economic and environmental services</i>		1 493	1 493	1 493	1 493	1 493	1 493	1 493	1 493	1 493	1 493	1 493	1 493	17 913	47 943	47 478
Planning and development		587	587	587	587	587	587	587	587	587	587	587	587	7 043	8 561	7 043
Road transport		906	906	906	906	906	906	906	906	906	906	906	906	10 870	39 382	40 435
Environmental protection													–	–	–	–
<i>Trading services</i>		47 645	47 645	47 645	47 645	47 645	47 645	47 645	47 645	47 645	47 645	47 645	47 645	571 739	537 391	455 768
Energy sources		2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000	19 130	16 203
Water management		41 630	41 630	41 630	41 630	41 630	41 630	41 630	41 630	41 630	41 630	41 630	41 630	499 565	504 348	427 826
Waste water management		3 514	3 514	3 514	3 514	3 514	3 514	3 514	3 514	3 514	3 514	3 514	3 514	42 174	13 913	11 739
Waste management													–	–	–	–
<i>Other</i>													3 448	3 448	–	–
<b>Total Capital Expenditure - Functional</b>	2	51 990	51 990	51 990	51 990	51 990	51 990	51 990	51 990	51 990	51 990	51 990	55 438	627 331	612 545	538 372
<b>Funded by:</b>																
National Government		49 577	49 577	49 577	49 577	49 577	49 577	49 577	49 577	49 577	49 577	49 577	49 577	594 927	576 158	497 502
Provincial Government													–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and allocations – capital (primarily allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Transfers recognised - capital</b>		49 577	49 577	49 577	49 577	49 577	49 577	49 577	49 577	49 577	49 577	49 577	49 577	594 927	576 158	497 502
<b>Borrowing</b>													–	–	–	–
<b>Internally generated funds</b>		2 700	2 700	2 700	2 700	2 700	2 700	2 700	2 700	2 700	2 700	2 700	2 700	32 404	36 387	40 870
<b>Total Capital Funding</b>		52 278	52 278	52 278	52 278	52 278	52 278	52 278	52 278	52 278	52 278	52 278	52 278	627 331	612 545	538 372

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
	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
<b>R thousand</b>															
<b>Cash Receipts By Source</b>													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	112 578	112 578	112 578	112 578	112 578	112 578	112 578	112 578	112 578	112 578	112 578	112 578	1 350 937	1 472 642	1 605 254
Service charges - water revenue	29 708	29 708	29 708	29 708	29 708	29 708	29 708	29 708	29 708	29 708	29 708	29 708	356 501	375 216	395 128
Service charges - sanitation revenue	9 111	9 111	9 111	9 111	9 111	9 111	9 111	9 111	9 111	9 111	9 111	9 111	109 333	109 688	115 314
Service charges - refuse revenue	6 186	6 186	6 186	6 186	6 186	6 186	6 186	6 186	6 186	6 186	6 186	6 186	74 237	77 017	81 028
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	26 973	26 973	26 973	26 973	26 973	26 973	26 973	26 973	26 973	26 973	26 973	26 973	323 676	337 400	355 070
Other revenue	28 886	28 886	28 886	28 886	28 886	28 886	28 886	28 886	28 886	28 886	28 886	28 886	346 631	359 161	369 999
<b>Cash Receipts by Source</b>	<b>274 438</b>	<b>274 438</b>	<b>274 438</b>	<b>274 438</b>	<b>274 438</b>	<b>274 438</b>	<b>274 438</b>	<b>274 438</b>	<b>274 438</b>	<b>274 438</b>	<b>274 438</b>	<b>274 438</b>	<b>3 293 256</b>	<b>3 513 855</b>	<b>3 750 367</b>
<b>Other Cash Flows by Source</b>															
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 Corporations, 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													-		
<b>Total Cash Receipts by Source</b>	<b>331 452</b>	<b>331 452</b>	<b>331 452</b>	<b>331 452</b>	<b>331 452</b>	<b>331 452</b>	<b>331 452</b>	<b>331 452</b>	<b>331 452</b>	<b>331 452</b>	<b>331 452</b>	<b>331 452</b>	<b>3 977 422</b>	<b>4 176 436</b>	<b>4 322 494</b>
<b>Cash Payments by Type</b>															
Employee related costs	83 711	83 711	83 711	83 711	83 711	83 711	83 711	83 711	83 711	83 711	83 711	83 711	1 004 532	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	14	14	14	14	14	7 871	14	14	14	14	14	7 871	15 880	13 737	11 318
Bulk purchases - electricity	150 667	140 667	84 667	85 667	82 667	84 667	88 667	81 667	85 667	81 667	84 667	148 667	1 200 000	1 252 350	1 377 585
Acquisitions - water & other inventory	13 608	13 608	13 608	13 608	13 608	13 608	13 608	13 608	13 608	13 608	13 608	13 608	163 300	169 964	178 019
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - other municipalities													-		
Transfers and subsidies - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	46 489	46 489	46 489	46 489	46 489	46 489	46 489	46 489	46 489	46 489	46 489	46 489	557 866	562 373	599 321
<b>Cash Payments by Type</b>	<b>297 579</b>	<b>287 579</b>	<b>231 579</b>	<b>232 579</b>	<b>229 579</b>	<b>239 436</b>	<b>235 579</b>	<b>228 579</b>	<b>232 579</b>	<b>228 579</b>	<b>231 579</b>	<b>303 436</b>	<b>2 978 662</b>	<b>3 107 720</b>	<b>3 334 336</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets	52 278	52 278	52 278	52 278	52 278	52 278	52 278	52 278	52 278	52 278	52 278	146 377	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	20 413	20 413	20 413	20 413	20 413	20 413	20 413	20 413	20 413	20 413	20 413	20 413	244 958	263 513	284 477
<b>Total Cash Payments by Type</b>	<b>371 660</b>	<b>361 660</b>	<b>305 660</b>	<b>306 660</b>	<b>303 660</b>	<b>313 518</b>	<b>309 660</b>	<b>302 660</b>	<b>306 660</b>	<b>302 660</b>	<b>305 660</b>	<b>471 617</b>	<b>3 961 738</b>	<b>4 094 491</b>	<b>4 257 941</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>(40 209)</b>	<b>(30 209)</b>	<b>25 791</b>	<b>24 791</b>	<b>27 791</b>	<b>17 934</b>	<b>21 791</b>	<b>28 791</b>	<b>24 791</b>	<b>28 791</b>	<b>25 791</b>	<b>(140 165)</b>	<b>15 684</b>	<b>81 945</b>	<b>64 553</b>
Cash/cash equivalents at the month/year begin:	130 891	90 682	60 473	86 265	111 056	138 848	156 782	178 573	207 365	232 156	260 948	286 739	130 891	146 574	228 519
Cash/cash equivalents at the month/year end:	90 682	60 473	86 265	111 056	138 848	156 782	178 573	207 365	232 156	260 948	286 739	146 574	146 574	228 519	293 072

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

[illegible]

NC091 Sol Plaatje - Supporting Table SA32 List of external mechanisms

External mechanism  Name of organisation	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
		Number			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



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

[illegible]

**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		
	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	258 706	258 706	88 715	31 639	50 009
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	-	4 500	4 500	25 217	13 913	14 463
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	-	4 500	4 500	25 217	13 913	14 463
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	1 076	-	68 534	244 206	244 206	46 541	9 030	26 850
Dams and Weirs										
Boreholes										
Reservoirs		-	-	-	67 191	22 038	22 038	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works										
Bulk Mains		-	-	-	1 342	222 167	222 167	46 541	9 030	26 850
Distribution		-	1 076	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations										
Capital Spares										
Sanitation Infrastructure		8 734	12 397	4 676	3 500	10 000	10 000	16 957	8 696	8 696
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		8 734	12 397	4 676	3 500	10 000	10 000	16 957	8 696	8 696
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										

**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		
		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
R thousand	1									
Community Assets		2 295	–	–	3 710	2 210	2 210	3 043	4 167	–
Community Facilities		2 295	–	–	1 500	–	–	3 043	4 167	–
Halls		–	–	–	–	–	–	870	–	–
Centres		–	–	–	–	–	–	2 174	–	–
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations		2 295	–	–	1 500	–	–	–	–	–
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria		–	–	–	–	–	–	–	4 167	–
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	4 783	6 387	5 652
Revenue Generating		2 457	3 296	11 313	5 500	7 261	7 261	4 783	6 387	5 652
Improved Property		2 457	3 296	11 313	5 500	7 261	7 261	4 783	6 387	5 652
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	–	–	–	–	870	–
Servitudes										
Licences and Rights		13 891	–	17 073	–	–	–	–	870	–
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		–	–	–	–	–	–	–	–	–
Load Settlement Software Applications										
Unspecified		13 891	–	17 073	–	–	–	–	870	–
Computer Equipment		3 857	2 943	1 059	6 849	4 500	4 500	7 652	3 913	3 913
Computer Equipment		3 857	2 943	1 059	6 849	4 500	4 500	7 652	3 913	3 913
Furniture and Office Equipment		184	984	339	500	500	500	870	1 739	1 739
Furniture and Office Equipment		184	984	339	500	500	500	870	1 739	1 739
Machinery and Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment										
Transport Assets		2 445	7 364	6 881	8 000	15 741	15 741	12 174	13 043	23 043
Transport Assets		2 445	7 364	6 881	8 000	15 741	15 741	12 174	13 043	23 043
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		–	–	–	–	–	–	–	–	–

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		
		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
R thousand	1									
Policing and Protection Zoological plants and animals										
Total Capital Expenditure on new assets	1	66 118	50 768	57 324	96 593	288 917	288 917	117 237	61 758	84 357

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

[illegible]

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		
		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
R thousand	1									
Public Ablution Facilities		-	-	-	-	-	-	2 039	-	-
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	8 000	4 500	4 500	1 739	-	6 430
Indoor Facilities										
Outdoor Facilities		-	-	-	8 000	4 500	4 500	1 739	-	6 430
Capital Spares										
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>		-	-	-	-	-	-	-	-	-
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										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>		-	-	-	-	-	-	-	-	-
Computer Equipment										
<b>Furniture and Office Equipment</b>		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment										
<b>Machinery and Equipment</b>		-	-	-	-	-	-	-	-	-
Machinery and Equipment										
<b>Transport Assets</b>		-	-	-	-	-	-	-	-	-
Transport Assets										
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land										
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<b>Living resources</b>		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
<b>Total Capital Expenditure on renewal of existing asset</b>	1	35 213	43 168	93 809	436 671	303 409	303 409	489 498	516 622	427 058
<b>Renewal of Existing Assets as % of total capex</b>		27.7%	34.3%	53.2%	71.2%	48.3%	48.3%	78.0%	84.3%	79.3%
<b>Renewal of Existing Assets as % of deprecn"</b>		50.3%	60.1%	122.7%	486.8%	338.2%	338.2%	542.7%	542.9%	426.7%

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	310 310	310 310	304 291	317 114	335 594
Roads Infrastructure			46 030	55 439	71 854	72 566	77 086	77 086	74 566	78 681	83 397
Roads			40 138	45 295	71 454	71 810	76 330	76 330	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	92 675	92 675	89 489	94 986	100 418
Power Plants											
HV Substations			1 168	1 173	918	1 320	1 517	1 517	1 320	1 399	1 476
HV Switching Station			5 994	2 170	4 203	4 050	6 127	6 127	4 105	4 326	4 565
HV Transmission Conductors											
MV Substations			1 804	1 541	913	2 000	1 828	1 828	1 800	1 908	2 013
MV Switching Stations			5 041	7 311	4 662	5 800	6 882	6 882	5 950	6 307	6 654
MV Networks			2 027	2 159	1 833	2 800	2 906	2 906	2 800	2 968	3 131
LV Networks			16 993	16 258	18 212	34 300	34 244	34 244	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	61 346	61 346	60 459	64 087	67 932
Dams and Weirs											
Boreholes											
Reservoirs			9 302	2 930	3 363	5 200	2 569	2 569	5 200	5 512	5 843
Pump Stations			2 546	189	53	1 000	–	–	1 000	1 060	1 124
Water Treatment Works			2 230	1 255	1 737	2 500	8 160	8 160	2 500	2 650	2 809
Bulk Mains			3 253	26	4 686	3 500	1 000	1 000	3 500	3 710	3 933
Distribution			39 693	64 443	47 372	42 742	45 542	45 542	41 854	44 365	47 027
Distribution Points											
PRV Stations											
Capital Spares			3 060	1 813	2 959	5 405	4 075	4 075	6 405	6 789	7 197
Sanitation Infrastructure			30 149	41 842	45 814	47 577	51 742	51 742	53 233	51 279	54 102
Pump Station			9 085	9 774	5 774	10 800	15 685	15 685	15 600	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	5 075	5 075	3 490	3 960	4 183
Community Facilities			3 206	505	4 153	3 115	3 685	3 685	2 840	3 274	3 457
Halls			104	(1 684)	1 554	125	1 495	1 495	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

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		
		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
<b>R thousand</b>	<b>1</b>									
Police		1 877	1 375	1 428	2 000	1 200	1 200	1 700	1 802	1 910
Parks		198	182	208	200	200	200	220	231	244
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		470	446	1 053	580	1 390	1 390	650	686	726
Indoor Facilities		382	279	232	380	350	350	350	371	393
Outdoor Facilities		87	167	821	200	1 040	1 040	300	315	332
Capital Spares										
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>		7 195	8 614	9 491	10 711	10 312	10 312	11 014	11 583	12 172
Revenue Generating		7 195	8 614	9 491	10 711	10 312	10 312	11 014	11 583	12 172
Improved Property		6 658	7 618	8 572	9 711	9 412	9 412	9 914	10 428	10 959
Unimproved Property		537	996	919	1 000	900	900	1 100	1 155	1 213
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>		13 131	13 115	15 379	15 861	17 161	17 161	14 942	13 139	13 825
Operational Buildings		13 131	13 115	15 379	15 861	17 161	17 161	14 942	13 139	13 825
Municipal Offices		11 942	11 979	14 116	14 511	15 811	15 811	13 542	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										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Local Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>		-	-	-	-	-	-	-	-	-
Computer Equipment										
<b>Furniture and Office Equipment</b>		1 139	963	778	1 520	1 912	1 912	1 326	1 399	1 472
Furniture and Office Equipment		1 139	963	778	1 520	1 912	1 912	1 326	1 399	1 472
<b>Machinery and Equipment</b>		26 087	27 357	28 485	27 696	26 986	26 986	28 125	29 802	31 855
Machinery and Equipment		26 087	27 357	28 485	27 696	26 986	26 986	28 125	29 802	31 855
<b>Transport Assets</b>		3 798	5 338	4 943	5 392	5 436	5 436	10 557	11 136	11 732
Transport Assets		3 798	5 338	4 943	5 392	5 436	5 436	10 557	11 136	11 732
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land										
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<b>Living resources</b>		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection										
Zoological plants and animals										
<b>Total Repairs and Maintenance Expenditure</b>	<b>1</b>	<b>273 430</b>	<b>312 569</b>	<b>331 925</b>	<b>362 118</b>	<b>377 193</b>	<b>377 193</b>	<b>373 745</b>	<b>388 133</b>	<b>410 832</b>



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		
		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
R thousand	1									
R&M as a % of PPE & Investment Property		12.4%	14.0%	14.4%	13.4%	13.9%	13.9%	13.9%	15.0%	17.0%
R&M as % Operating Expenditure		12.5%	12.7%	12.5%	12.4%	11.8%	11.8%	16.2%	12.1%	12.0%

[illegible]

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
R thousand	1									
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										

**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		
		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
R thousand	1									
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										

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		
		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
R thousand	1									
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

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
<b>Capital expenditure on upgrading of existing assets by Asset Class/Sub-class</b>											
<b>Infrastructure</b>			21 403	23 085	25 304	73 965	31 561	31 561	15 652	29 817	26 957
Roads Infrastructure			19 462	12 931	19 717	25 170	23 146	23 146	10 870	24 599	25 217
Roads			19 462	12 931	19 717	25 170	23 146	23 146	10 870	24 599	25 217
Road Structures											
Road Furniture											
Capital Spares											
Storm water Infrastructure			-	-	-	-	-	-	-	-	-
Drainage Collection											
Storm water Conveyance											
Attenuation											
Electrical Infrastructure			1 317	10 153	5 199	-	-	-	4 348	4 348	-
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	-	-	-	4 348	4 348	-
Capital Spares											
Water Supply Infrastructure			624	(0)	388	48 796	8 415	8 415	435	870	1 739
Dams and Weirs											
Boreholes											
Reservoirs											
Pump Stations											
Water Treatment Works			-	-	-	-	-	-	-	-	-
Bulk Mains			-	-	388	48 296	7 915	7 915	-	-	-
Distribution			624	(0)	-	500	500	500	435	870	1 739
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					</						

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		
		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
<b>R thousand</b>	<b>1</b>									
Markets		4 348	8 996	–	–	–	–	–	–	–
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
<b>Heritage assets</b>		–	–	–	1 500	750	750	1 409	–	–
Monuments										
Historic Buildings		–	–	–	1 500	750	750	1 409	–	–
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>		–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property										
Unimproved Property										
<b>Other assets</b>		–	–	–	5 000	3 500	3 500	3 536	4 348	–
Operational Buildings		–	–	–	5 000	3 500	3 500	3 536	4 348	–
Municipal Offices		–	–	–	5 000	3 500	3 500	3 536	4 348	–
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		–	–	–	–	–	–	–	–	–
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets										
<b>Intangible Assets</b>		–	–	–	–	–	–	–	–	–
Servitudes										
Licences and Rights		–	–	–	–	–	–	–	–	–
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>		–	–	–	–	–	–	–	–	–
Computer Equipment										
<b>Furniture and Office Equipment</b>		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment										
<b>Machinery and Equipment</b>		–	–	–	–	–	–	–	–	–
Machinery and Equipment										
<b>Transport Assets</b>		–	–	–	–	–	–	–	–	–
Transport Assets										
<b>Land</b>		–	–	–	–	–	–	–	–	–
Land										
<b>Zoo's, Marine and Non-biological Animals</b>		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals										
<b>Living resources</b>		–	–	–	–	–	–	–	–	–
Mature		–	–	–	–	–	–	–	–	–
Policing and Protection										
Zoological plants and animals										
Immature		–	–	–	–	–	–	–	–	–
Policing and Protection										
Zoological plants and animals										
<b>Total Capital Expenditure on upgrading of existing assets</b>	<b>1</b>	<b>25 750</b>	<b>32 080</b>	<b>25 304</b>	<b>80 465</b>	<b>35 811</b>	<b>35 811</b>	<b>20 597</b>	<b>34 165</b>	<b>26 957</b>
<b>Upgrading of Existing Assets as % of total capex</b>		<b>20,3%</b>	<b>25,5%</b>	<b>14,3%</b>	<b>13,1%</b>	<b>5,7%</b>	<b>5,7%</b>	<b>3,3%</b>	<b>5,6%</b>	<b>5,0%</b>
<b>Upgrading of Existing Assets as % of deprecn"</b>		<b>36,8%</b>	<b>44,7%</b>	<b>33,1%</b>	<b>89,7%</b>	<b>39,9%</b>	<b>39,9%</b>	<b>22,8%</b>	<b>35,9%</b>	<b>26,9%</b>

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

Vote Description	Ref	2025/26 Medium Term Revenue & Expenditure Framework			Forecasts			
		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
<b>R thousand</b>								
<b>Capital expenditure</b>	1							
Vote 01 - Executive & Council		-	-	-				
Vote 02 - Municipal And General		21 565	18 696	35 126				
Vote 03 - Municipal Manager		-	-	-				
Vote 04 - Corporate Services		-	-	-				
Vote 05 - Community Services		11 797	8 515	-				
Vote 06 - Financial Services		870	-	-				
Vote 07 - Strategy Econ Development And Planning		10 491	8 561	7 043				
Vote 08 - Infrastructure And Services		582 609	576 773	496 203				
Vote 09 -		-	-	-				
Vote 10 -		-	-	-				
Vote 11 -		-	-	-				
Vote 12 -		-	-	-				
Vote 13 -		-	-	-				
Vote 14 -		-	-	-				
Vote 15 - Other		-	-	-				
<i>List entity summary if applicable</i>								
<b>Total Capital Expenditure</b>		<b>627 331</b>	<b>612 545</b>	<b>538 372</b>	-	-	-	-
<b>Future operational costs by vote</b>	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								
<i>List entity summary if applicable</i>								
<b>Total future operational costs</b>		-	-	-	-	-	-	-
<b>Future revenue by source</b>	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		106 274	106 601	112 048				
Service charges - Waste Management		73 593	76 320	80 287				
Agency services								
<i>List other revenues sources if applicable</i>		1 943 975	1 998 600	1 983 935				
<i>List entity summary if applicable</i>								
<b>Total future revenue</b>		<b>3 918 354</b>	<b>4 120 983</b>	<b>4 270 411</b>	-	-	-	-
<b>Net Financial Implications</b>		<b>(3 291 023)</b>	<b>(3 508 438)</b>	<b>(3 732 039)</b>	-	-	-	-

NC091 Sol Plaatje - Supporting Table SA36 Detailed capital budget

													2020/26 Medium Term Revenue & Expenditure Forecast				
Function	Project Description	Project Number	Type	MTSR Service Outcome	KUOF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward/Location	GPS Longitude	GPS Latitude	Audited Outcome 2023/24	Current Year 2024/25 FY19 Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	
Parent municipality:																	
List of capital projects grouped by Function																	
Cometries, Formal Parklands and Open Spaces	Fencing Of All Cemetery Extensions Of Roadside Cemetery	0020020010011.00	RENEWAL	active, responsive and sustainable social profile	Induction and Access	AL STRATEGIC OBJECTIVE	Community Facilities	Cemeteries/Cemeterials	WHOLE OF THE MUNICIPALITY	0	0	-	-	5 217	-	-	
Cometries, Formal Parklands and Open Spaces	Extension Of Roadside Cemetery	0020020010011.00	RENEWAL	active, responsive and sustainable social profile	Induction and Access	AL STRATEGIC OBJECTIVE	Community Facilities	Cemeteries/Cemeterials	WARD 3	0	0	-	-	2 174	4 167	-	
Community Halls And Facilities	Redevelopment Of Halls	0020020030001.00	UPGRADING	active, effective and development-oriented public	Governance	AL STRATEGIC OBJECTIVE	Community Facilities	Operational Facilities	WHOLE OF THE MUNICIPALITY	0	0	-	-	3 300	3 336	4 348	
Community Halls And Facilities	Redevelopment Of Rwerion Hall	0020020030001.00	UPGRADING	active, effective and development-oriented public	Growth	AL STRATEGIC OBJECTIVE	Community Facilities	Halls	WHOLE OF THE MUNICIPALITY	0	0	-	-	870	-	-	
Corporate Wide Strategic Planning (Hq)	Corporate Wide Strategic Planning (Hq)	0020020010001.00	NEW	active, effective and development-oriented public	Growth	AL STRATEGIC OBJECTIVE	Community Facilities	Operational Facilities	WHOLE OF THE MUNICIPALITY	17 073	0	-	-	3 300	3 336	4 348	
Corporate Wide Strategic Planning (Hq)	Corporate Wide Strategic Planning (Hq)	0020020010001.00	NEW	active, effective and development-oriented public	Growth	AL STRATEGIC OBJECTIVE	Community Facilities	Operational Facilities	WHOLE OF THE MUNICIPALITY	0	0	-	-	870	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WHOLE OF THE MUNICIPALITY	0	0	-	-	2 174	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WHOLE OF THE MUNICIPALITY	0	0	-	-	448	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WHOLE OF THE MUNICIPALITY	0	0	-	-	2 174	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WHOLE OF THE MUNICIPALITY	0	0	-	-	2 174	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WHOLE OF THE MUNICIPALITY	0	0	-	-	2 174	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	0010020010001.00	UPGRADING	competitive and responsive economic infrastructure	Induction and Access	AL STRATEGIC OBJECTIVE	Electrical Infrastructure	Electrical Infrastructure	WARD 28	0	0	-	-	4 472	-	-	
Electricity	Ashtum/Collins Upgrades	001002															



**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 Latitude	Original Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27
Parent municipality: List all capital projects grouped by Function																	
List all capital projects grouped by Entity																	
Entity Name Project name																	



**SECTION 2:**

**TARIFFS**

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	0.012646	0.013627	0.014545
Vacant Residential Property	0.018194	0.018969	0.020441	0.021817
Industrial Property	0.036387	0.037938	0.040882	0.043634
Vacant Industrial	0.042452	0.044262	0.047696	0.050906
Business and Commercial Property	0.036387	0.037938	0.040882	0.043634
Vacant Business and Commercial Property	0.042452	0.044262	0.047696	0.050906
Agricultural Property	0.003032	0.003162	0.003407	0.003636
Mining Property	0.072774	0.075877	0.081765	0.087268
Public Service Property	0.049729	0.051849	0.055873	0.059633
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	0.012646	0.013627	0.014545
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

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 360 000 in addition to criteria per the Policy. The proposed rebate for Rural Residential is 15%, bona fide Agricultural Property is 30%, 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 feasible 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 phased out over the next few years. The rebate is reduced from 40% to 30 % 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 impermissible to rate in terms of the MPRA, not feasible 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).

Sol Plaatje Municipality will take into consideration the actual use of the property and the property shall be rated on such actual use.

1.1.8 Independent Schools were reclassified as commercial as it no longer falls within the mandatory 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	<b><u>MUNICIPAL SWIMMING POOLS &amp; SPORTS FIELDS (COMMUNITY &amp; SOCIAL DEVELOPMENT SERVICES)</u></b>				
1.2.1	<b><u>Karen Muir Swimming Pool</u></b>				
	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	<b><u>Florianville Swimming Pool</u></b>				
	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	<b><u>Roodepan Swimming Pool</u></b>				
	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	<b><u>Galeshewe Swimming Pool</u></b>				
	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	<b><u>De Beers Stadium</u></b>				
	<b><u>Athletics</u></b>				
	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
	<b><u>HIRE OF STADIUM</u></b>				
	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
	<b><u>HIRE OF HALL NO. 4</u></b>				
	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
	<b><u>GROUPS:</u></b>				
	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



1.2.6	<b>Galeshewe Stadium</b>					
	Sport per day (soccer)	1,276.00	1,332.00	1,435.00	1,532.00	
	Hire of multipurpose courts or athletic track	987.00	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	<b>Galeshewe Arena</b>				
		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	<b>West-End Indoor Facility</b>					
	<u>Competitive sport -</u>					
	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	
	<u>Training sessions -</u>					
	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	
	<u>Other than sports:</u>					
	<u>* Monday - Friday</u>					
	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			
	<u>* Saturdays</u>					
	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			
	<u>* Sundays &amp; Public Holidays</u>					
	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			
	<u>* All Dances (Music festivals Excluded)</u>					
	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			



	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	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		
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\* 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		
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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	50% of total	50% of total	50% of total	50% of total
(Within 7 days of the request for the reservation)	amount	amount	amount	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 forfeit 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 forfeiture of total deposit.

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

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.



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#### 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)

46448.00

48,492.00

52,255.00

55,772.00

(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)



	PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
<u>Key / Loss / damage / breakage deposit</u>				
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
<u>Camping sites</u>				
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
<u>Caravans</u>				
Per caravan (per day)	146.00	152.00	164.00	175.00
Per person (per day)	81.00	85.00	92.00	98.00
<u>Hall</u>				
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
<u>Day visitors</u>				
Per person	54.00	56.00	60.00	64.00
Cars	39.00	41.00	44.00	47.00
<u>Group accommodation</u>				
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, subject to availability.				
1.4.3 <u>Rekaofela and Transka Pleasure Resorts</u>				
<u>Chalets : Rekaofela</u>				
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
<u>Chalets : Transka</u>				
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
<u>Caravan Park :Transka</u>				
Caravan (per day)	152.00	159.00	171.00	183.00
Per person (per day)	81.00	85.00	92.00	98.00
<u>Group accommodation</u>				
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
<b><u>Training Centre - Mongano Hall</u></b>				
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
<b><u>Recreation Hall - Riverside Hall</u></b>				
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
<b><u>Meals and refreshments</u></b>				
That a 10% levy be charged on all catering costs over weekends, long weekends and public holidays.				
<b><u>Catering at Rekaofela Resort is compulsory</u></b>				
<b><u>No outside Caterers are allowed to do catering at this facility</u></b>				
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
<b>Breakfast</b>	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
<b>Lunch / Dinner</b>	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
<b>Poeding</b>	39.00 47.00 60.00	41.00 49.00 63.00	44.00 53.00 68.00	47.00 57.00 73.00
<b><u>Additional meals</u></b>				
<b>Finger lunch per person</b>	65.00 87.00 95.00 126.00 146.00	68.00 91.00 99.00 132.00 152.00	73.00 98.00 107.00 142.00 164.00	78.00 105.00 114.00 152.00 175.00
<b>Spitbraai per person</b>	292.00 337.00 384.00	305.00 352.00 401.00	329.00 379.00 432.00	351.00 405.00 461.00
<b>Weddings per person</b>	313.00 337.00 401.00 452.00	327.00 352.00 419.00 472.00	352.00 379.00 452.00 509.00	376.00 405.00 482.00 543.00
<b><u>Coffee/Tea &amp; Refreshments</u></b>				
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
<b><u>Printing charges and phone calls</u></b>				
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
<b><u>Day Visitor Tariff</u></b>				
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 ( 1 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.

Hire of Lapas

Lapa A

Lapa B

Lapa C

Key / Loss / damage / breakage deposit

PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
R	R	R	R
501.00	523.00	564.00	602.00
501.00	523.00	564.00	602.00
564.00	589.00	635.00	678.00
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 CentreCourse fees

Instruction (per activity, per person)

1-Activity introduction (per person) -

instruction, refreshments, equipment

564.00	589.00	635.00	678.00
626.00	654.00	705.00	752.00

Instructor's fees

Instructor's fees per day (with OAA Level 2 training)

Instructor's fees per day (with OAA Level 3 training)

Instructor's transport costs (per Km)

564.00	589.00	635.00	678.00
626.00	654.00	705.00	752.00
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, prohibitions 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

13

27. No private caterers or private individuals are allowed to use any catering equipment or kitchen facilities or any resources 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 accepted 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

##### Rooderpan 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
<u>Flamingo Court</u>				
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
<u>Lerato Park Communal Residential Units (CRU)</u>				
Bachelor unit-CRU Units (Type A-30m <sup>2</sup> )	1,890.00	1,973.00	2,126.00	2,269.00
1 Bedroom unit -CRU Units (Type B-42m <sup>2</sup> )	2,625.00	2,741.00	2,954.00	3,153.00
2 Bedroom unit- Rental units (Type C - 42m <sup>2</sup> )	2,625.00	2,741.00	2,954.00	3,153.00
2 Bedroom unit- Rental units (Type D - 43m <sup>2</sup> )	2,940.00	3,069.00	3,307.00	3,530.00
2 Bedroom unit- Rental units (Type E - 52m <sup>2</sup> )	3,675.00	3,837.00	4,135.00	4,413.00
2 Bedroom unit- Rental units (Type F - 52m <sup>2</sup> )	3,675.00	3,837.00	4,135.00	4,413.00
2 Bedroom unit- Rental units (Type G - 52m <sup>2</sup> )	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.				
<u>Carports</u>				
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
<u>By-pass houses</u>				
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
<u>Santa centre</u>				
Rental units	90.00	94.00	101.00	108.00
<u>Dingaan family units</u>				
Bachelor	362.00	378.00	407.00	434.00
1 Bedroom	401.00	419.00	452.00	482.00
<u>Selling Scheme</u>				
Administration charges	125.00	131.00	141.00	150.00
Insurance	57.00	60.00	65.00	69.00
<u>Informal housing</u>				
Occupation fee	149.00	156.00	168.00	179.00
<b><u>MARK (STRATEGY, ECONOMIC DEVELOPMENT &amp; PLANNING SERVICES)</u></b>				
<u>Hire</u>				
Office (per m2) per month	38.00	40.00	43.00	46.00
<u>Cold rooms per month</u>				
Outside	3757.00	3,922.00	4,226.00	4,510.00
Inside	9571.00	9,992.00	10,767.00	11,492.00
<u>Outside buildings (per m2) per month</u>	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
<u>Small trollies per day</u>				
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
Big trollies ( plus refundable deposits of R10.00)	14.00	15.00	16.00	17.00



1.7	<b><u>SIDEWALK AND ROAD TARIFFS (SERVICES &amp; INFRASTRUCTURE)</u></b>				
	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	<b><u>URBAN PLANNING (STRATEGY, ECONOMIC DEVELOPMENT &amp; PLANNING SERVICES)</u></b>				
1.8.1	<b><u>Building Control Section</u></b>				
	<b><u>Building Plan Inspection Fees</u></b>				
	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 fllows:				
	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 <b>temporary</b> 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
	<b><u>For internal alterations to existing buildings.</u></b>				
	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
1.8.1.2	<b><u>Building Control Penalty and Fine schedule for Law-Enforcement (New)</u></b>				
	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



	PRESENT	PROPOSED	PROPOSED	PROPOSED
	TARIFFS	TARIFFS	TARIFFS	TARIFFS
	2025/07/01	2025/07/01	2026/07/01	2027/07/01
	R	R	R	R
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 demolishing 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
<b>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</b>	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
<b>Delegated Departures as per Zoning Scheme:</b>				
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



1.8.1.3

**Home Businesses: Per application only  
(No basic fee)**

Home business registration

Home business registration (Galeshewe)

**Other:**

Information (without copy costs)

Zoning Certificate

CUP Reports/SDF/LUMS/IDP/GURP

Building Plan research (without copy costs)

Building statistics - Monthly

- Annually

Scanning of plans - any size

**RESIDENTIAL BUSINESS BYLAW 2011**

**OFFENCE**

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.

Any person who contravenes or fails to comply with this: All heavy equipment such as tractors trailers, semi-trailers, or construction equipment must be garaged screened with plantings or fencing to at least the height of the equipment

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.

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.

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.

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.

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.

Any person who contravenes or fails to comply with this: Retail 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.

Any person who contravenes or fails to comply with this: No more than 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

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 with the municipality's Land Use Management scheme, from time to time.

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

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.

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

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

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)

Amendment of a land development application prior to approval in terms of Section 42 of SPLUMA

Registration of servitudes in terms of section 15

PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
982.00	1,025.00	1,105.00	1,179.00
982.00	1,025.00	1,105.00	1,179.00
46.00	48.00	52.00	55.00
142.00	148.00	159.00	170.00
1,607.00	1,678.00	1,808.00	1,930.00
46.00	48.00	52.00	55.00
267.00	279.00	301.00	321.00
1,965.00	2,051.00	2,210.00	2,359.00
32.00	33.00	36.00	38.00
SECT			
4.1 (i)	2,653.00	2,770.00	2,985.00
4.2	1,328.00	1,386.00	1,494.00
4.3	1,328.00	1,386.00	1,494.00
4.6 (i)	663.00	692.00	746.00
4.7	1,328.00	1,386.00	1,494.00
4.8	2,653.00	2,770.00	2,985.00
4.9	2,653.00	2,770.00	2,985.00
4.1	2,653.00	2,770.00	2,985.00
5.1	2,653.00	2,770.00	2,985.00
5.2	1,328.00	1,386.00	1,494.00
6.1	2,653.00	2,770.00	2,985.00
6.2	2,653.00	2,770.00	2,985.00
6.3	1,328.00	1,386.00	1,494.00
6.4	1,328.00	1,386.00	1,494.00
6.5	1,328.00	1,386.00	1,494.00
2,129.00	2,223.00	2,396.00	2,557.00
1,037.00	1,083.00	1,167.00	1,246.00



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2026/07/01  
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PROPOSED  
TARIFFS  
2027/07/01  
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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;

2.1 (a)-(g)

(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;

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:	2.9	1,990.00	2,078.00	2,239.00	2,390.00
(a) 1 parking space per bedroom or suite; plus					
(b) 1 parking space for staff; and					
(c) 1 parking space for visitors					

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



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2026/07/01  
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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.

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

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.

Any person who contravenes or fails to comply with this: A license issued in terms of this section shall not be transferable.

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.

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.

(a) An office

(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;

(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

(d) A playroom for play activities, serving of meals and sleeping purposes with a minimum free-playing area of 3m<sup>2</sup> 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.

(e) A kitchen complying with the following requirements

(i) The kitchen including scullery, shall have a minimum floor area of 14m<sup>2</sup> for a maximum of 30 children accommodated with an additional 0,3 m<sup>2</sup> per child for 30 to 100 children and a further 0.1 m<sup>2</sup> per child for every child in excess of

(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

(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 least 300mm 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;

(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

(v) Each bowl of the double –compartment sink shall have a minimum depth of 225mm and minimum capacity of 55 litres

(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.

(vii) The floor of the kitchen shall be of concrete or other similar impervious material

(viii) Natural light and ventilation shall be provided in accordance with the municipality's building by-laws

(ix) Wall surfaces shall be tiled or smooth-plastered and oil-painted in light-coloured oil

2.1

2,653.00

2,770.00

2,985.00

3,186.00

2.2

2,653.00

2,770.00

2,985.00

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1,386.00

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796.00

3.1 (a) - (e)

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266.00

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1,328.00

1,386.00

1,494.00

1,595.00

663.00

692.00

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796.00

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1,195.00

1,275.00

1,328.00

1,386.00

1,494.00

1,595.00



	PRESENT TARIFFS	R	PROPOSED TARIFFS	PROPOSED TARIFFS	PROPOSED TARIFFS
			2025/07/01	2026/07/01	2027/07/01
			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
<b>1.8.2 Advertising</b>					
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.					
<b>1.8.3 Plan Printing Charges</b>					
<u>Paper prints:</u>					
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
<u>Opaque Film Prints &amp; Transparent Prints</u>					
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
<u>Plans plotted by REGIS System</u>					
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	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
	R	R	R	R
<u>Paper prints:</u> 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
<u>Opaque Film Prints &amp; Transparent Prints Color</u>				
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
<u>Plans plotted by REGIS System - Color</u>				
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
<u>Other</u>				
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 <b><u>PARKS &amp; RECREATION (COMMUNITY &amp; SOCIAL DEVELOPMENT SERVICES)</u></b>				
1.9.1 <b><u>TARIFFS FOR RECREATION HALL</u></b>				
<u>Development Sport</u>				
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	PROPOSED TARIFFS	PROPOSED TARIFFS	PROPOSED TARIFFS
		2025/07/01	2026/07/01	2026/07/01	2027/07/01
		R	R	R	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	<b><u>TARIFFS FOR SOCIAL CENTRE, R C ELLIOTT HALL AND RITCHIE</u></b>				
	<u>Development Sport</u>				
	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



1.9.3

**TARIFFS FOR FLORIANVILLE HALL****Development Sport**

Training sessions (Monday - Thursday)

07:45 - 16:30 (per hour)

Key / Loss / damage / breakage deposit

**\* Monday - Friday**

07:00 - 12:00 (per session)

12:00 - 17:00 (per session)

17:00 - 07:00 (per hour)

**\* Saturdays**

A basic fee charged for 4 hours or part thereof

For every additional hour which the facility is used an additional tariff is payable

**\* Sundays & Public Holidays**

A basic fee is charged for 4 hours or part thereof

For every additional hour which the facility is used an additional tariff is payable

**\* All Dances (Music festivals Excluded)**

A basic fee is charged for 4 hours or part thereof

For every additional hour which the facility is used an additional tariff is payable

**\* Funerals - for 4 hours**

For every additional hour

Preparation fee (per hour)

**\* Key / Loss / damage / breakage deposit****PRESENT  
TARIFFS**

R

**PROPOSED  
TARIFFS  
2025/07/01**

R

**PROPOSED  
TARIFFS  
2026/07/01**

R

**PROPOSED  
TARIFFS  
2027/07/01**

R

60.00

147.00

63.00

153.00

68.00

165.00

73.00

176.00

429.00

429.00

537.00

448.00

448.00

561.00

483.00

483.00

605.00

516.00

516.00

646.00

873.00

442.00

911.00

461.00

982.00

497.00

1,048.00

530.00

938.00

929.00

979.00

970.00

1,055.00

1,045.00

1,126.00

1,115.00

3,350.00

883.00

3,497.00

922.00

3,768.00

994.00

4,022.00

1,061.00

803.00

436.00

537.00

838.00

455.00

561.00

903.00

490.00

605.00

964.00

523.00

646.00

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)

Key / Loss / damage / breakage deposit

**\* Monday - Friday**

07:00 - 12:00 (per session)

12:00 - 17:00 (per session)

17:00 - 07:00 (per hour)

**\* Saturdays**

A basic fee charged for 4 hours or part thereof

For every additional hour which the facility is used an additional tariff is payable

**\* Sundays & Public Holidays**

A basic fee is charged for 4 hours or part thereof

For every additional hour which the facility is used an additional tariff is payable

**\* Key / Loss / damage / breakage deposit****\* All Dances (Music festivals Excluded)**

A basic fee is charged for 4 hours or part thereof

For every additional hour which the facility is used an additional tariff is payable

60.00

147.00

63.00

153.00

68.00

165.00

73.00

176.00

289.00

289.00

289.00

302.00

302.00

302.00

325.00

325.00

325.00

347.00

347.00

347.00

803.00

402.00

838.00

420.00

903.00

453.00

964.00

483.00

830.00

442.00

1,474.00

867.00

461.00

1,539.00

934.00

497.00

1,658.00

997.00

530.00

1,770.00

3,350.00

883.00

3,497.00

922.00

3,768.00

994.00

4,022.00

1,061.00



\* Funerals - for 4 hours  
For every additional hour  
Preparation fee (per hour)  
\* Key / Loss / damage / breakage deposit

PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
R	R	R	R
803.00	838.00	903.00	964.00
436.00	455.00	490.00	523.00
537.00	561.00	605.00	646.00
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)  
12:00 - 17:00 (per session)  
17:00 - 07:00 (per hour)

1,287.00	1,344.00	1,448.00	1,545.00
1,287.00	1,344.00	1,448.00	1,545.00
775.00	809.00	872.00	931.00

**\* Saturdays**

A basic fee charged for 4 hours or part thereof  
For every additional hour which the facility is used  
an additional tariff is payable

2,010.00	2,098.00	2,261.00	2,413.00
537.00	561.00	605.00	646.00

**\* Sundays & Public Holidays**

A basic fee is charged for 4 hours or part thereof  
For every additional hour which the facility is used  
an additional tariff is payable

2,210.00	2,307.00	2,486.00	2,653.00
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
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**\* All Dances (Music festivals Excluded)**

A basic fee is charged for 4 hours or part thereof  
For every additional hour which the facility is used  
an additional tariff is payable

3,350.00	3,497.00	3,768.00	4,022.00
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)  
12:00 - 17:00 (per session)  
17:00 - 07:00 (per hour)

1,005.00	1,049.00	1,130.00	1,206.00
1,005.00	1,049.00	1,130.00	1,206.00
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
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Preparation fee (per hour) applicable to all activities

590.00	616.00	664.00	709.00
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Aircon \ 8 hour session

1,339.00	1,398.00	1,506.00	1,607.00
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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
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\* Maximum

2,267.00	2,367.00	2,551.00	2,723.00
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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
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1.9.7

**TRAFFIC****FUNCTIONS, MARCHES & SPORT**Monday to Saturday

One or two Officers per event

Three or four Officers per event

More than four Officers per event

Sunday and Public Holidays

Per Officer per hour or part thereof

**ESCORT OF ABNORMAL LOADS**Monday to Saturday

Per Officer per hour or part thereof

Sunday and Public Holidays

Per Officer per hour or part thereof

**RENTAL OF ROAD SIGNS**

Renting of temporary Road Signs -

Deposit per sign

**HIRE OF PARKING BAY**

Hiring of a Parking Bay per Parking Bay per Day

**SEARCH FEES**

Service of Summonses for other Local Authorities (per Summons executed)

Accident Report

**WEIGHBRIDGE**

0 - 3500 kg

3500 - 9000 kg

9000 - 16000 kg

Above 16000 kg

1.9.8

**LIBRARY**

Videos, Fiksie en Nie-fiksie / DVD

Damaged barcode

Postal tariffs : reminders

Fines : per week

: per month

Maximum fine per item

Reservation fee

Admin fee : Phone calls

Admin fee : Cell phone calls

Book record covers

Duplicate computer membership card

Photocopy charges - A4

- A3

Colour Printing -A4

-A3

Internet Black and White Printing -A4

-A3

Country members (per annum)

Visitors - deposit

- fee

PRESENT  
TARIFFS

R

PROPOSED  
TARIFFS  
2025/07/01

R

PROPOSED  
TARIFFS  
2026/07/01

R

PROPOSED  
TARIFFS  
2027/07/01

R

25

1,302.00

2,552.00

3,171.00

1,223.00

767.00

2,478.00

431.00

252.00

284.00

137.00

116.00

168.00

294.00

452.00

746.00

11.00

5.00

11.00

5.00

16.00

53.00

6.00

20.00

24.00

17.00

53.00

1.00

2.00

4.00

8.00

2.00

4.00

200.00

210.00

189.00

1,359.00

2,664.00

3,311.00

1,277.00

801.00

2,587.00

450.00

263.00

296.00

143.00

121.00

175.00

307.00

472.00

779.00

11.00

5.00

11.00

5.00

17.00

55.00

6.00

21.00

25.00

18.00

55.00

1.00

2.00

4.00

8.00

2.00

4.00

209.00

219.00

197.00

1,464.00

2,871.00

3,568.00

1,376.00

863.00

2,788.00

485.00

283.00

319.00

154.00

130.00

189.00

331.00

509.00

839.00

12.00

5.00

12.00

5.00

18.00

59.00

6.00

23.00

27.00

19.00

59.00

1.00

2.00

4.00

9.00

2.00

4.00

225.00

236.00

212.00

1,563.00

3,064.00

3,808.00

1,469.00

921.00

2,976.00

518.00

302.00

340.00

164.00

139.00

202.00

353.00

543.00

895.00

13.00

5.00

13.00

5.00

19.00

63.00

6.00

25.00

29.00

20.00

63.00

1.00

2.00

4.00

10.00

2.00

4.00

240.00

252.00

226.00

Laminates:

	PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
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 LIBRARIESNon-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 RENTALSSONNY LEON/ BEACONSFIELD/JUDY SCOTT LIBRARYNon-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 LIBRARYResearch 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 SERVICESKm 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

Turnout fees for the fire fighting vehicles, portable pumps and assistance vehicles

(Calculated per fire fighting vehicle, portable pump or assistance vehicle 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  
Portable pump  
Assistance vehicle  
Hazmat Pumps

PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
R	R	R	R
1,295.00	1,352.00	1,457.00	1,555.00
648.00	677.00	730.00	779.00
648.00	677.00	730.00	779.00
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
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#### Specialized equipment

(Calculated per unit used)

Chemical extinguisher  
CO<sup>2</sup> extinguisher  
Breathing apparatus  
Refill of SCBA/SCUBA cylinder : per cylinder  
\* Jaws of Life rescue equipment - per incident / use  
\* Rollgliss rescue equipment - per incident / use  
\* Medical equipment (consumables) - per patient  
\* Pneumatic Equipment - per incident / use  
\* Chemical suites - per suit per incident  
\* Hazmat equipment (consumables) - per incident / use

538.00	562.00	606.00	647.00
538.00	562.00	606.00	647.00
373.00	389.00	419.00	447.00
42.00	44.00	47.00	50.00
1,114.00	1,163.00	1,253.00	1,337.00
1,114.00	1,163.00	1,253.00	1,337.00
538.00	562.00	606.00	647.00
1,114.00	1,163.00	1,253.00	1,337.00
Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement
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<sup>2</sup> - purchase tariff per Kg  
Dry chemical powder - purchase tariff per Kg  
Foam - purchase tariff per liter

Tarrif +20%	Tarrif +20%	Tarrif +20%	Tarrif +20%
Tarrif +20%	Tarrif +20%	Tarrif +20%	Tarrif +20%
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
<b><u>Inspection fees</u></b>					
(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 litre 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 extinguisher 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
<b><u>Training</u></b>					
As per Prospectus - calculated in terms of time and material used.					
1.9.10	<b><u>DEVELOPMENT SERVICES</u></b>				
<b><u>Tram</u></b>					
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
<b><u>Regional Tourism Centre</u></b>					
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
<b><u>Informal Trade facilities</u></b>					
Stalls with storage facilities		441.00	460.00	496.00	529.00
Stalls without storage facilities (Street Trading Permit)		211.00	220.00	237.00	253.00
Fruits and Vegetable Structures		288.00	301.00	324.00	346.00
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
1.9.11	<b><u>POUND SERVICES</u></b>				
<b><u>Impounding:</u></b>					
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
<b><u>Maintenance</u></b>					
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
<b><u>G.W.K rent tariff</u></b>					
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.					



1.10	<b>LABORATORY TARIFFS (COMMUNITY &amp; SOCIAL DEVELOPMENT SERVICES)</b>				
	<u>Chemical Analysis</u>				
	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
	 <u>Packets</u>				
	Water Bacteriological E. coli and coli	429.00	448.00	483.00	516.00
1.11	<b>MISCELLANEOUS (FINANCIAL SERVICES)</b>				
1.11.1	<u>Furnishing of information</u>				
	(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
	<b>NB. ABOVE - In respect of (a)(b) and (d) for every hour or portion thereof</b>				
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	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
		R	R	R	R
1.11.6	Electricity - Reconnection fees (Controller Wire) Tampering administration fee Tamper disconnection fee Tamper reconnection fee	877.00 2,128.00 4,069.00 4,069.00	916.00 2,222.00 4,248.00 4,248.00	987.00 2,394.00 4,578.00 4,578.00	1,053.00 2,555.00 4,886.00 4,886.00
1.11.7	<u>Informal Housing - Erven with pails</u> Bulk refuse Pails High Mast Gravel road Stand pipe	37.00 See sanitation 35.00 33.00 37.00	39.00 See sanitation 37.00 34.00 39.00	42.00 See sanitation 40.00 37.00 42.00	45.00 See sanitation 43.00 39.00 45.00
1.11.8	<u>Informal Housing - Sewered Erven</u> Bulk refuse Sewerage High Mast Gravel road Stand pipe	37.00 See sanitation 35.00 33.00 37.00	39.00 See sanitation 37.00 34.00 39.00	42.00 See sanitation 40.00 37.00 42.00	45.00 See sanitation 43.00 39.00 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	<u>Deposits - Electricity and Water Supply</u> <u>Flats:</u> 1-Bedroom 2-Bedroom 3-Bedroom  <u>Townhouses:</u> 2-Bedroom 3-Bedroom  <u>Domestic Houses:</u> 2-Bedroom 3-Bedroom More than 3-bedrooms  Builders water deposit <u>Business/Industries:</u> Small power users Large power users <u>Rural consumers</u> Informal housing <u>Businesses/Industries:</u> Bulk water supply Indigents - Water deposit	1,657.00 1,988.00 2,519.00  1,988.00 2,519.00  1,988.00 2,519.00 3,579.00  3,380.00 3,579.00 8,615.00  100.00 8,615.00 92.00	1,730.00 2,075.00 2,630.00  2,075.00 2,630.00  2,075.00 2,630.00 3,736.00  3,529.00 3,736.00 8,994.00  104.00 8,994.00 96.00	1,864.00 2,236.00 2,834.00  2,236.00 2,834.00  2,236.00 2,834.00 4,026.00  3,803.00 4,026.00 9,692.00  112.00 9,692.00 103.00	1,989.00 2,386.00 3,025.00  2,386.00 3,025.00  2,386.00 3,025.00 4,297.00  4,059.00 4,297.00 10,344.00  120.00 10,344.00 110.00
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	PROPOSED	PROPOSED	PROPOSED
		TARIFFS	TARIFFS	TARIFFS	TARIFFS
		2025/07/01	2026/07/01	2027/07/01	2027/07/01
		R	R	R	R
1.11.15	<u>Penalty for an unmetered</u> (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	<u>Late objection to General Valuation Roll or Supplementary Valuation Roll</u>				
	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	<b><u>WATER TARIFFS (SERVICES &amp; INFRASTRUCTURE)</u></b>				
1.12.1	<u>Water Connections</u>				
	Size of Connection (mm)	Size of Meter (mm)			
	20	15	11,252.58	11,747.69	12,440.81
	25	20	11,695.55	12,210.15	12,930.55
	40	32	23,098.40	24,114.73	25,537.50
	50	40	27,184.95	28,381.09	30,055.57
	80	50	44,350.91	46,302.35	49,034.19
		Additional costs	Additional costs	Additional costs	Additional costs
	100	75	51,731.14	54,007.31	57,193.74
		Additional costs	Additional costs	Additional costs	Additional costs
	150	100	61,311.64	64,009.35	67,785.91
		Additional costs	Additional costs	Additional costs	Additional costs
	250	150	61,311.64	64,009.35	67,785.91
		Additional costs	Additional costs	Additional costs	Additional costs
	300	150	61,311.64	64,009.35	67,785.91
		Additional costs	Additional costs	Additional costs	Additional costs
	<u>Builders Water</u>				
	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	<u>Testing of Water Meters</u>				
	Tariff per meter tested	1,681.05	1,755.01	1,858.56	1,975.65
1.12.3	<u>Exposure of Services</u>				
	Tariff per service exposure	834.36	871.07	922.46	980.57
1.12.4	<u>Water</u> (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 KI)	8.06	8.42	8.91	9.47
	Residential (0 - 6 KI)	8.06	8.42	8.91	9.47
	Residential (7 - 20 KI)	34.26	35.76	37.87	40.26
	Residential (21 - 40 KI)	38.56	40.25	42.63	45.31
	Residential (41 - 60 KI)	40.78	42.58	45.09	47.93
	Residential (more than 60 KI)	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**

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



	PRESENT	PROPOSED	PROPOSED	PROPOSED
	TARIFFS	TARIFFS	TARIFFS	TARIFFS
	2025/07/01	2026/07/01	2026/07/01	2027/07/01
	R	R	R	R
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
<b>level 4 - survival</b>				
Residential/Indigents (0 - 6 KI)	8.87	9.26	9.80	10.42
Residential (7 - 20 KI)	51.40	53.67	56.83	60.41
Residential (21 - 40 KI)	57.85	60.40	63.96	67.99
Residential (41 - 60 KI)	73.40	76.63	81.15	86.27
Residential (more than 60 KI)	78.44	81.90	86.73	92.19
Flats (0 - 6 KI)	8.87	9.26	9.80	10.42
Flats (7 - 20 KI)	51.40	53.67	56.83	60.41
Flats (21 - 40 KI)	69.42	72.48	76.75	81.59
Flats (more than 40 KI)	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
<b>level 5 - emergency</b>				
Residential/Indigents (0 - 6 KI)	8.87	9.26	9.80	10.42
Residential (7 - 20 KI)	68.53	71.54	75.76	80.54
Residential (21 - 40 KI)	77.14	80.53	85.28	90.66
Residential (41 - 60 KI)	81.57	85.15	90.18	95.86
Residential (more than 60 KI)	87.16	90.99	96.36	102.43
Flats (0 - 6 KI)	8.87	9.26	9.80	10.42
Flats (7 - 20 KI)	68.53	71.54	75.76	80.54
Flats (21 - 40 KI)	77.14	80.53	85.28	90.66
Flats (more than 40 KI)	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.

A School is a property where the primary activity is educational.

Sports fields are organizations where the primary activity is the playing of sports requiring grassed surfaces and where the area of grassed surface exceeds 1000m<sup>2</sup>.

##### 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.



		PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
1.13	<b><u>CLEANSING SERVICES (SERVICES &amp; INFRASTRUCTURE)</u></b>				
	For the removal of refuse the tariff of charges shall be at the following rates:				
1.13.1	<u>Non-Residential dwellings:</u>				
	(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 in 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 6,0m³ container hire	534.10 769.84	557.60 803.72	589.94 850.33	624.51 900.16
	(e) Where special garden refuse is removed the tariff per per m² 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	<u>Residential</u>				
	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	<u>Non -Residential</u>				
	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	<u>Flats</u>				
	Tariff only applicable to Municipal flats	74.41	77.69	82.19	87.01
1.13.5	<u>Availability charge</u>				
	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	<b><u>SANITATION TARIFFS (SERVICES &amp; INFRASTRUCTURE)</u></b>				
1.14.1	<u>Sewerage</u>				
	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
	<u>Flats and semi-detached dwellings:</u>				
	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
	<u>Hotel, Boarding Houses, Lodging Houses and Hostels</u>				
	Basic monthly charge (two sanitary conveniences)	212.62	221.98	235.28	248.07
	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	<u>Conservancy Tank and Night-soil Removals</u>				
	<u>Removal of slops from conservancy tanks by vacuum tanker:</u>				
	A. Within 10km of CBD				
	(Monday - Friday between 08:00 and 16:00)				
	Basic charge (first 5KI)	353.44	368.99	391.09	412.37
	Additional charge (per 1KI 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 5KI)	553.39	577.74	612.35	645.66
	Additional charge (per 1KI 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				



	PRESENT	PROPOSED	PROPOSED	PROPOSED
	TARIFFS	TARIFFS	TARIFFS	TARIFFS
	R	R	R	R
(Sundays and Public Holidays)				
Basic charge (first 5KI)	728.02	760.05	805.58	849.40
Additional charge (per 1KI 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.				
<u>Removal of night-soil:</u>				
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 <u>Blockages and Portable Toilets</u>				
<u>Internal sewer blockages:</u>				
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.				
<u>Portable Toilets:</u>				
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
<u>Sewer Connections:</u>				
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	PROPOSED	PROPOSED	PROPOSED
		TARIFFS	TARIFFS	TARIFFS	TARIFFS
		R	2025/07/01	2026/07/01	2027/07/01
		R	R	R	R
1.14.4	<u>Purified effluent tariffs</u>				
	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 KI	0.2355	0.2458	0.2605	0.2747
	Basic Charge (Use LESS than 1 Megalitre per billing cycle of approximately 30 days)				
	Plus per KI	0.7864	0.8210	0.8702	0.9176
1.15	<b><u>INCENTIVE/DISCOUNT EARLY PAYMENT</u></b>				
	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	<b><u>ELECTRICITY (SERVICES &amp; INFRASTRUCTURE)</u></b>				
1.16.1	<b><u>TARIFFS FOR SERVICE CONNECTIONS</u></b>				
	<b><u>SCALE 4 - STREET LIGHTS</u></b>				
	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
	<b><u>SINGLE PHASE DIS- &amp; RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u></b>				
	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
	<b><u>3-PHASE DIS- &amp; RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u></b>				
	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
	<b><u>CALL OUT TO CONSUMER</u></b>				
	Call out to a fault on consumer's installation	852.00	934.00	1,020.00	1,114.00
1.16.2	<b><u>COSTS OF NEW SERVICE CONNECTIONS</u></b>				
	<b><u>60-AMP STANDARD SINGLE PHASE</u></b>				
	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
	<b><u>60AMP STANDARD 3-PHASE</u></b>				
	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
	<b><u>ALTERATIONS TO SERVICE CONNECTIONS</u></b>				
	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	<b><u>UPGRADING OF SERVICES</u></b>				
	<b><u>UPGRADING OF AN EXISTING SINGLE PHASE</u></b>				
	<b><u>SERVICE CONNECTION ON CONDITION OF</u></b>				
	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
	<b><u>CONNECTION ON CONDITION OF</u></b>				
	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)  
Replacement of conventional meter with prepayment meter (Meter and labour)  
**NB. MAXIMUM OF TWO PREPAYMENT METERS DOMESTIC ERF, EXCEPT WHEN 3-PHASE**

PRESENT TARIFFS R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R
Bin price + VAT 14,839.00	Bin price + VAT 16,264.00	Bin price + VAT 17,760.00	Bin price + VAT 19,394.00

#### 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 addition to this, SPM sought to simplify 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 Municipality 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 <b><u>Domestic Tariff (Conventional and Prepaid) = 20 Amps</u></b>						
Block 1 (0 - 350 Kwh)	2.5031	2.8786	2.7434	3.1549	3.4452	3.7621
Block 2 ( > 350 Kwh)	3.1651	3.6399	3.4689	3.9893	4.3563	4.7571
<b><u>Indigents Tariff (Prepaid) = 20 Amps</u></b>						
Block 1 (0 - 50 Kwh) (subsidised)	2.3466	2.6986	2.5719	2.9577	3.2298	3.5269
Block 2 (51 - 350 Kwh)	2.3466	2.6986	2.5719	2.9577	3.2298	3.5269
Block 3 ( > 351 Kwh)	3.2742	3.7653	3.5885	4.1268	4.5065	4.9211
<b><u>Domestic Tariff (Conventional and Prepaid) &gt; 20 Amps</u></b>						
Basic charge (Rand per month)	82.68	95.08	90.6173	104.2099	113.80	124.27
Capacity charge (Rand/Amp/phase/month)	3.81	4.38	4.18	4.8021	5.24	5.73
Block 1 (0 - 350 Kwh)	2.3353	2.6856	2.5595	2.9434	3.2142	3.5099
Block 2 ( > 350 Kwh)	2.6445	3.0412	2.8984	3.3331	3.6398	3.9746
1.16.4.2 <b><u>Business Tariff</u></b>						
<b><u>Commercial (Conventional and Prepaid)</u></b>						
Basic Charge per month	310.37	356.93	340.1655	391.1903	427.18	466.48
Capacity charge per Kwhr	4.43	5.09	4.8553	5.5836	6.10	6.66
<u>Winter</u>						
Block 1 (0 - 1200 Kwh)	2.8402	3.2662	3.1129	3.5798	3.9091	4.2688
Block 2 ( > 1200 Kwh)	2.8402	3.2662	3.1129	3.5798	3.9091	4.2688
<u>Summer</u>						
Block 1 (0 - 1200 Kwh)	2.6463	3.0432	2.9003	3.3354	3.6423	3.9773
Block 2 ( > 1200 Kwh)	2.6463	3.0432	2.9003	3.3354	3.6423	3.9773
1.16.4.3 <b><u>Public Benefit and Schools (Conventional and Prepaid)</u></b>						
Basic Charge per month	280.68	322.78	307.63	353.7691	386.32	421.86
Capacity charge per Kwhr	3.81	4.38	4.18	4.8021	5.24	5.73
Winter Energy Charge	2.9343	3.3744	3.2160	3.6984	4.0386	4.4102
Summer Energy Charge	2.7485	3.1608	3.0124	3.4642	3.7829	4.1309
1.16.4.4 <b><u>TIME OF USE CONSUMERS</u></b>						
1.16.4.4.1 <b><u>TOU: NPO, NGO, SCHOOLS: LV&lt; 200 KVA</u></b>						
Basic charge per month ( LV<200 )	1,087.26	1,250.35	1191.64	1370.3825	1,496.46	1,634.13
Network Demand Charge R/kVA	194.22	223.35	212.87	244.7949	267.32	291.91
Network Access Charge R/kVA	83.14	95.61	91.12	104.7897	114.43	124.96
<b><u>Energy Charges R/Kwh</u></b>						
<b><u>High Demand Season: (June - August) Winter</u></b>						
Peak ( LV < 200)	6.0551	6.9634	6.6364	7.6318	8.3340	9.1007
Standard ( LV < 200)	2.4296	2.7940	2.6628	3.0623	3.3440	3.6516





	PRESENT TARIFFS	R	PROPOSED TARIFFS 2025/07/01	R	PROPOSED TARIFFS 2026/07/01	R	PROPOSED TARIFFS 2027/07/01	R
Off-peak ( LV < 200)	1.6892	1.9426	1.8514	2.1291	2.3249	2.5388		
<b>Low Demand Season: (September - May) Summer</b>								
Peak ( LV < 200 )	2.5954	2.9847	2.8446	3.2712	3.5722	3.9008		
Standard ( LV < 200)	1.9908	2.2894	2.1819	2.5092	2.7401	2.9921		
Off-peak ( LV < 200)	1.5544	1.7876	1.7036	1.9592	2.1394	2.3362		
<b>TOU: NPO, NGO, SCHOOLS : LV &gt; 200 &lt; 500 KVA (Exception 800 KVA)</b>								
Basic charge per month	2,129.55	2,448.98	2333.9868	2684.0848	2,931.02	3,200.67		
Network Demand Charge R/kVA	194.22	223.35	212.87	244.7949	267.32	291.91		
Network Access Charge R/kVA	83.14	95.61	91.12	104.7897	114.43	124.96		
<b>Energy Charges R/Kwh</b>								
<b>High Demand Season: (June - August) Winter</b>								
Peak ( LV>200<500)	6.0957	7.0101	6.6809	7.6830	8.3899	9.1617		
Standard ( LV>200<500)	2.4687	2.8390	2.7057	3.1115	3.3978	3.7104		
Off-peak ( LV>200<500)	1.7135	1.9705	1.8780	2.1597	2.3584	2.5754		
<b>Low Demand Season: (September - May) Summer</b>								
Peak ( LV>200<500 )	2.6607	3.0598	2.9161	3.3535	3.6621	3.9990		
Standard ( LV>200<500)	2.0334	2.3384	2.2286	2.5629	2.7987	3.0562		
Off-peak ( LV>200<500)	1.5885	1.8268	1.7410	2.0021	2.1863	2.3875		
<b>TOU: NPO, NGO, SCHOOLS: MV (Medium voltage)</b>								
Basic charge per month (MV)	2,669.28	3,069.67	2925.53	3364.3605	3,673.88	4,011.88		
Network Demand Charge R/kVA	150.85	173.25	165.11	189.8793	207.35	226.42		
Network Access Charge R/kVA	64.20	73.83	70.36	80.9177	88.36	96.49		
<b>Energy Charges R/Kwh</b>								
<b>High Demand Season: (June - August) Winter</b>								
Peak (MV)	6.1121	7.0289	6.6989	7.7037	8.4124	9.1864		
Standard (MV)	2.5133	2.8903	2.7546	3.1678	3.4592	3.7774		
Off-peak (MV)	1.7729	2.0388	1.9431	2.2346	2.4401	2.6646		
<b>Low Demand Season: (September - May) Summer</b>								
Peak (MV)	2.7261	3.1350	2.9878	3.4360	3.7521	4.0973		
Standard (MV)	2.0760	2.3874	2.2753	2.6166	2.8573	3.1202		
Off-peak (MV)	1.6327	1.8776	1.7894	2.0579	2.2472	2.4539		
<b>1.16.4.4.2 INDUSTRIAL AND BUSINESSES TOU: LV&lt; 200 KVA</b>								
Basic charge per month ( LV<200 )	1,303.16	1,498.63	1428.26	1642.5029	1,793.61	1,958.63		
Network Demand Charge R/kVA	205.69	236.54	225.44	259.2517	283.10	309.15		
Network Access Charge R/kVA	68.08	78.29	74.62	85.8080	93.70	102.32		
<b>Energy Charges R/Kwh</b>								
<b>High Demand Season: (June - August) Winter</b>								
Peak ( LV < 200)	6.6708	7.6714	7.3112	8.4079	9.1814	10.0261		
Standard ( LV < 200)	2.4891	2.8625	2.7281	3.1373	3.4259	3.7411		
Off-peak ( LV < 200)	1.8140	2.0861	1.9881	2.2864	2.4967	2.7264		
<b>Low Demand Season: (September - May) Summer</b>								
Peak ( LV < 200 )	2.7232	3.1317	2.9846	3.4323	3.7481	4.0929		
Standard ( LV < 200)	2.0221	2.3254	2.2162	2.5487	2.7831	3.0392		
Off-peak ( LV < 200)	1.6678	1.9180	1.8279	2.1021	2.2955	2.5067		
Reactive Energy Charge (P&S)	0.2479	0.2851	0.2717	0.3125	0.3412	0.3726		
<b>INDUSTRIAL AND BUSINESSES TOU : LV &gt; 200 &lt; 500 KVA (Exception 800 KVA)</b>								
Basic charge per month	2,264.48	2,604.15	2481.8701	2854.1506	3,116.73	3,403.47		
Network Demand Charge R/kVA	162.11	186.43	177.6726	204.3234	223.12	243.65		
Network Access Charge R/kVA	68.08	78.29	74.6157	85.8080	93.70	102.32		
<b>Energy Charges R/Kwh</b>								
<b>High Demand Season: (June - August) Winter</b>								
Peak ( LV>20<500)	6.7169	7.7244	7.3617	8.4660	9.2449	10.0954		
Standard ( LV>20<500)	2.5178	2.8955	2.7595	3.1734	3.4654	3.7842		
Off-peak ( LV>20<500)	1.9290	2.2184	2.1142	2.4313	2.6550	2.8993		
<b>Low Demand Season: (September - May) Summer</b>								
Peak ( LV>20<500 )	2.7179	3.1256	2.9788	3.4256	3.7408	4.0850		
Standard ( LV>20<500)	2.0807	2.3928	2.2804	2.6225	2.8638	3.1273		
Off-peak ( LV>20<500)	1.7309	1.9905	1.8971	2.1816	2.3823	2.6015		
Reactive Energy Charge (P&S)	0.2479	0.2851	0.2717	0.3125	0.3412	0.3726		
<b>INDUSTRIAL AND BUSINESSES TOU: MV (Medium Voltage)</b>								
Basic charge per month (MV)	3,738.77	4,299.59	4097.6919	4712.3457	5,145.88	5,619.30		
Network Demand Charge R/kVA	139.25	160.14	152.62	175.5107	191.66	209.29		
Network Access Charge R/kVA	64.79	74.51	71.01	81.6613	89.17	97.38		



		PRESENT TARIFFS	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01
		R	R	R	R
	<b><u>Energy Charges R/Kwh</u></b>				-
	<b><u>High Demand Season: (June - August) Winter</u></b>				
	Peak (MV)	6.6975	7.7021	8.4415	10.0662
	Standard (MV)	2.4568	2.8253	3.0966	3.6925
	Off-peak (MV)	1.9048	2.1905	2.4008	2.8629
	<b><u>Low Demand Season: (September - May) Summer</u></b>				
	Peak (MV)	2.6467	3.0437	3.3359	3.9779
	Standard (MV)	2.0501	2.3576	2.8217	3.0813
	Off-peak (MV)	1.6670	1.9171	2.1011	2.5055
	Reactive Energy Charge (P&S)	0.2479	0.2851	0.3125	0.3726
	<b><u>Small Scale Embedded Generation TOU</u></b>				
	Basic charge per month - payable by the generator	223.43	256.94	281.6112	335.81
	Capacity charge R/Amp/phase	10.73	12.34	13.5241	16.13
	Energy Charges R/Kwh - payable to the generator				
	<b><u>High Demand Season: (June - August)</u></b>				
	Peak	8.2378	9.4735	10.3829	12.3813
	Standard	2.4954	2.8697	3.1452	3.7505
	Off-peak	1.3550	1.5583	1.7078	2.0365
	<b><u>Low Demand Season: (September - May)</u></b>				
	Peak	2.6873	3.0904	3.3871	4.0390
	Standard	1.8494	2.1268	2.3310	2.7796
	Off-peak	1.1729	1.3488	1.4783	1.7628
1.16.4.5	<b><u>Electricity Feedback Tariffs - Small Scale Embedded Generation Photovoltaic Policy</u></b>				
	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	276.7964	330.07
	Capacity charge R/kVa				
	Energy Charges R/Kwh - payable to the generator				
	<b><u>High Demand Season: (June - August)</u></b>				
	Peak	5.0572	5.8158	6.3741	7.6009
	Standard	1.5319	1.7617	1.9308	2.3024
	Off-peak	0.8318	0.9566	1.0484	1.2502
	<b><u>Low Demand Season: (September - May)</u></b>				
	Peak	1.6497	1.8972	2.0793	2.4795
	Standard	1.1353	1.3056	1.4309	1.7063
	Off-peak	0.7200	0.8280	0.7891	1.0821
1.16.4.6	<b><u>Streetlights</u></b>				
	Basic Charge light per month	89.6785	103.1303	113.0308	134.79
	Energy charge/kWh	0.7245	0.8332	0.9132	1.0889
1.16.4.7	<b><u>Vacant Land/Availability</u></b>				
	Fixed Basic charge (R/month)	485.46	558.27	611.8681	729.63

**SECTION 3:**

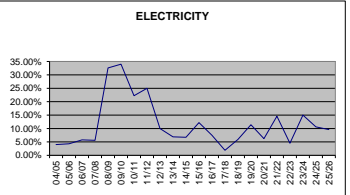
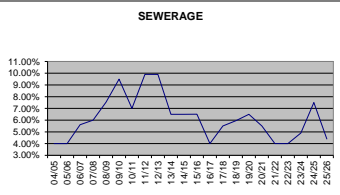
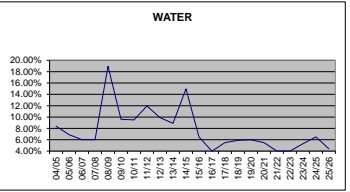
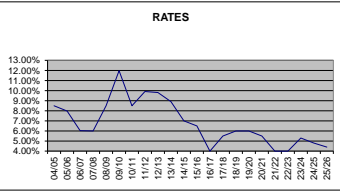
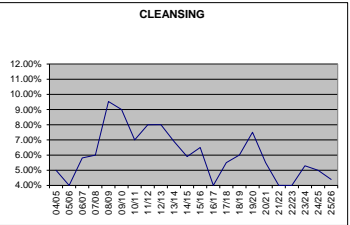
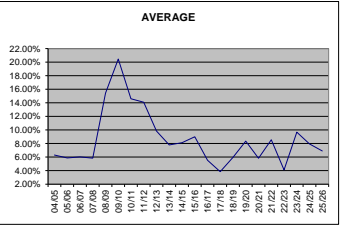
**HISTORY OF  
TARIFFS**

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

**This document:**

***Integrated Development Plan,***

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

**Council Approved:**



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## FOREWORD BY THE MAYOR

### FOREWORD BY MAYOR: Ms M BARTLETT

---

As we table the Sol Plaatje Municipality's Integrated Development Plan (IDP) for the 2025/2026 financial year, we reaffirm our commitment to fostering economic growth, infrastructure development, and social progress within the municipal area. This IDP reflects the collective aspirations of our communities and outlines the roadmap for achieving a prosperous and resilient municipality.

The IDP was reviewed in consultation and alignment with the Provincial and National strategies.

Public participation remains central to our planning and budgeting processes. The Municipality conducted two rounds of public participation processes with all the wards and stakeholders of the Sol Plaatje municipality (06 January – 06 February 2025 & 29 April – 21

of May 2025). Residents were also invited to submit their inputs at the municipality by 21 April 2025, ensuring that their inputs inform our development agenda. This is also to ensure that planning, implementation and monitoring of municipal plans are conducted in close consultation with the community. The municipal Systems Act of 2000 clearly compels municipalities to do so.

We acknowledge the challenges elevated by our communities during the public participation process that was rolled out. The community's cries did not fall on deaf ears. It is through this reviewed plan that we have developed programmes and projects that will address this community.

We have formally adopted our Motto "We Serve" during our strategic planning session held in February 2025. This moto will permeate through the municipality to serve our communities with pride and restore dignity. Through the engagements with our communities, we have identified areas they require urgent attention and improvement, as well as to tackle the challenges faced by the municipality.

We intend to collaborate with communities, sector departments, private sector, NGOs, NPOs, organised groups and other organisations to realise our goals and objectives. We acknowledge that we cannot work alone. Let us join hands and take our city forward.

I would like to thank Municipal Manager, Mr Matlala and the municipal staff in ensuring that all planning and budgeting processes as per the MSA of 2000 and MFMA of 2003 are adhered to, the Councillors for their participation, and all community members and stakeholders for their participation in the development of this document. Sol Plaatje, "We Serve"



**Ms M Bartlett**  
**Executive Mayor of**  
**Sol Plaatje Municipality**

## ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER

### ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER: MR BS MATLALA

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The Integrated Development Plan (IDP) is the business plan of the Municipality and seeks to bring about coordinated development and service delivery that is aligned with budgeting.

Community participation is the heartbeat of this integrated approach. Even though it is driven by the municipality and spheres of government, the involvement of community members is critical in finding the best solutions to achieve long-term objectives.

The IDP provides a focussed set of objectives to ensure that public resources are channelled to the programmes and projects that deliver the most benefit for the public, as equitably as possible. The activities of the Municipality, its budget and the allocation of resources will be guided and informed by this plan.

The municipality is mandated to review and amend its IDP annually by the Municipal Systems Act (MSA, 32 of 2000), as circumstances permit. 2024/25 is the third review of the 5year IDP cycle. This review required the municipality to reflect on the prior years of implementation, to ascertain whether we are well on our way to achieving our strategic goals and objectives. Hence in reviewing this plan, residents were extensively engaged, and their inputs shaped the priorities in delivering on the vision ‘towards a cleaner growing city’ and the budget.

We have made great strides in addressing water issues; working towards improving the audit outcomes by decreasing the number of findings; appointed the section 56 managers to stabilise and steer the municipality towards achieving its goals and objectives. We also continue to have collaborative efforts with other spheres of government, private sector and other organised groups to revive the economy.

I would like to thank all the residents who participated and contributed to the review of this plan; the Political principles for their leadership in this process, and the employees of Sol Plaatje municipality for their efforts and dedication to deliver services and serve our residents. The impact of these objectives should be experienced and become visible by the end of the five-year cycle. Let us bring back the sparkle to our city.



**Mr BS Matlala**

*Municipal Manager  
Sol Plaatje Municipality*

## CHAPTER 1: EXECUTIVE SUMMARY: IDP 2025/26

This document represents the *Integrated Development Plan (IDP) 2025/26* the 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.

## CHAPTER 1

- 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
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%						

## CHAPTER 1

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

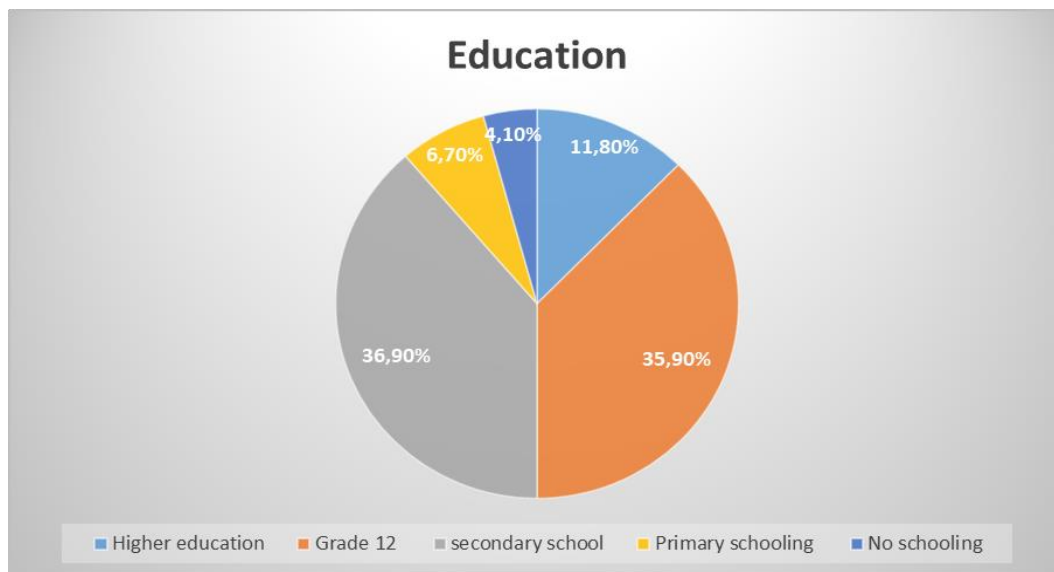
Employment in 2022 (2015 numbers in brackets)		Youth Employment in 2021 (2015 numbers in brackets)	
Working age population: 15-64	180 477 (160 724)	Working age population (Youth 15-34)	90 364 (86 888)
Employed - formal	55 743 (51 801)	Employed (15-34)	21 601 (28 374)
Employed - informal	12 249 (19 443)	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

## CHAPTER 1



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 Development plan 2024-2029: Three Strategic Priorities
Economic growth through promoting Sol Plaatje Municipality as an economic hub	Local Economic Development and Spatial Transformation	Local Economic Development	Priority 1: Drive inclusive growth and job creation Priority 2: Reduce poverty and tackle high cost of living
Improved service delivery	Access to Basic Services and Infrastructure Development	Basic Service Delivery and Infrastructure Development	Priority 2: Reduce poverty and tackle high cost of living
Good, clean and transparent governance and public participation	Good Governance and Public Participation	Good Governance and Public Participation	Priority 3: Build a capable, ethical and Developmental state
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 2: Reduce poverty and tackle high cost of living



### 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.**

#### 1.1 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.

#### 1.2 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.

## CHAPTER 1

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.

## **1.3 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.<sup>1</sup>

### 1.4 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.

#### 1.4.1 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

#### 1.4.2 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.

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<sup>1</sup> This scorecard will be completed in the next IDP review.

## CHAPTER 1

### 1.4.3 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, Tsweleng
17	Ipeleng, Tlhageng, John Mampe, Kutlwanoeng, 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

## CHAPTER 1

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*

### 1.5 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	√	

## CHAPTER 1

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.

## 1.6 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

#### 1.6.1 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*).

#### 1.6.2 Medium Term Development plan (MTDP) 2024-2029

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.

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)*

### 1.6.3 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.

### 1.6.4 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.

### 1.6.5 State of the Nation Address 2025 (SONA)<sup>2</sup>

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.

<sup>2</sup><https://www.gov.za/news/Sona2025-highlights>



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 eThekweni Working Group.

### NORTHERN CAPE PROVINCE

#### **1.6.6 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.

#### **1.6.7 Northern Cape Spatial Development Framework, 2018<sup>3</sup>**

The provincial Spatial Development Framework (PSDF) includes the vision 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.

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<sup>3</sup> Northern Cape, Draft Spatial Development Framework, September 2018.

### **FRANCES BAARD DISTRICT**

#### **1.6.8 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.

#### **1.6.9 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.

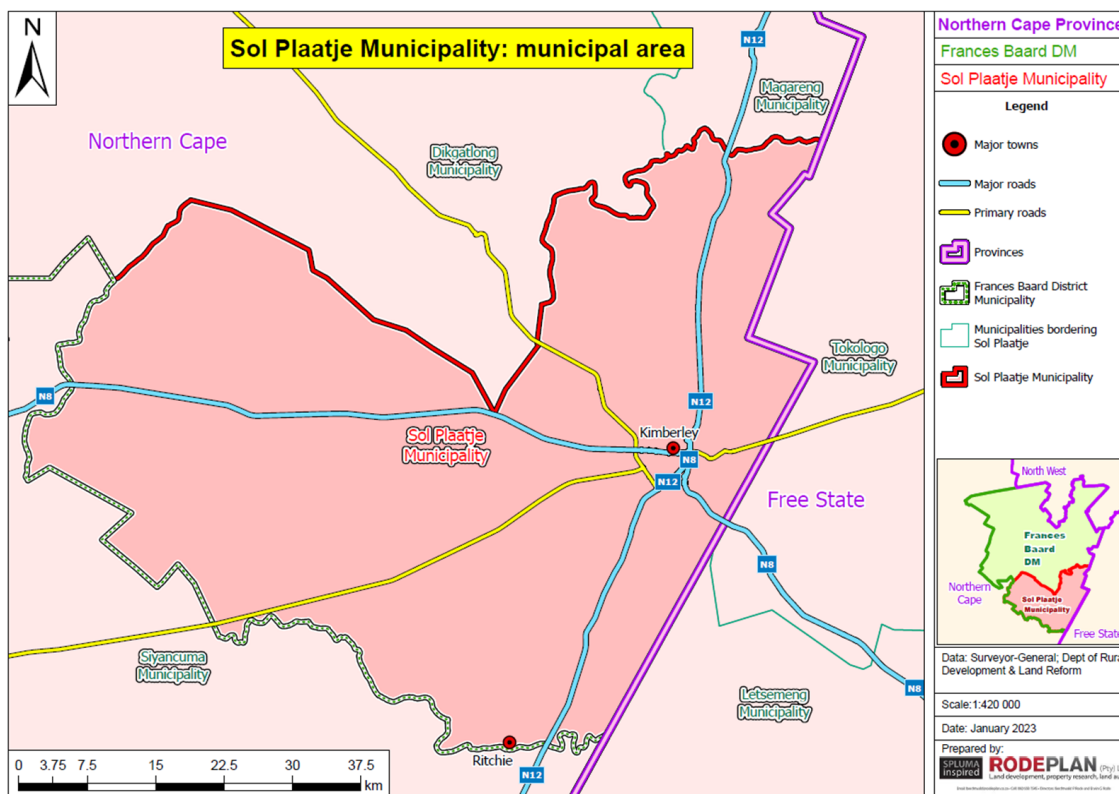
## CHAPTER 2: PROFILE OF THE MUNICIPAL AREA

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 census 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.

### 2.1 GEOGRAPHIC CONTEXT

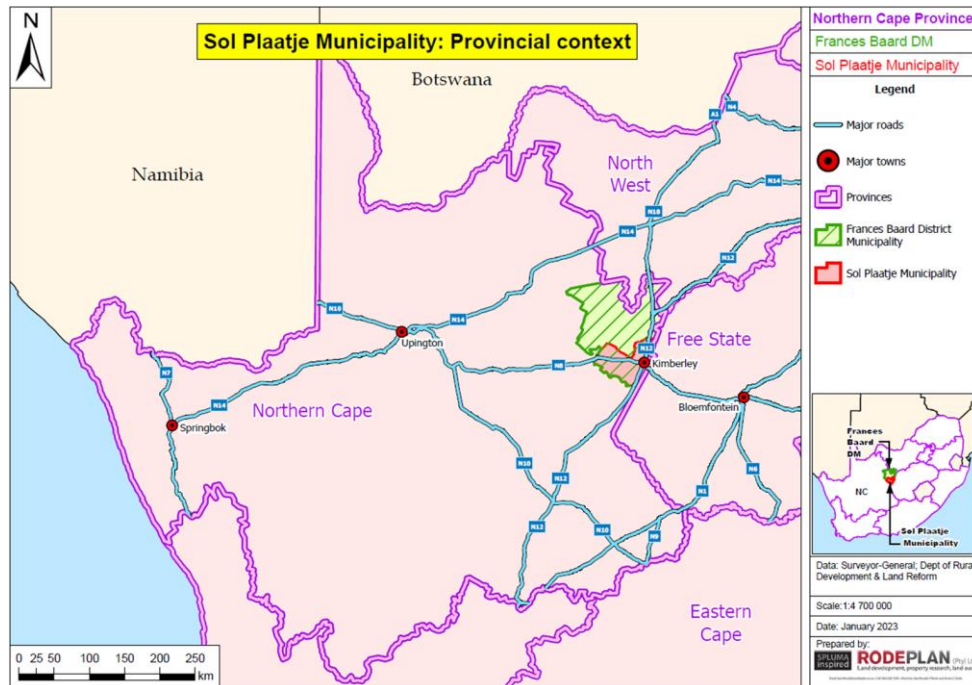
The Sol Plaatje municipal area is one of the ‘pearls’ of the Northern Cape sub-regions, characterised by a mix of unique and high-quality assets. A key challenge is to conserve and enhance these assets in a changing setting. The land extent of the Sol Plaatje municipal area is about 3145 km<sup>2</sup> 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).



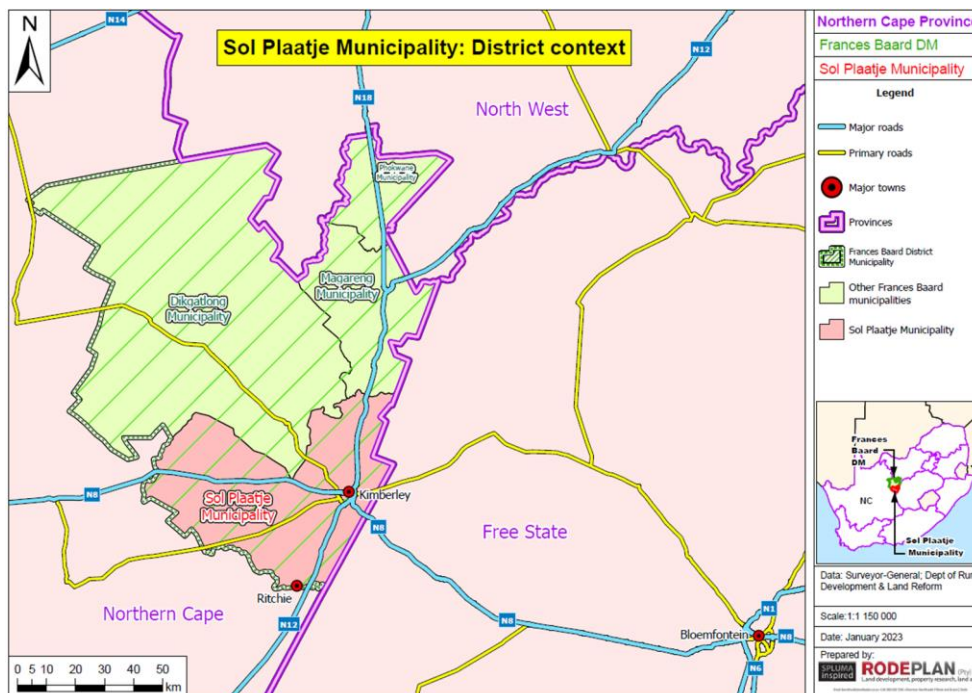
Municipal Area

## CHAPTER 2

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*

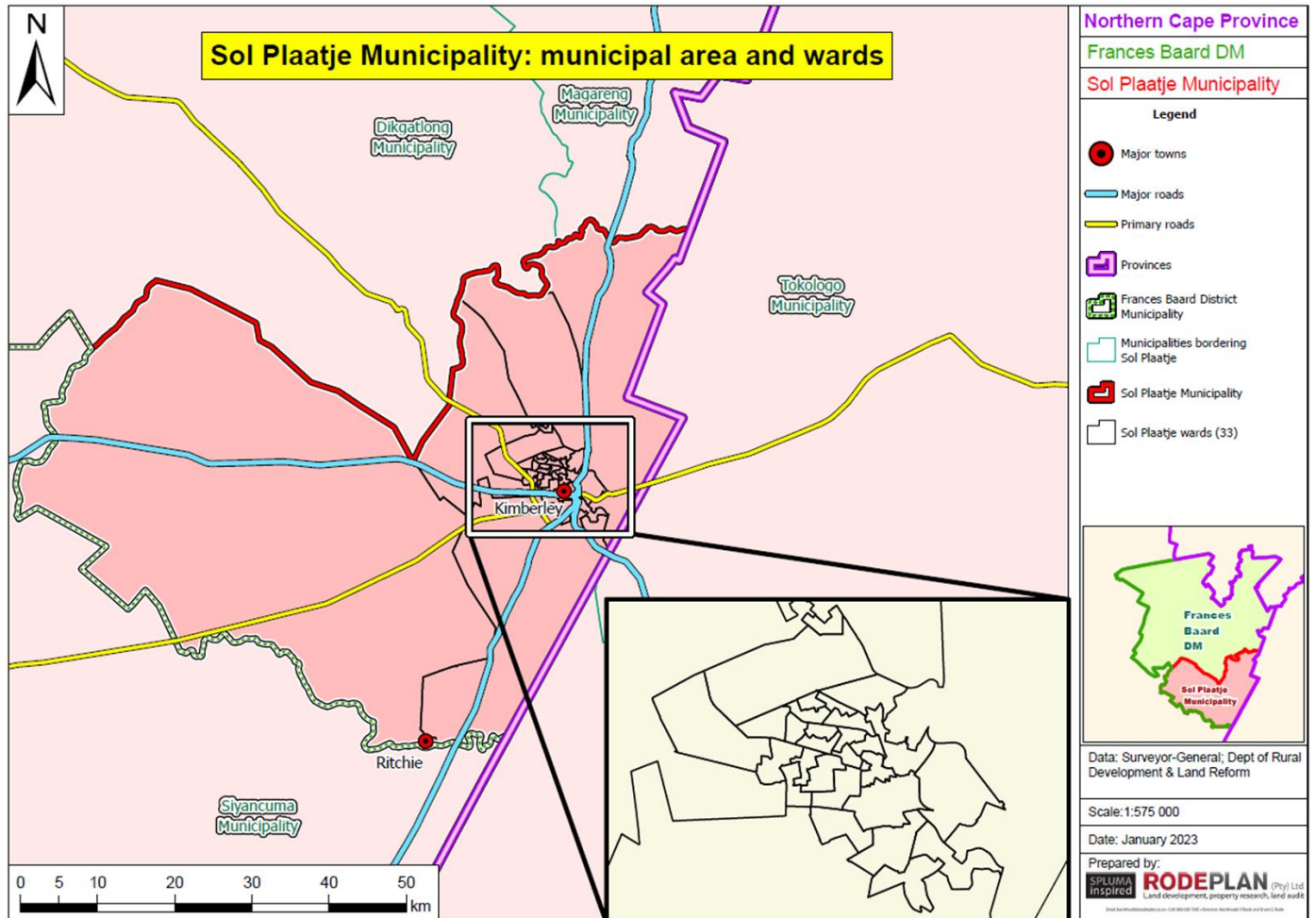


*District Context*

## CHAPTER 2

### Ward Delineation

The Sol Plaatje Municipality consists of 33 wards of which most have an urban population (see map below).



Ward Delineation

## CHAPTER 2

### 2.2 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 <sup>4</sup>
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).<sup>5</sup> 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

<sup>4</sup> Population total projected for Sol Plaatje Municipality.

<sup>5</sup> The 2022 population total for the Northern Cape Province is projected.



## CHAPTER 2

Municipality. Urban planning and management should cater not only for increased numbers, but also for changes in the 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).

### 2.3 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.<sup>6</sup> 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.

<sup>6</sup> 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.

## CHAPTER 2

Considering household income and expenditure by using 2015 prices, current income and expenditure reflect pre-2015 levels (see table below).

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 than 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.<sup>7</sup>

### 2.4 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

<sup>7</sup> Poor municipal management erodes willingness to pay for... (dailymaverick.co.za), viewed on 23.11.2022.



## CHAPTER 2

Health Care Facilities (in 2019)	
Indicator	Number
Specialised Psychiatric Hospitals	1
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.

### 2.5 SAFETY AND SECURITY

The table below provides a summary of the crime statistics in the Sol Plaatje Municipality in 2019 and 2021 respectively.<sup>8</sup> 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 province

<sup>8</sup> Statistics for 2022 were not analysed although statistics for the first two quarters in 2022 were available.

## CHAPTER 2

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*

### 2.6 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 <sup>9</sup>
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*

### 2.7 ACCESS TO SERVICES AND HOUSING

<sup>9</sup> Projected number for the Sol Plaatje Municipality.

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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
<b>Dwelling</b>				
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%
<b>Electricity</b>				
Electricity (including generator)	53 084	88%	59 555	91%
<b>Refuse / Solid Waste</b>				
Refuse removed by local authority at least once a week	48 752	81%	49 256	75%
<b>Sewage</b>				
Flush or chemical toilet	53 354	88%	60 429	93%
Pit latrine/ bucket system	4 028	7%	2 942	5%
<b>Water</b>				
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*

### 2.8 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.

### 2.9 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:  $GVA = GDP - (\text{taxes} + \text{subsidies})$ . The table below shows the GVA per sector in the municipality from 1993 to 2022.

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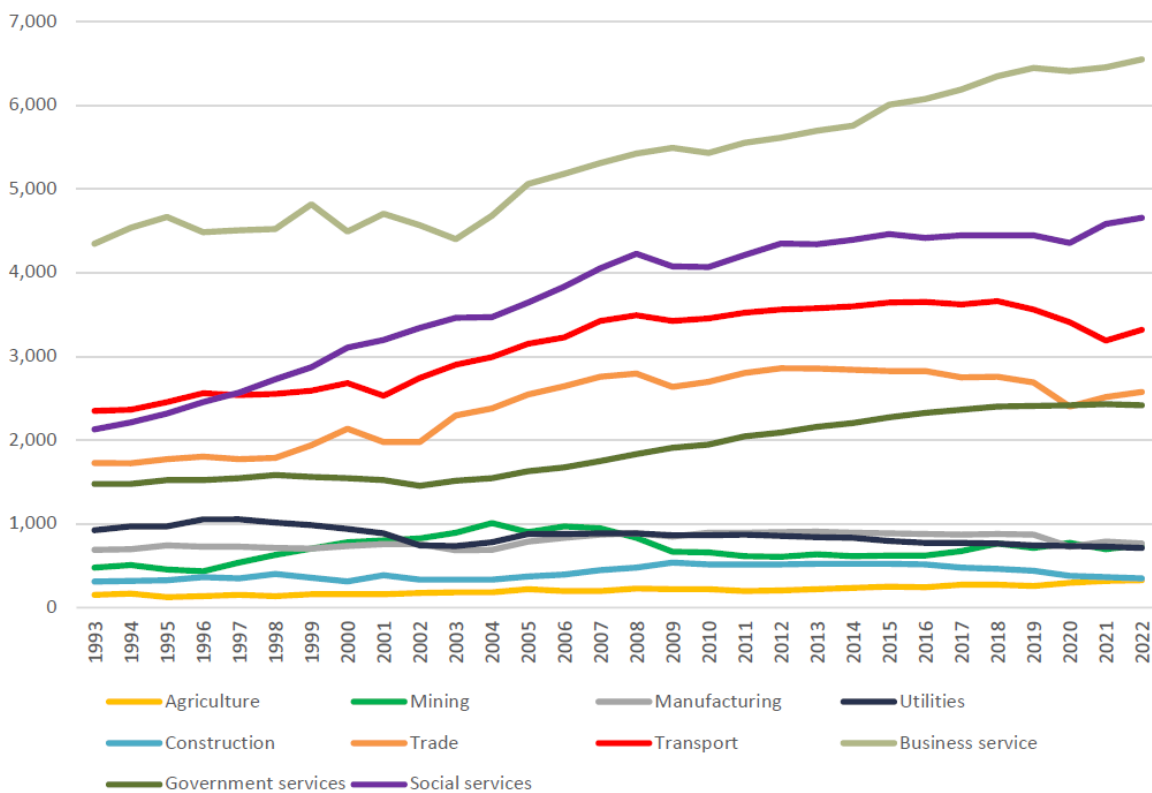
Agriculture	Mining	GVA	Manufacturing	Utilities	Construction	Trade	Transport and Telecommunications	Business service	Government services	Social services	Total
153	474	1993	687	927	313	1 726	2 349	4 346	1 474	2 129	14 578
165	507	1994	701	971	319	1 724	2 364	4 539	1 480	2 212	14 981
125	452	1995	742	973	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%

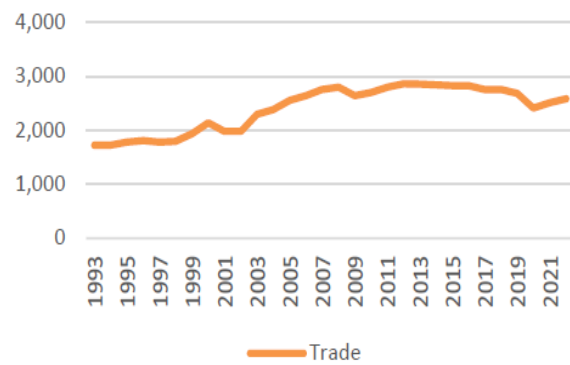
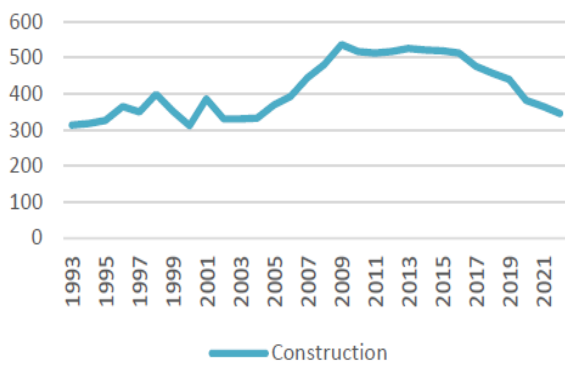
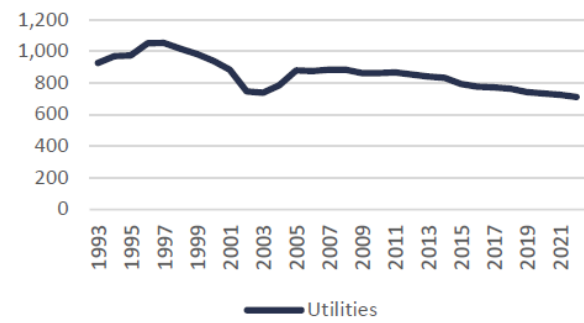
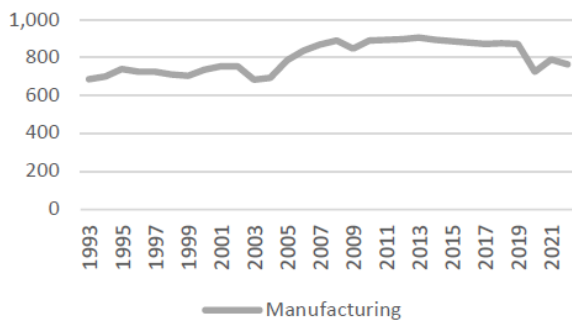
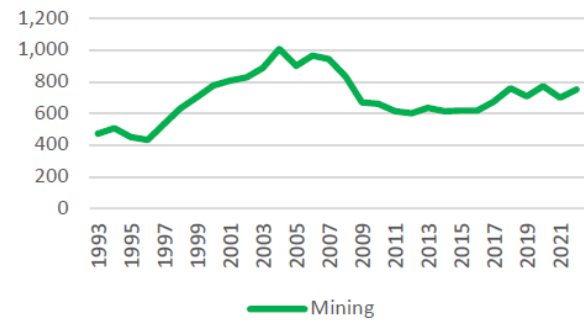
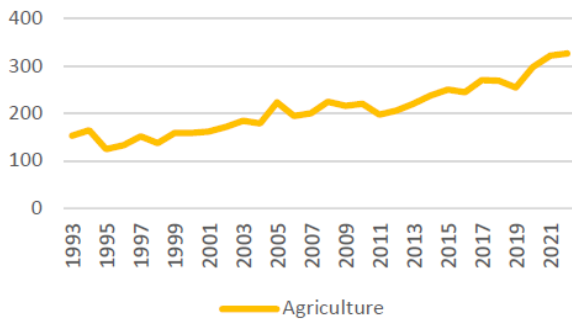
Source: Quantec Regional Indicators 2021

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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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### 2.10 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*

### 2.11 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 036m<sup>2</sup> per annum. As illustration of the variance between the two sets of data, the square metreage for building plans passed was 21 871m<sup>2</sup> 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 777m<sup>2</sup> per annum. Also, understandably, zero *new non-residential space* has been added since 2018, with the bulk of new space added in 2017 (18 378m<sup>2</sup>). The 18 378m<sup>2</sup> was made up of (1) office and banking space (250m<sup>2</sup>), (2) shopping space (1306m<sup>2</sup>), (3) industrial and warehouse space (374m<sup>2</sup>) and (4) schools, nursery schools, crèches and hospitals (16 448m<sup>2</sup>).

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.

### 2.12 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.

### 2.13 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.<sup>10</sup>

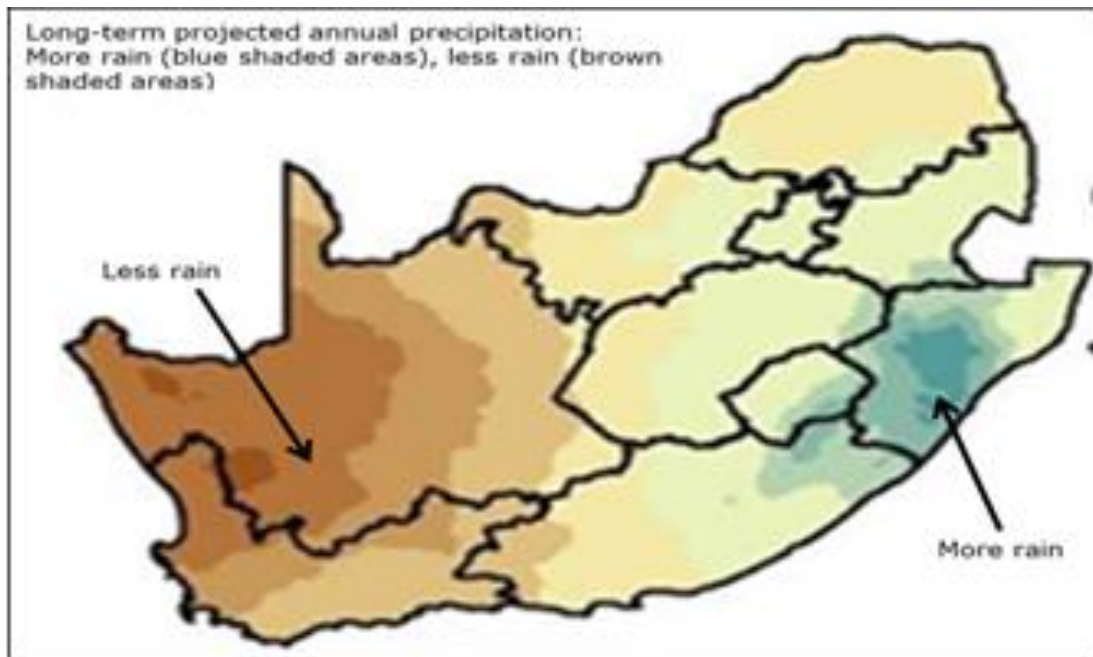
It is projected that there will be a general drying trend in the western part of the country over the period 2030–2045, including the Sol Plaatje municipal area (see map below). There is some agreement that areas where either increasing or decreasing rainfall volumes are expected, rainfall will be focused into a shorter timeframe. Some areas are exhibiting a shifting in the rainfall onset and cessation 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.

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<sup>10</sup> Urban resilience is identified as a cross-cutting issue in the Integrated Urban Development Framework.

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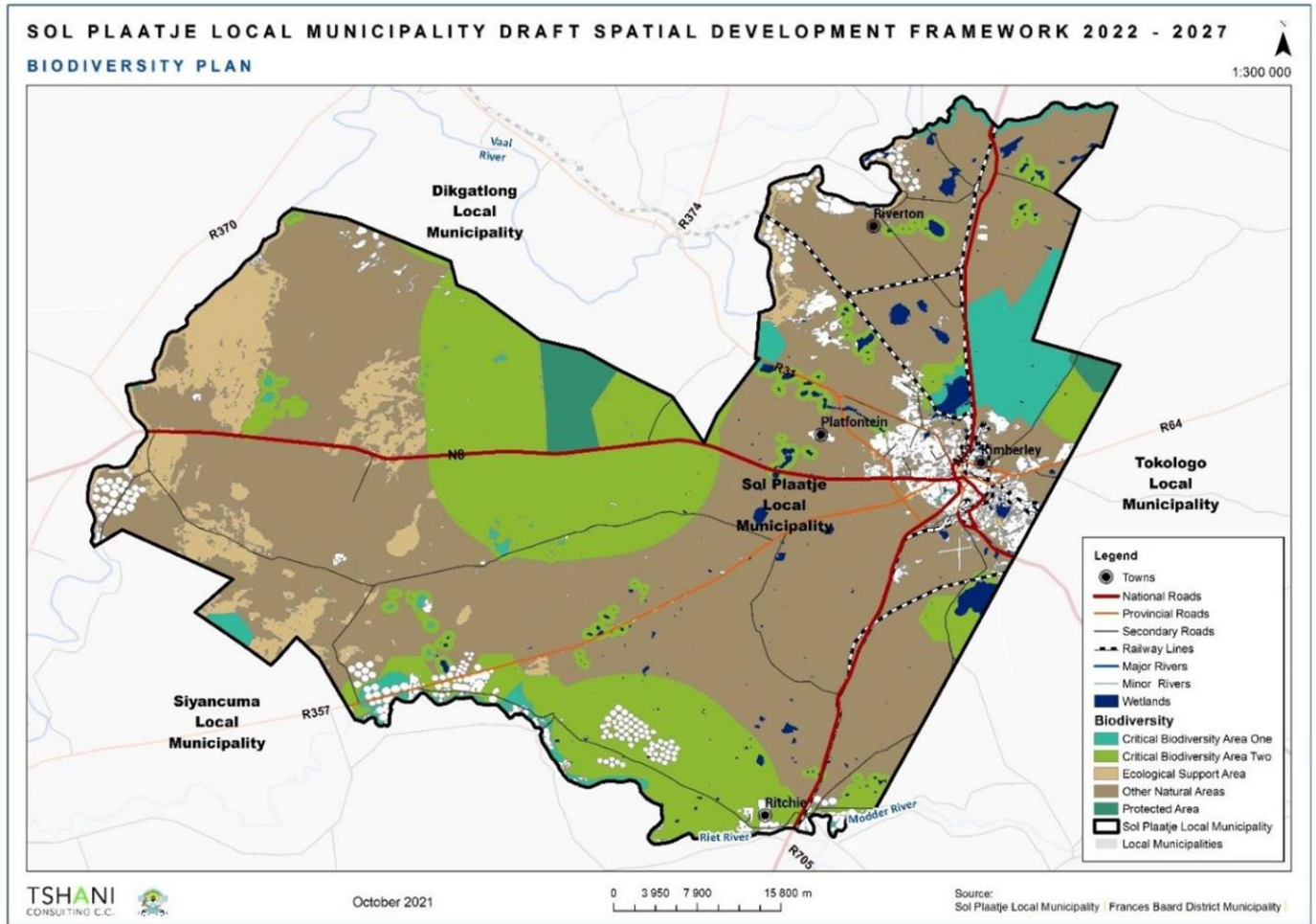


*Climate Change*

### 2.14 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.

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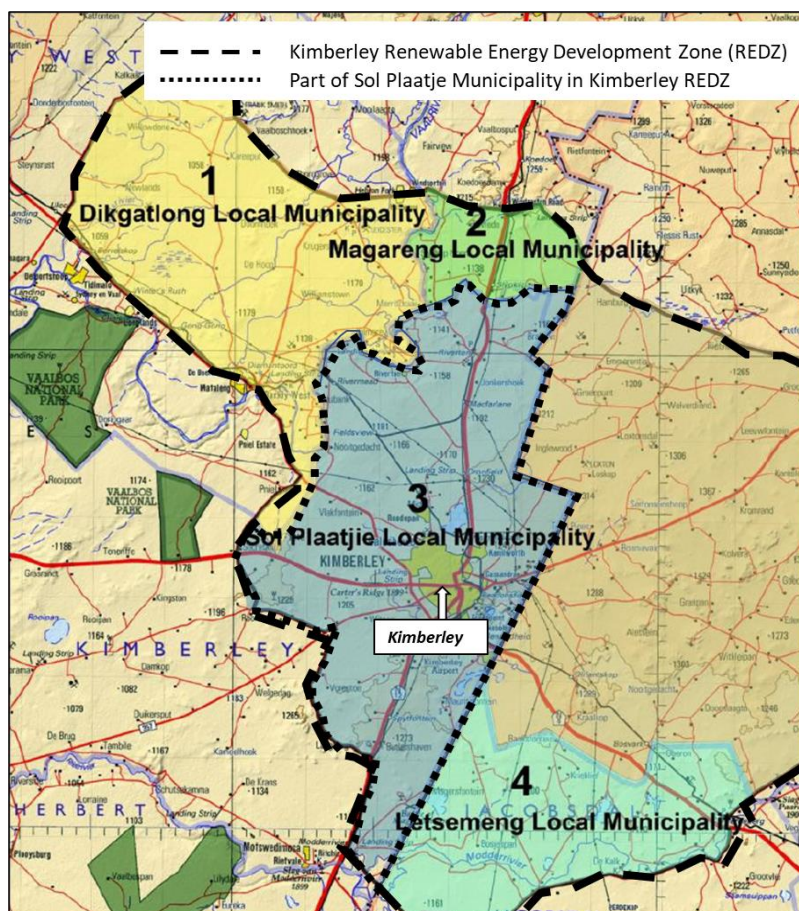
### *Biodiversity*

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 17°C to 20°C for June. During July, night temperatures are on average -4°C to 2°C, with frosts common during winter.



### 2.15 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.<sup>11</sup> 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*

<sup>11</sup> 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.<sup>12</sup> Please see IDP 2022-2027 for additional information regarding the current state of municipal infrastructure.

### 3.1 DEPARTMENTAL FUNCTIONING

The Sol Plaatje Municipality comprises five (5) directorates, offices of the Municipal Manager, Strategy Economic Development and planning; Corporate Services; Infrastructure and services; Community and social development; and Finance. The next section focusses on customer satisfaction, human resources, and the performance of each directorate.

#### 3.1.1 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%
<b>Grand Total</b>	<b>31 018</b>	<b>100%</b>

*Customer Calls per Service*

<sup>12</sup> Most of the information obtained from the 2020/2021 (Draft) Annual Report.

## 3.1.2 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%
<b>Infrastructure and Services</b>					
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%
<b>Strategy, Economic Development and Planning (SEDP)</b>					
SEDP	125	179	132	47	26.3%
<b>Community Services</b>					
Clinics	20	98	21	77	78.6%
Emergency Services	81	140	80	60	42.9%
Environmental Health <sup>13</sup>	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%
<b>Corporate Services</b>					
Corporate Services	166	220	166	54	24.5%
<b>Financial Services</b>					
Finance	218	247	217	30	12.1%
ICT	16	20	16	4	20%

<sup>13</sup> Qualified Environmental Health Practitioners are appointed to assist with the workload.

## CHAPTER 3

Number of Employees by Directorate					
Description	2019/20	2020/21			
	Employees	Approved Posts	Employees	Vacancies	Vacancies (%)
Supply Chain Management	33	39	34	5	12.8%
Average number (percentage) of vacancies (rounded)					15
<b>Total</b>	<b>1 918</b>	<b>2 701</b>	<b>1 927</b>	<b>772</b>	<b>28.7%</b>

*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.

### 3.1.3 Reporting on overall performance by directorate

The Municipality received a qualified audit opinion in 2022/23 and in 2023/24, this means that 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. In 2023/24 the number of findings were reduced significantly by 36%. Which shows a major improvement in the audit outcomes. The overall performance by directorate is reported in the table below. Detailed report on the annual performance of 2023/24 are stated in chapter 8 of this document.

Reporting on Overall Performance by Directorate	
Description	2023/24 -2024/25
<b>Infrastructure and Services</b>	
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. Through the Bulk Facility for Infrastructure (BFI) grant, the municipality is well underway to address water issues and arrest water leaks by ensuring that leaks are detected and reported earlier, improvement on the backwash system to ensure that there is improvement on technical water losses.
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, completion of the Eagle and Legaeng sewer pumpstation and Carters Ridge



## CHAPTER 3

Reporting on Overall Performance by Directorate	
Description	2023/24 -2024/25
	sewer pump station. Critical work includes maintenance projects to extend the operational life of the existing infrastructure. the projects are underway and budgeted for in the 2025/26 financial year. Sanitation is one of the main priorities for the municipality and the residents, this includes the eradication of the bucket system. Annually the municipality makes provision for the construction of new toilets and replacement of Zinc toilets. In 2024/25, two hundred (200) zinc toilets were replaced.
Electricity Services	<p>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. Since 2022, the municipality has electrified areas such as Lerato park, Lethabo Park, Collville with a total number of 2484. There was no allocation for electrification of households in 2024/25. Provision has been made in the budget for the outer years. Work to resume in 2025/26 financial year.</p> <p>Other projects concluded in 2024/25 include Lerato park link services; a Ring Main Unit (RMU) in Collville and the maintenance of streetlights by replacing the bulbs with energy efficient LED lights..</p>
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. Maintenance of roads and storm water channels remain a priority for the municipality. Annual provision is made in the budget for resealing and upgrading of gravel roads to paving. Since 2022, the municipality has resealed 10Km of the road and upgraded 273 000 square meters gravel roads/streets to paving.
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 <b>Table 34</b> ). 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 still has defects that must be corrected prior to operationalisation. 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.

Reporting on Overall Performance by Directorate	
Description	2023/24 -2024/25
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. The library services are back to normal and operational. On a monthly basis libraries host reading outreach programmes.
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	<p>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.</p> <p>During the 2024/25 financial year, municipality prioritized refurbishments and upgrades of the community halls and swimming pools, fencing and cleaning of parks. This is to address the community's need for spaces for social activities, sporting, exercising and play areas for kids.</p>
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. Stop and checks as well as roadblocks in collaboration with SAPS are scheduled to ensure the safety of residents.
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	<p>The Municipality has managed to achieve an improving targeted ratio (33.52% in 2021) of employee costs against total expenditure.</p> <p>The organogram of the municipality is currently under review to ensure a fit for purpose organogram is developed.</p>
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.

Reporting on Overall Performance by Directorate	
Description	2023/24 - 2024/25
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 BBEE 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

## 3.2 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.<sup>14</sup>

Description	Assessment of Impact <sup>15</sup>
<b>STENGHTS</b>	
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	
<b>WEAKNESSES</b>	
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.	

<sup>14</sup> SWOT: Strengths, Weaknesses, Opportunities and Threats.

<sup>15</sup> The possible impact of each factor has been assessed as strengths (green), weaknesses (red), opportunities (orange), and threats (black).

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Description	Assessment of Impact <sup>15</sup>
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.	
<b>THREATS</b>	
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 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.	
<b>OPPORTUNITIES</b>	
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.	

### 3.3 SERVICE DELIVERY BACKLOGS

## CHAPTER 3

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.<sup>16</sup>

Access to Services (number of households)				
Indicator	2015	% of HHs	2022	% of HHs
<b>Electricity</b>				
Electricity (including generator)	53 084	88%	59 555	91%
<b>Refuse / solid waste</b>				
Refuse removed by local authority at least once a week	48 752	81%	49 256	75%
<b>Sewage</b>				
Flush or chemical toilet	53 354	88%	60 429	93%
Pit latrine/ bucket system	4028	7%	2942	5%
<b>Water</b>				
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

<sup>16</sup> Eradicating the bucket and chemical sanitation systems were prioritised at the Mayoral Strategic Planning Session on 22 and 23 March 2023.

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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	55		
Ramorwa	98			
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			
Kutlwanoong	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			
Tsweleng	62		20 (Erf 1046)	In-situ upgrading

Housing				
Place name	Erven formalised	Erven to be formalised / or in process to be formalised	Deficit / Surplus	Type
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		
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 – Churchill Wotshela Str		300		
Begonia (Erf 17725)			12	In-situ upgrading
Xu & Khwe			6500	Greenfield
<b>Total</b>	<b>15 491</b>	<b>6996</b>		

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.

### 3.4 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.

### 3.5 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 4 <sup>th</sup> 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	4 <sup>th</sup> 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

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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	<b>Presentation of Final draft AFS &amp; APR to:</b> 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:	Budget Policy	16 Sept 2024

## CHAPTER 4

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
			<ul style="list-style-type: none"> <li>- Confirm approved organogram</li> <li>- Vacant and funded positions</li> <li>- Maintenance Plans</li> <li>- Review of Long Term Borrowing Contracts and commitments of the next MTREF</li> <li>- Demand for services analysis</li> <li>- Review of Electricity Tariff Structure</li> </ul>		
15	Commencement of IDP analysis of institutional, services and infrastructure provision, backlogs and priorities.	IDP/BTO/CFO	<p>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.</p> <p>Unaudited Annual Report 2022/23 as submitted to Auditor-General to be used as input into the IDP strategic phase process and community verification &amp; input by MPAC on reported performance.</p>	<p>MSA Circular 63, Sep 2012</p> <p>MSA Ch5 s 26 and IDP Guides</p>	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	<p>Discuss and agree on Assessment Report to inform planning and budget for the 2024/25 MTREF.</p> <ol style="list-style-type: none"> <li>1. EMT</li> <li>2. BSC</li> </ol>	MFMA/Budget Regulations and Internal process	23 Sep 2024 30 Sep 2024

## CHAPTER 4

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
OCTOBER 2024					
18	Prepare and submit 1st Quarter SDBIP 2024/24 Performance Report to: <ol style="list-style-type: none"> <li>1. EMT</li> <li>2. (IDP, Budget Com &amp; IA &amp; PAC</li> <li>3. Executive Mayor</li> <li>4. Special Council</li> <li>5. NT &amp; PT</li> </ol>	EMT, IDP, Budget & PMS Com and IA & PAC Com Mayco Councillors	1st Quarter SDBIP 2024/24 Performance Report submitted	MFMA and MFMA Cir 15	<ol style="list-style-type: none"> <li>1. 13 Oct 2024</li> <li>2. 17 Oct 2024</li> <li>3. 19 Oct 2024</li> <li>4. 25 Oct 2024</li> <li>5. 27 Oct 2024</li> </ol>
19	Strategic Planning sessions with: <ol style="list-style-type: none"> <li>1. EMT</li> <li>2. IDP/Budget/PMS Committee</li> <li>3. Mayco</li> <li>4. Informal Council meeting</li> </ol>	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	<ol style="list-style-type: none"> <li>1. 4 Oct 2024</li> <li>2. 17 Oct 2024</li> <li>3. 20 Oct 2024</li> <li>4. 27 Oct 2024</li> </ol>
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

## CHAPTER 4

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	<p>Mayor tables audited Annual Performance Report and financial statements to Council</p> <p>Audited Annual Performance Report is made public, e.g. posted on municipality's website.</p>	<p>EM</p> <p>Web Master</p>	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	<p>Finalise Mid-year Budget and Performance Assessment Report 2023/24 and submit to:</p> <ol style="list-style-type: none"> <li>1. EMT</li> <li>2. BSC</li> <li>3. Mayor</li> <li>4. Council</li> <li>5. NT and PT</li> </ol>	IDP/BTO	Mid-year Report with recommendations informing Adj Budget/SDBIP Targets	MFMA s72	<ol style="list-style-type: none"> <li>1. 10 Jan 2025</li> <li>2. 17 Jan 2025</li> <li>3. 19 Jan 2025</li> <li>4. 24 Jan 2025</li> <li>5. 24 Jan 2025</li> </ol>
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	<p>Presentation of drafts priorities:</p> <ol style="list-style-type: none"> <li>1. EMT</li> <li>2. IDP/Budget/PMS Com</li> <li>3. Mayco</li> <li>4. Informal Council meeting</li> </ol>	<p>EMT</p> <p>IDP/Budget/PMS Com</p> <p>Mayco</p> <p>Councillors</p>	Present draft review of the IDP priorities linked to Budget allocations	Internal process	<ol style="list-style-type: none"> <li>1. 03 Feb 2025</li> <li>2. 06 Feb 2025</li> <li>3. 14 Feb 2025</li> <li>4. 21 Feb 2025</li> </ol>
26	NT Mid-term visit	EMT	<p>Sec 71 and 72 Reports</p> <p>Qtr. 2 Performance Report 2023/243</p> <p>Audited AFS 2022/23 Audit Report</p> <p>MFMA Sec 32 Report</p> <p>Risk Management Issues</p>	NT Prescribed	Between 10-17 Feb 2025



## CHAPTER 4

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

## CHAPTER 4

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	<ol style="list-style-type: none"> <li>1. Council adopts Oversight report.</li> <li>2. Oversight report is made public.</li> <li>3. Oversight report is submitted to Legislators, Treasuries and CoGHSTA</li> </ol>	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:  Chapter 1 EMT Chapter 2 Budget Steering Committee Chapter 3 Mayco & relevant committees Chapter 4 Informal Council Chapter 5 Special Council	EMT/Mayco/Budget Steering Committee	Present, discuss and receive input from the different structures	Internal process	<ol style="list-style-type: none"> <li>1. 5-7 Mar 2025</li> <li>2. 13 Mar 2025</li> <li>3. 20 Mar 2025</li> <li>4. 26 Mar 2025</li> <li>5. 27 Mar 2025</li> </ol>
37	Table the first draft review of IDP 2024/25 and 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)

## CHAPTER 4

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 3 <sup>rd</sup> 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	3 <sup>rd</sup> 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

## CHAPTER 4

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 2025/26 and 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.

## CHAPTER 4

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):

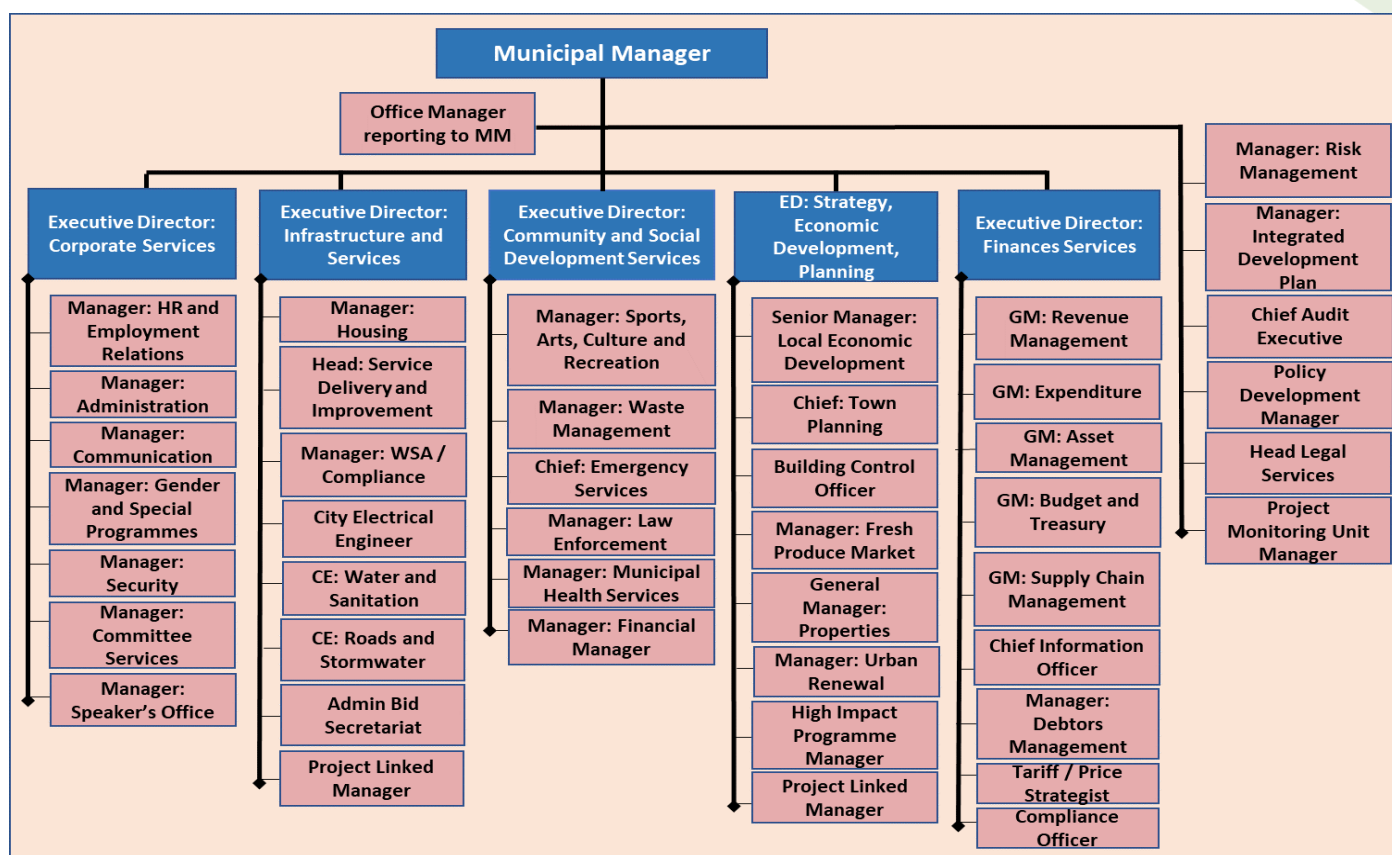
Executive Structure		
Name of official	Position	Performance agreement signed
		Yes / no
Mr. Bartholomew Matlala	Municipal Manager	Yes
Ms. Nomonde Kesiamang	Executive Director: Strategy, Economic Development and Planning	Yes
Ms. Rene Godsson	Executive Director: Corporate Services	Newly appointed
Mr. Kgosiebonya Bogacwi	Executive Director: Community and Social Development Services	Yes
Mr. Kenneth Samolapo	(Acting) Chief Financial Officer	No
Mr Walter Jood	Executive Director: Infrastructure and Services	Newly appointed

*Executive Structure*

### 4.4 ADMINISTRATIVE STRUCTURE

The following graph shows the organogram of the Sol Plaatje Municipality comprising five (5) directorates, plus the Municipal Manger's office.

## CHAPTER 4



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

The following table lists the prioritised needs of each of the 33 wards for the 2025/26 financial year. These are the ward-based needs identified and prioritised by the relevant communities during the ward-based public participation process.

## CHAPTER 4

Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
1	<ul style="list-style-type: none"> <li>Satellite police station (expansion)</li> <li>Clinic</li> <li>Employment opportunities</li> <li>Housing</li> <li>Toilets</li> <li>Paving of roads</li> <li>Electricity</li> <li>Satellite municipal office</li> <li>Illegal dumping</li> <li>Land space for business (SMME)</li> <li>Sewer spillage /blockage (Daisy Street)</li> <li>Weak electricity infrastructure</li> <li>Drug abuse Streetlights and High mast lights</li> </ul>
2	<ul style="list-style-type: none"> <li>Pothole Patching and resealing</li> <li>Streetlights</li> <li>Illegal dumping (signage and enforcement of bylaws to address illegal dumping)</li> <li>Stormwater system</li> <li>Address sewer blockages by upgrading pipes</li> </ul>
3	<ul style="list-style-type: none"> <li>Housing in Homevalley/Rebuild of extension houses</li> <li>Paving of streets</li> <li>Stormwater drainage systems</li> <li>Street and Highmast lights to combat crime</li> <li>Sewer spillages</li> <li>Safety at school precinct</li> <li>Skip bins for illegal dumping</li> <li>Sports and recreation (upgrade basketball court, swimming pool and a recreational park)e</li> <li>Youth employment and employment opportunities</li> </ul>
4	<ul style="list-style-type: none"> <li>Repairs/ replacement of damaged houses and provision of new houses</li> <li>Retention dam</li> <li>Provision of water and Sanitation in informal settlements</li> <li>Formalisation of Otto</li> <li>Provide parks and recreation</li> <li>Provision of stormwater facilities</li> <li>Speedhump in Seleke street</li> </ul>
5	<ul style="list-style-type: none"> <li>Asbestos toilets (Thusano)</li> <li>Highmast lighting</li> <li>Upgrade and repair sanitation and stormwater drainage network</li> <li>Paving of roads and pothole fixing</li> <li>Formalisation of Fluffy Park</li> </ul>
6	<ul style="list-style-type: none"> <li>Sanitation facilities (toilets)</li> <li>Stormwater</li> <li>Housing</li> <li>Illegal dumping</li> <li>Highmast light opposite Goitsione</li> <li>fencing of park at Mathibe</li> </ul>
7	<ul style="list-style-type: none"> <li>Provide service centre at Masiza Flak</li> <li>Provide bulk infrastructure at Riemvasmaak (sewer and toilets)</li> <li>Provide new houses (ubuntu).</li> <li>Paving of roads.</li> <li>Provision of recreational facilities (RC Elliot)</li> <li>Stormwater systems</li> <li>Sports complex at Aces grounds</li> <li>Sinc toilets at Solly Legodi</li> </ul>



## CHAPTER 4

Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
	<p>Collapsed pipe(sewer)at the last street in Dunston Ubuntu</p> <p>Building of all cracked houses</p> <p>Building of 7x remaining houses in Solly Legodi</p>
8	<p>Employment opportunities</p> <p>Fixing of roads required.</p> <p>Fencing of the Cemetery and provision of security</p> <p>Formalisation of Scorpion land</p> <p>Building of a school</p> <p>Streetlights and high mast lighting</p> <p>Illegal dumping</p>
9	<p>Roads</p> <p>Stormwater</p> <p>Sports and recreation</p> <p>Housing provision and maintenance</p> <p>Streetlights and high mast lighting</p> <p>Illegal dumping</p> <p>Subdivision of long open ERFS for middle income</p> <p>Public Works to hand over Kitsong Centre to be community centre to the municipality.</p>
10	<p>Upgrade the library.</p> <p>Paving of roads and upgrading of storm water systems in Phetole, Moretele and Nkgare Streets.</p> <p>Provide sanitation.</p> <p>Formalisation of the informal settlements and relocation of settlers</p> <p>Provide fencing at clinic.</p> <p>Provision of street and high-mast lights</p> <p>Replacement of highmast lights and streetlights at Corner Dingaan</p>
11	<p>Provision of adequate housing and Renovate houses at removing asbestos roofs.</p> <p>Provide sanitation (eradication of bucket and shanti toilets: upgrade of the sewer line system to eliminate sewer spillages and blockages)</p> <p>Provide high-mast streetlights.</p> <p>Fixing of roads required.</p> <p>Provide parks for recreation with security.</p> <p>Job creation</p> <p>Sewer spillages = health hazard</p>
12	<p>Building of toilets in Hulana Park</p> <p>Speedhumps in Tyala street</p> <p>Employment opportunities for youth</p> <p>Highmast lights and Streetlights</p> <p>Request for containers for businesses development and NPOs</p> <p>Building of toilets at Tyala Drive</p>
13	<p>Security of municipal Buildings in the area/ ward</p> <p>Formalisation of shacks next to Shoprite with installation of water, electricity and ablution facilities</p> <p>Sewer spillages</p> <p>Title deeds (Santa city zone 2)</p> <p>Toilets maintenance (eradicate bucket systems in mahala park)</p> <p>Toilets for the 24 shacks</p>
14	<p>Illegal dumping</p> <p>Paving of roads, pothole patching and resealing</p> <p>Sewer blockages and spillages in Barkley Road to Earl street - Mahala Park</p> <p>Mushrooming of illegal tuckshops</p> <p>Employment opportunities for Youth</p>
15	<p>Provide toilets and taps (shacks next to vuyeletu high school).</p> <p>Resolve recurring sewer and storm water blockages.</p>

## CHAPTER 4

Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
	<p>Provide streetlights and high-mast lighting and maintenance of existing.</p> <p>Completion of paving project &amp; fixing of roads and bridges (Peter Mokaba requires handrails)</p> <p>Formalisation of informal settlements</p> <p>land for Art centre</p> <p>Youth development</p> <p>Wi-Fi for educational purposes</p> <p>Resealing of roads at Ipeleng</p>
16	<p>Paving of roads - Promise land and Transit Camp.</p> <p>Provide high-mast lighting in Snake Park.</p> <p>Do repairs and maintenance at Gogga Pump station (sewer).</p> <p>Provide water and outside toilets in Snake Park Phases 1, 2 and 3.</p> <p>Pave all roads in Tswelelang.</p> <p>Provide electricity to 62 shacks.</p> <p>Upgrade retention pond at R31.</p> <p>Relocation of temporary site to permanent settlement.</p> <p>Naming of streets</p> <p>Ablution blocks at cemetery.</p> <p>Sanitation at snake park</p> <p>Cemetery (graves are flooded and collapsed)</p>
17	<p>Provide storm water drainage systems.</p> <p>Fixing of roads required.</p> <p>Provide sports field and facilities.</p> <p>Build toilets at King Senare shacks</p> <p>Kwena Street needs lights</p> <p>A youth centre is needed, and land must be availed for youth to start SMME's.</p> <p>Fencing for the park, handover of the structure to the community for recreational purposes and a caretaker and light for the park</p> <p>Additional toilets and water tap at the shacks.</p> <p>Provision of Skip Bins for dumping</p>
18	<p>Youth unemployment / employment opportunities</p> <p>Upgrade of stormwater and sanitation infrastructure to eliminate sewer spillages</p> <p>Preservation of heritage site (greater number 2)</p> <p>Illegal dumping</p> <p>Streetlights and highmast lights</p>
19	<p>Wi-Fi connectivity for students and learners</p> <p>Housing in Kammertjies</p> <p>Replacement of asbestos roofs</p> <p>Speedhumps in Saka</p> <p>Programmes for small scale farmers (Business development)</p>
20	<p>Implementation of by-laws</p> <p>Fencing of the cemetery opposite Diamanveld</p> <p>High mast lights (magistrates court and cemetery)</p> <p>Illegal dumping</p> <p>Dilapidated building in the CBD- devaluing CBD property</p>
21	<p>Mobile clinic</p> <p>Water quality</p> <p>High crime in Samaria (safety initiative requirement)</p> <p>Resolve the flooding subway in Gladstone</p> <p>Building of a waste treatment plant (sewer spillage and blockages)</p>
22	<p>Proper stormwater drainage system</p> <p>Fixing of roads</p> <p>Improve power station and electricity grid</p> <p>provision of recreational facilities</p>

## CHAPTER 4

Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
	100 Hectar of Ikapa
23	Water quality and accurate billing Youth employment opportunities Tuckshop regulation (by-laws implementation) SMME development School with proper infrastructure Cleanliness in the CBD Maintenance of parks in the CBD, pleasure resorts Streetlights maintenance
24	By-laws implementation for economic development Streetlights Ablution facilities in CBD (taxi rank area) Water network Cost of doing business in Kimberley Fencing of ABC cemetery Aging infrastructure N12 Sewer
25	Illegal dumping due to no cleansing services at Hercules Court streetlights and highmast lights upgrading of roads in Electra Park Tittle deeds Interventions for youth substance abuse
26	Housing (Mandela square) Employment opportunities Sanitation facilities (toilets) High mast lights (Mandela square) Water and sanitation Upgrading of sports and recreational facilities (stadiums and parks) Bulk infrastructure (Donker shanties) Water Tourism development
27	Electrification of Riemvasmaak (Rietvale) Improve water system and quality Paving of roads Youth employment opportunities Illegal dumping preventing emergency vehicles from accessing communities Provision of housing and tittle deeds in freedom park Sanitation facilities (sceptic drains and elimination of bucket toilets)
28	Maintenance of municipal housing Tittle deeds Upgrade of sports facilities Sewer spillages on college road and behind Shoprite Replacement of asbestos houses Youth employment and employment opportunities Highmast lights Land availability for business development (SMME) Illegal dumping sites in Floors and Collville
29	Community hall Upgrade of sports facilities and recreational facilities SMME Development Programmes Streetlights and highmast lights
30	Highmast lights Electricity infrastructure in Lerato park (phase 7 & 8) and Boboseplaas Clinic in Lerato park

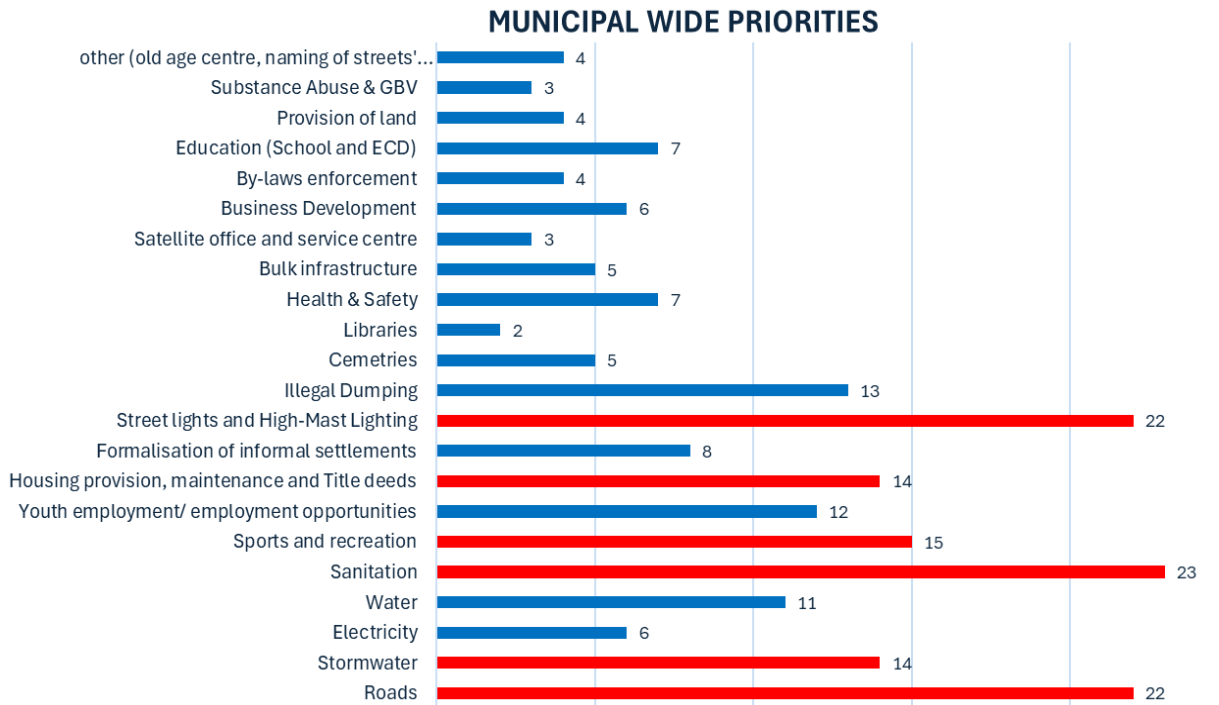
## CHAPTER 4

Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
	Maintenance of Sanitation Facilities Land for business development Sewer spillage at the graveyard Street naming for emergency services to access communities Sports and recreational facilities Roads
31	Build a combined school (ECD – high school). Installation of electricity and sanitation network for the shacks Paving and fixing of roads in Club 2000 Refurbishment of a community hall Build a library. Streetlights Land for business development Programmes to address GBV in the community
32	Toilets Employment opportunities Electrification of households (Excess to water and Toilets) Stormwater drainage Education Speed humps and street names Fencing of cemetery Safelight police station (Platfontein) Service office Community hall Paving of roads Sports and recreational facilities
33	Upgrade of water and sanitation infrastructure (to address water and sewer spillages) Streetlights and Highmast lights Housing Formalisation of informal settlements with services Address illegal dumping

*Prioritised Needs per Ward*

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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,<sup>17</sup> (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 <sup>18</sup>
<b>Political</b>	
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	
<b>Economic</b>	
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.	
High levels of poverty, i.e. growth in the number of indigent households.	

<sup>17</sup> Political, economic, sociological, technological, legal and environmental analysis of external and internal factors that impacts on the operations of the Sol Plaatje Municipality.

<sup>18</sup> The possible impact of each factor has been assessed as critical (red), moderate (orange) and favourable (green).

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PESTLE Analysis	
Description	Assessment of Impact <sup>18</sup>
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.	
Upskilling of Local SMME's	

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PESTLE Analysis	
Description	Assessment of Impact <sup>18</sup>
Investment opportunities	
Private sector leverage - skills empowerment.	
Demand for student accommodation within the urban edge.	
<b>Sociological</b>	
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	
<b>Technological</b>	
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	
<b>Environmental</b>	
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.	
<b>Spatial</b>	
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 <sup>18</sup>
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.<sup>19</sup> 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 three (3) strategic priorities as identified in the Medium-Term Development plan 2024-2029.

Municipal Strategic Objectives	Municipal Key Performance Areas	National Key Performance Areas	Medium Term Development plan 2024-2029: Three Strategic Priorities
Economic growth through promoting Sol Plaatje Municipality as an economic hub	Local Economic Development and Spatial Transformation	Local Economic Development	Priority 1: Drive inclusive growth and job creation Priority 2: Reduce poverty and tackle high cost of living
Improved service delivery	Access to Basic Services and Infrastructure Development	Basic Service Delivery and Infrastructure Development	Priority 2: Reduce poverty and tackle high cost of living
Good, clean and transparent governance and public participation	Good Governance and Public Participation	Good Governance and Public Participation	Priority 3: Build a capable, ethical and Developmental state
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 2: Reduce poverty and tackle high cost of living

*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).

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

<sup>19</sup> 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	
<b>Municipal focus area(s)</b>	Knowledge economy, Tourism and Services sectors, Logistics, Inner-city revitalisation, Mining sector, Town planning
<b>Municipal actions</b>	<p>Draft Economic Development Strategy</p> <p>Economic diversification through drafting of Precinct Development Framework targeting primary and secondary sectors (e.g. reindustrialisation of Kimdustria, Fabriki, agro-processing, manufacturing, warehousing and logistics, renewable energy generation).</p> <p>Development and review of LED strategic documents</p> <p>Strategic Procurement and Sourcing Framework</p> <p>Growth Development Strategy</p> <p>Provision of economic Infrastructure</p> <p>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.</p> <p>Place marketing through tourism (e.g. optimisation of tourism and heritage assets to develop the economy)</p> <p>Investments promotions by finalising the Investment Strategy and incentives policy</p> <p>Ensure SMME support and development; revitalise SMME's development opportunities</p> <p>Strengthen the knowledge economy</p> <p>Investigate opportunities in SPM becoming a logistics hub</p> <p>Implement an anti-red-tape approach</p> <p>Position SPM as an event hosting centre</p> <p>Provide incentives and do marketing – be investment friendly</p> <p>Investigate opportunities in partnerships regarding renewable energy generation and the township economy</p> <p>Clean-up, revitalise and modernise CBD – make it safe and address illegal occupants of buildings</p>
<b>Outcomes</b>	A local economy that delivers on food security, job creation, education and skills development.
<b>Strategic Objective 2</b>	<b>Improved service delivery</b>
<b>National KPA</b>	Basic service delivery and infrastructure development
<b>Provincial Strategic Goal</b>	Enable a resilient, sustainable, quality and inclusive living environment
<b>Municipal focus area(s)</b>	<p>Infrastructure maintenance and operational plans</p> <p>Quality and standard of municipal service delivery</p> <p>Affordability of municipal service</p> <p>Service delivery being timeous</p> <p>Ensure a clean and green city</p>
<b>Municipal actions</b>	<p>Maintenance of all municipal infrastructure and effective delivery of services related to water, sanitation, electricity and refuse removal</p> <p>Eradication of bucket and chemical sanitation systems</p> <p>Upgrading and maintenance of road infrastructure</p> <p>Upgrade water and electricity infrastructure (replace 8000 pre-paid water meters)</p> <p>Effective delivery of (social) housing &amp; (serviced) land</p> <p>Safeguarding of municipal assets</p> <p>Restrict vandalism of municipal infrastructure</p> <p>Improved response to service delivery complaints</p>

Alignment of Municipal Strategic Objectives	
	<p>Fix water leaks and potholes</p> <p>Create schedule to clean chemical toilets</p> <p>Work towards formalising all informal settlements</p> <p>Land release, upscale social housing through the servicing of strategic parcels of land.</p>
<b>Outcome</b>	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.
<b>Strategic Objective 3</b>	<b>Good, clean and transparent governance and public participation</b>
<b>National KPA</b>	Good governance and public participation
<b>Provincial Strategic Goals</b>	Embed good governance and integrated service delivery through partnerships and spatial alignment
<b>Municipal focus area(s)</b>	<p>Developmental municipality through leading and learning</p> <p>Build public confidence and trust</p> <p>User-friendly institution</p> <p>Quality and timeous communication</p> <p>Ensure cooperative governance</p>
<b>Municipal actions</b>	<p>Do what you have said you will do</p> <p>Implement Batho Pele principles</p> <p>Ensure, compliance, transparency, oversight and accountability</p> <p>Effective performance management</p> <p>Proper public participation with improved communication and information distribution</p> <p>Update and enforce policies and standards</p> <p>Rebranding and image change of SPM</p>
<b>Outcome</b>	Good governance systems are maintained to support proper communication.
<b>Strategic Objective 4</b>	<b>Establishment of healthy financial management</b>
<b>National KPA</b>	Municipal financial viability and management
<b>Provincial Strategic Goal</b>	Embed good governance and integrated service delivery through partnerships and spatial alignment
<b>Municipal focus area(s)</b>	<p>Clean audit report</p> <p>Revenue management and collection</p>
<b>Municipal actions</b>	<p>Strengthening internal financial controls and build capacity</p> <p>Ensure financial sustainability and accountability</p> <p>Adhere to Supply Chain Management processes and credit controls</p> <p>Refine strategies for debt collection and raising of revenue</p> <p>SPM to set fair and transparent tariffs (implement zero based budgeting)</p> <p>Ensure alignment and auditing of meters and billing</p> <p>Work towards 95% collection rate and ensure payment based on correct account</p>
<b>Outcomes</b>	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.
<b>Strategic Objective 5</b>	<b>Improved institutional management</b>
<b>National KPA</b>	Institutional development and municipal transformation
<b>Provincial Strategic Goal</b>	Embed good governance and integrated service delivery through partnerships and spatial alignment
<b>Municipal focus area(s)</b>	Becoming an Ideal Municipality where every worker is treated with respect and dignity

Alignment of Municipal Strategic Objectives	
	Quality working environment Work ethic and professionalisation programme Inter-departmental communication and workstreams
<b>Municipal actions</b>	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
<b>Outcome</b>	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
<b>National KPA</b>	Provision of Community and Social Services
<b>Provincial Strategic Goal</b>	Embed good governance and integrated service delivery through partnerships and spatial alignment
<b>Municipal focus area(s)</b>	Quality and standard of municipal service delivery Affordability of municipal service Service delivery being timeous Ensure a clean and green city
<b>Municipal actions</b>	Regular & timeous refuse removal Clean of the city Maintenance of parks and sporting and recreational facilities Maintained landfill sites Regular inspection of food and non-food premises Testing of water samples Operational library services Provision of traffic law enforcement for road safety.
<b>Outcome</b>	All communities have access to basic services delivered at an acceptable and agreed upon standard.

*Alignment of Municipal Strategic Objectives*

### 5.4 MUNICIPAL SECTOR PLANS<sup>20</sup>

#### 5.4.1 Spatial Development Framework, 2022 -2027

##### Strategic Alignment With National, Provincial And City Strategies

The priorities and foundations underlying the spatial vision for 2040 as enshrined in the Sol Plaatje Spatial Development Framework 2022-2027, **“A RESILIENT GATEWAY CITY WITH INNOVATION AND HERITAGE”** are generally aligned with national and provincial strategies. These include the National Development Plan (NDP), Integrated Urban Development Framework (IUDF), National and Provincial Development Framework, Spatial Planning and Land Use Management Act and Provincial Growth and Development Framework.

Sol Plaatje municipality also has a suite of key strategies that are integral in driving the implementation of the IDP, as illustrated below. Furthermore, 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.

The (SPM) MSDF desired Vision put forward is to work **“Towards a Clean and Growing City”** with the following overarching objectives which seeks to:

- Provide spatial transformation to achieve positive changes in the space economy of the municipal vicinity.
- Promote sound planning principles according to the relevant legislation i.e. IUDF.
- Promote the sustainable planning for the benefit of its inhabitants as illustrated below

##### Spatial Development Framework

The Spatial Development Framework (SDF) represents the primary policy directive to transform the spatial structure of Sol Plaatje jurisdiction. Significantly, the Municipal Spatial Development Framework (MSDF) is required by law to translate the vision and strategy of the IDP into a desired spatial form for the municipality.

The MSDF presents a long-term plan for the spatial development of Sol Plaatje Municipality over a timeframe of 10 to 20 years as per the Spatial Planning and Land Use Management Act (Act 16 of 2015).

Most importantly, it needs to provide practical policy guidance for decision makers to achieve the right spatial balance between different competing sectors and interests. The MSDF includes a spatial vision, policy parameters and development priorities that will assist Sol Plaatje to achieve a reconfigured and inclusive spatial form and structure.

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<sup>20</sup> 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.

### Spatial Strategy- Cbd Revitalisation

Tourism and heritage are a cornerstone of Sol Plaatje municipality prominently the rich structuring elements such as the natural assets, cultural experience, and destination places making the city a desirable place to live, work, study and do business.

These include the unique nature areas such as the Big Hole, heritage areas, culture experiences of icons and monuments of Sol Plaatje, Robert Sobukwe, Olive Schreiner, Bart Mbele, Cecil John Rhodes, Frances Baard which are located within the CBD and the township areas of Kimberley.

Fundamentally, the preservation of Platfontein, which is rich in culture as the San are **the oldest inhabitants of Southern Africa**. It is also one of the profound settlements that still upholds the settlement patterns, traditional beliefs and unique Xhu and Kwe language.

The SDF does also acknowledge the Sol Plaatje University as a catalyst for the knowledge economy. 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 establishment of the Sol Plaatje University has injected life back into the Kimberley CBD, which will stimulate regeneration in the avenues of residential and commercial developments particularly. These developments will occur because of support structures that will be needed by the University thus promoting investment within the CBD and increased measures of security and cleanliness.

### Spatial Strategy: Spatial Transformation Zones

This objective of identifying spatial transformation zones/areas is a precondition to the realisation of all other spatial development goals including poverty reduction and social mobility, improved spatial equity and accessibility, decreasing carbon emissions and enhancing environmental protection and resource efficiency.

The Transformation Zone represents the spatial extent of spatial transformation focusing on urban growth and investment promotion, as well as being the focus of future incentive. These areas of Spatial transformation zones outlined within the Sol Plaatje SDF include: Kimdustria, Casandra, South Ridge, Fabricia, Phomolong, and Herlear.

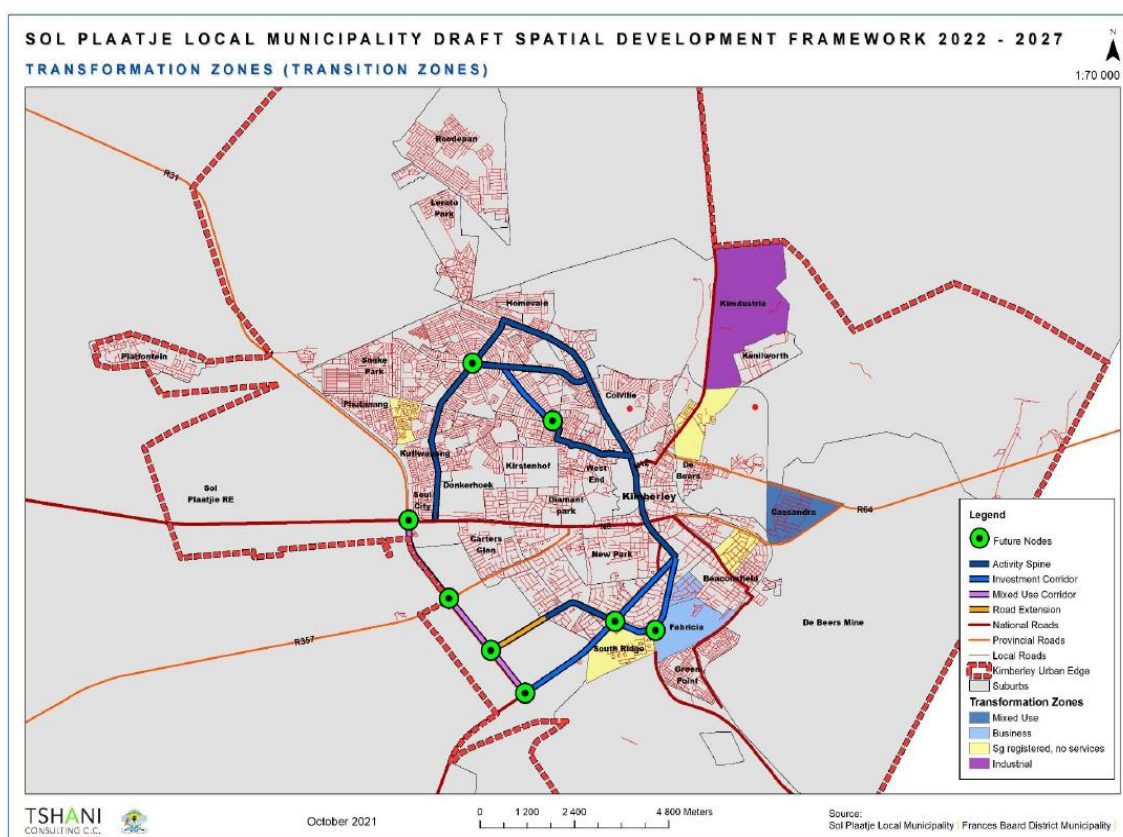
Furthermore, the SDF outlines Priority Development Areas categorised into sub-areas

Sub-area **(1)**- Urban Mixed-use Concentration subfunction with Carters Glen as the priorityarea for development, **(2)**

Priority area for development, **(3)**

The mechanisms associated with the transformation zones include:

- 201 PLATE 15. LOCAL MUNICIPALITY DRAFT SPATIAL DEVELOPMENT FRAMEWORK 2022





Sol Plaatje Municipality has an important role in maintaining a liveable, safe, vibrant and productive urban environment and the accompanying infrastructure to attract and retain investment. the IDP 2022-2027 includes six (6) catalytic projects to change the growth and development trajectory in the municipal area:

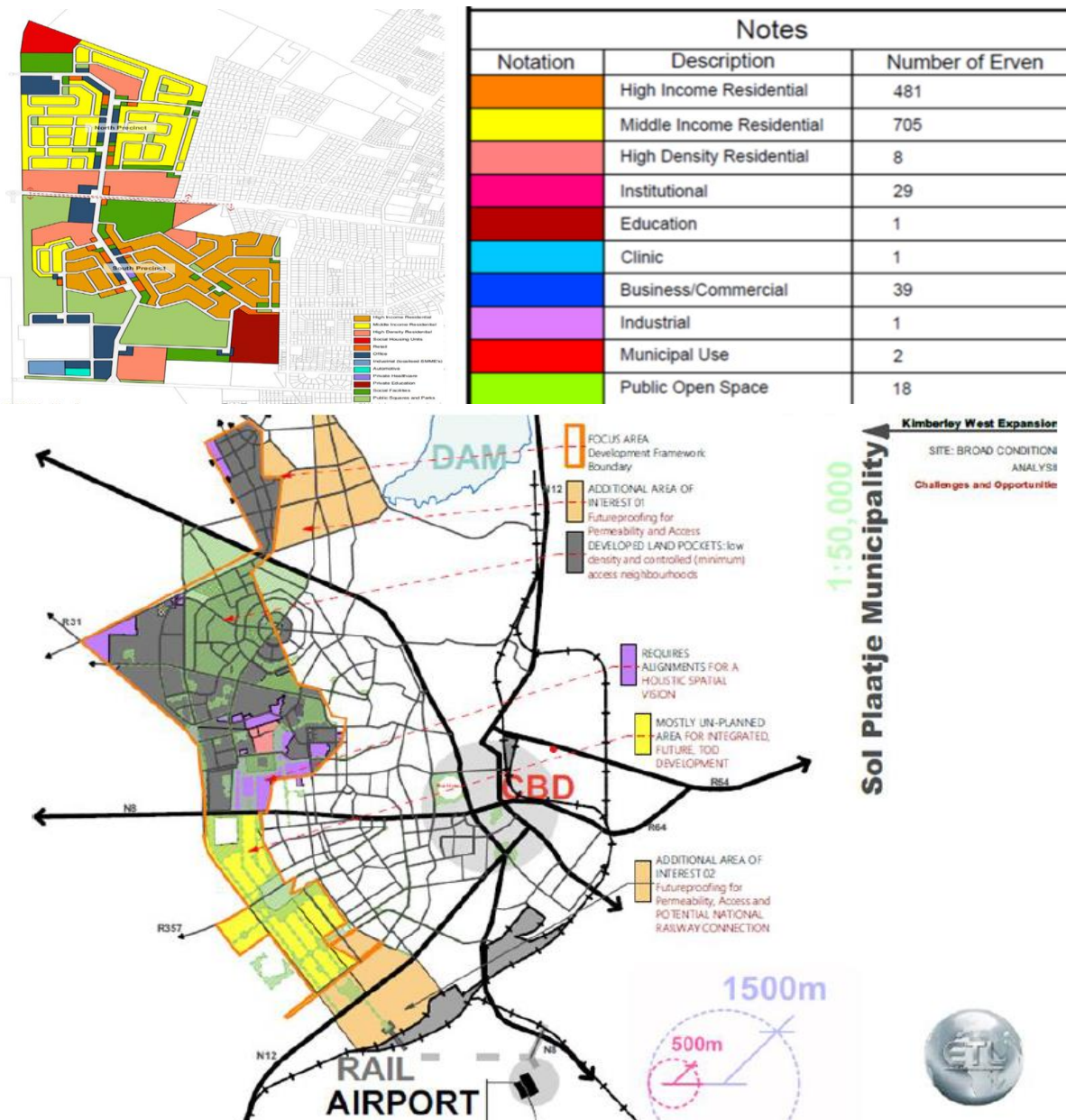
- Carters Glen Precinct.
- The Big Hole Tourism and Adventure Precinct.
- Agri-processing precinct
- Riverton Leisure and Conferencing Precinct.
- Heritage Precinct.
- Kamfersdam Precinct.

### **Spatial Strategy: Inclusive, Integrated And Sustainable Human Settlement**

The national declared “**Priority Human Settlement and Housing Development Areas**” (PHSHDA’s) embedded in promoting development of a more spatially inclusive, integrated and vibrant human settlement strategically addresses the economic and social exclusions entrenched by the apartheid era.

The desired outcomes include increased density of approximately 4000 Erven particularly along public transport routes (R31 intervention corridor) , a greater mix of income groups, culture and diverse land uses ensuring equitable provision of utilities, social facilities, economic opportunities and recreational spaces.

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### Spatial Strategy: Promotion Of Food Security Through Identifying Ritchie Area As An Agri-Processing Area.

The primary strategic objective is to support and promote the intense and extensive utilisation of agricultural land. Furthermore, promote the expansion and development of agriculture and Agri-processing by:

- Protecting agricultural resources.
- Creating an enabling environment.
- Preservation of potential agricultural and

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- Availing financial resources that will contribute to SMME development and marketing
- Creating Institutions that support agricultural development.



The Sol Plaatje Spatial Development Framework will continuously advocate for spatial transformation and improved service delivery through the effective implementation of the spatial strategies.

### 5.4.2 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.

### 5.4.3 Municipal approach to Gender Based Violence and Femicide

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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).<sup>21</sup> 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).

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	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.

<sup>21</sup> Republic of South Africa, National Strategic Plan on Gender-Based Violence and Femicide.

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Pillar	Five-year Outcome
Power	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. 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.



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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	<p>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:</p> <p>Review waste collection system and management of waste disposal sites.</p> <p>Compliance with relevant legislation.</p> <p>Encouraging community participation through mobilization, education and awareness programmes.</p> <p>Facilitation of effective waste minimization projects through recycling, avoidance, reduction and proper disposal with the focus on entrepreneurship development.</p> <p>Eradicate illegal dumping and littering on municipal, public and private property.</p> <p><b>Document to be reviewed in 2026.</b></p>
Local Economic Development Strategy, 2009	<p>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.</p> <p><b>Document is at a draft stage. Due for completion in 2026.</b></p>
Housing Sector Plan, 2014	<p>The drafting of the Integrated Human Settlements Plan, 2014 was guided by the following principles:</p> <p>Housing to be closer to employment opportunities.</p> <p>Provide access to well-located land for the urban poor.</p> <p>Ensure and provide a mix of housing typologies.</p> <p>Prioritise housing for the indigent and affordable housing.</p> <p>Promote integrated planning, e.g. transport and land-use planning.</p> <p>Promote racial, social, economic and physical integration of urban space.</p> <p>Develop a system of inter-connected nodes and dense, mixed-use settlements.</p> <p>Promote establishment of social and economic viable commitments.</p> <p>Facilitate the active involvement of relevant stakeholders.</p> <p>The Plan uses Census 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.</p>
Environmental Management Plan (EMP)	<p>The EMP aims to integrate environmental concerns in the development of municipal strategies and projects to ensure environmental sustainability.</p>
Urban Network Strategy	<p>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.</p>
Growth Development Strategy	<p><b>Document in draft stage. Due for completion in 2026.</b></p>
Capital Expenditure Framework - 2024	<p>The CEF was approved by Council in 2024. The Capital Expenditure Framework (CEF) offers a mechanism through which the municipality's long-term strategic development vision truly directs infrastructure implementation whilst remaining conscious of the municipality's financial position and infrastructure planning needs. <b>The objectives of a Capital Expenditure Framework include:</b></p> <ul style="list-style-type: none"> <li>Understanding municipal dynamics and needs: The first objective is to compile the socio-economic profile (current and future) of the municipality to better understand the functional areas, associated needs, and future population of the municipality.</li> <li>Quantifying MSDF proposals: The second objective is to determine the resources needed to implement each project by quantifying the Municipal Spatial Development Framework (MSDF) proposals in terms of functional areas.</li> <li>Consolidating infrastructure demand: The third objective is to consolidate infrastructure projects into a comprehensive list of infrastructure demands, which provides a comprehensive overview of the municipality's infrastructure needs.</li> <li>Contextualizing affordability: The fourth objective is to contextualize the affordability envelope, as set out in the Long-Term Financial Plan (LTFP), which helps to understand the expected revenue, expenditure, and capital budget available over 10 years.</li> <li>Prioritizing infrastructure demand: The fifth and final objective is to determine and apply a prioritisation framework to the infrastructure demand, taking into consideration the intent of the MSDF and the financial limitations of the LTFP. This helps to prioritise infrastructure projects based</li> </ul>

## CHAPTER 5

Discussion of Sector Plans	
	on their importance and affordability, ensuring that resources are allocated in the most effective way possible. The document can be accessed on the Sol Plaatje Municipal website.
Development of a Draft Investment Promotion Strategy	<b>Document in draft stage. Due for completion in 2026.</b>
Water Service Development Plan	<b>Document in draft stage. Due for completion in 2026.</b>

*Discussion of Sector Plans*

### 5.5 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

### 6.1 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.

### 6.2 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.<sup>22</sup> 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**).

<sup>22</sup> See National Treasury, Appendix D – Guidance note for outcome indicator planning & reporting for MFMA Circular No. 88.

## CHAPTER 6

### 6.2.1 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 2025 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

## CHAPTER 6

### 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.	SO1.7	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	Average response time in weeks to process building plans	All	6,50 weeks	11 weeks	11 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.	SO1.8	Number of SMMEs supported through the implementation of the business incubation developmental programme	Number of developmental programmes provided to SMMEs	All	10	10	10	-	-	-
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 to 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	300	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%

## CHAPTER 6

### 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.	SO1.12	Conduct studies for the regeneration of industrial precincts	Market research report & urban design framework	All	0	-	-	2	-	-
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
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.19	Percentage Progress on the completion of the fencing of the market	% Progress as per the annual project plan	All	-	-	-	-	100%	-
Strategy, Economic	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation,	SO1.20	Percentage completion of the proposed	% Progress as per the annual project plan	All	-	-	-	-	-	100%

## CHAPTER 6

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		education and skills development.		cadastral/rectification/survey in Riverton								
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.21	Percentage completion of the Market and Billing Parking CBD Studies	% Progress as per the annual project plan	All	-	-	-	-	100%	100%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.22	Percentage progress on the completion of the corridor revitalisation along the N12	% Progress as per the annual project plan	All	-	-	-	-	-	100%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.23	% Completion on the studies for Witdam Tourism mixed-use precinct	% Progress as per the annual project plan	All	-	-	-	-	-	100%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.24	Percentage completion of environmental studies for Carters Glen mixed-use precinct	% Progress as per the annual project plan	All	-	-	-	-	100%	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.25	Percentage completion of the Civil Engineering studies for middle income development	% Progress as per the annual project plan	All	-	-	-	-	100%	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.26	Percentage implementation of the township revitalization programme	% Progress as per the annual project plan	All	-	-	-	-	100%	100%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.27	Percentage construction of the Greenpoint Business Development Centre	% Progress as per the annual project plan	22	-	-	-	-	100%	- Riverton

strategic Objective 1: Economic Growth through promoting Sol Plaatje Municipality as an economic hub

## CHAPTER 6

### 6.2.2 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	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	SO2.2	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
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	SO2.5	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%

## CHAPTER 6

### 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
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	SO2.6	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	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	SO2.7	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	SO2.8	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	SO2.9	Percentage upgrading of the bulk water supply infrastructure (BFI)	% upgrade as per annual project plan	All	0%	0%	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	SO2.10	Percentage replacement of internal water pipes	% Replacement of internal water pipes	All	52,50%	-	100%	100%	-	-

## CHAPTER 6

### 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	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	SO2.12	% Completion for the 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	SO2.13	% Completion of the 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	SO2.14	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	SO2.15	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%



## 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	SO2.16	80% waste water effluent quality level achieved as per National Effluent Quality Standards annually	% waste water effluent quality level achieved as per National Effluent Quality Standards, annually	All	66,17%	65%	75%	80%	80%	80%
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 m <sup>2</sup>	100 000 m <sup>2</sup>	150 000 m <sup>2</sup>	90 000 m <sup>2</sup>	250 000 m <sup>2</sup>	300 000 m <sup>2</sup>
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%	90%

## CHAPTER 6

### 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%	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	500	262	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	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	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	-	1 036	300	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	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	Number of new high mast lights to be constructed	Number of new high mast lights to be constructed	All	-	-	-	20	5	-
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 as per the project plan	Percentage progress as per annual project plan	All	47,60%	100%	-	100%	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 of the installation of electrical and mechanical components in Lerato Park sewer pump station as per the project plan	Percentage completion as per project plan	All	62,80%	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	Number of old zinc toilets to be reconstructed	Number of old zinc toilets to be reconstructed	All	100%-	-	-	200	400	200

## CHAPTER 6

<b>Strategic Objective 2</b> <b>Improved Service Delivery</b>												
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	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%
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 (replacement of water meters)	Number of water meters replaced by 30 June	All	0	-	2 000	2 000	500	1 000
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 (replacement of prepaid electricity meters)	Number of electricity meters replaced by 30 June	All	0	-	2 000	2 000	50	100
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	Development of a Strategy for the safeguarding of municipal assets to restrict vandalism of municipal infrastructure	Developed strategy	All	-	-	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	SO2.30	Number of households in Colville to be connected to the electricity network	Number of households to be connected to the electricity network	14	-	-	138	-	-	-

## CHAPTER 6

<b>Strategic Objective 2</b> <b>Improved Service Delivery</b>												
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	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	Number of households in Jacksonville to be connected to the electricity network	Number of households to be connected to the electricity network	30	-	-	-	183	109	-
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	SO2.32	Percentage progress for the upgrading of storm water channels in various areas of Sol Plaatje municipal area	Percentage progress on upgrading of storm water channels	SPM	-	-	-	100%	100%	100%
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 Project Management meetings held	Number of meetings conducted	SPM	-	-	-	10	10	10
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	SO2.34	Number of project management reports tabled at the Executive Management Team meetings	Number of reports tabled	SPM	-	-	-	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	SO2.35	Percentage completion on the defects for the Homevale Fire Station	Percentage progress on the completion of the defects	SPM	97,00%	-	100%	100%	-	-

## CHAPTER 6

### 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	SO2.36	Percentage progress on the refurbishment of the Kamfersdam sewer and water lines	% Progress as per the annual project plan	SPM	0%	100%	-	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	SO2.37	Percentage progress on the construction of Phomolong sewer pipeline	% Progress as per the annual project plan	SPM	0%	100%	-	-	-	100%
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	SO2.38	Number of households in Santa Centre to be connected to the electricity network	Number of households to be connected to the electricity network	13	-	-	-	-	139	-
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	SO2.39	Number of households in Lerato Park to be connected to the electricity network	Number of households to be connected to the electricity network	30	0	650	-	-	-	-
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	SO2.40	Percentage completion of the procurement for the installation of a 20 MVA transformer at Galeshewe sub station	% Completion of the procurement for the installation as per the annual project plan	30	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	SO2.41	Percentage refurbishment of the Homevale WWTW as per the annual project plan	% Refurbishment as per the annual project plan	3	0	-	-	-	100%	100%

## CHAPTER 6

<b>Strategic Objective 2</b> <b>Improved Service Delivery</b>												
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
		deliver such services in a sustainable 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	SO2.42	Percentage completion on the replacement of the collapsed pipeline at Beaconsfield WWTW	% Completion as per annual project plan	25	0	-	-	-	100%	-
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	SO2.43	% Completion on the construction of the satellite office containers	% Completion as per annual project plan	All	0	-	-	-	100%	-
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	SO2.44	Number of households in Phutanang to be connected to the electricity network	Number of households to be connected to the electricity network	32	0	-	-	-	-	280
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 West End to be connected to the electricity network	Number of households to be connected to the electricity network	33	0	-	-	-	-	280
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 Blikkiesdorp to be connected to the electricity network	Number of households to be connected to the electricity network	SPM	0	-	-	-	-	160
Infrastructure and 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	SO2.46	Percentage progress on the construction of the Riverton community Hall	Percentage progress as per the annual project plan	All	-	-	-	-	100%	-

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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
		deliver such services in a sustainable manner										

*Strategic Objective 2: Improved Service Delivery*

### 6.2.3 Strategic Objective 3: Good, clean and transparent Governance and Public participation

<b>Strategic Objective 3</b> <b>Good, clean and transparent governance and public participation</b>												
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



## CHAPTER 6

### 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	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 and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.8	Investigate the possibility to update all municipal policies and standards	Investigation report	SPM	1	0	1	0	0	1
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	-	-	-	-

## CHAPTER 6

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
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*

## CHAPTER 6

### 6.2.4 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 /	The municipality has a system in place to track spending in terms of budget	SO4.6	Maintain the debt coverage ratio of 2:1 against net assets of the municipality by 30 June	Debt coverage ratio	SPM	1.61:1	2:1	2:1	2:1	2:1	2:1

## CHAPTER 6

### 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		2023 (Current Assets / Current 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

## CHAPTER 6

### 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	SO4.10	To improve the SCM turnaround time to 12 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	10 weeks	12 weeks	12 weeks	12 weeks	12 weeks	12 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	SO4.11	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 /	The municipality has a system in place to track spending in terms of budget	SO4.15	75% reduction of irregular expenditure by 30 June	% Reduction of irregular expenditure after condonement (Current	SPM	0%	25%	75%	75%	75%	75%

## CHAPTER 6

### 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			year – Prior year) / Prior year							
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	Creditors Payment Period (Trade Creditors)	SPM	384	-	300	300	300	300

## CHAPTER 6

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
				Purchases/(Operating and Capital) x365)								
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	SO4.20	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	68,87%	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	SO4.21	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

## CHAPTER 6

### 6.2.5 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
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%



## CHAPTER 6

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.	SO5.5	Review the Workplace Skills Plan and submit plan to the LGSETA by 30 April	Workplace Skills Plan submitted to LGSETA by 30 April	SPM	1	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 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%

## CHAPTER 6

<b>Strategic Objective 5</b> <b>Improved Institutional Management</b>												
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
Office of the MM	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	Percentage implementation of the ICT operational plan	SPM	0%	100%	100%	100%	100%	100%

*Strategic Objective 5: Improved Institutional Management*

## CHAPTER 6

### 6.2.6 Strategic Objective 6: Provision of Community and Social Developmental Services

Strategic Objective 6												
Provision of Community Health and Safety Services												
National KPA: 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 such services in a sustainable manner	SO6.2	Number of reading outreach programmes conducted at all libraries	Number of outreach programmes held	All	107	60	60	60	60	60
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	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	Percentage completion of the fencing of Frank Roro cricket field	% Completion	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	SO6.3	Percentage construction for the embankment of the Frank Roro Cricket Pitch	% Construction for the embankment of the Frank Roro Cricket Pitch	All	-	-	-	100%	-	-

## CHAPTER 6

### Strategic Objective 6

#### Provision of Community Health and Safety Services

#### National KPA: 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	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	SO6.3	Percentage progress on the upgrading of the Ritchie sport grounds	% Progress as per the project plan	26	-	-	-	-	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 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	% Progress as per the project plan	All	-	-	-	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 Ritchie Cemetery	% Progress on the upgrading and building of the ablution blocks	All	-	-	-	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 completion of the fencing of the ABC Cemetery	% Progress as per the annual project plan	All	-	-	-	-	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 completion of the extension of Roodepan Cemetery	% Progress as per the annual project plan	All	-	-	-	-	-	100%

## CHAPTER 6

Strategic Objective 6												
Provision of Community Health and Safety Services												
National KPA: 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
		infrastructure is maintained to deliver 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	SO6.5	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	Percentage upgrade of the swimming pools (Karen Muir, Roodepan, Florianville and Galeshewe) by 30 June 2025	% of Pools upgraded as per the 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	SO6.6	% progress on the Refurbishment of community halls	% Progress on the refurbishment of community halls	All	-	-	-	100%	100%	100%
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	SO6.7	Percentage progress on the redevelopment of the RC Elliot Community hall	Percentage progress on the redevelopment	All	-	-	-	-	30%	70%
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 municipal pleasure resorts as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%

## CHAPTER 6

Strategic Objective 6												
Provision of Community Health and Safety Services												
National KPA: 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	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	Number of roadblocks conducted	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 such services in a sustainable manner	SO6.10	Number of stop and check points conducted to improve road safety	Number of stop and checkpoints conducted	All	13,583	6 000	6 000	6 000	6 000	6 000
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	Monthly inspections conducted at food premises to ensure compliance to legislation	Number of Inspections conducted	All	2 739	1 800	1 800	2 700	2 700	2 700
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	Monthly inspections conducted at non-food premises to ensure compliance to legislation	Number of inspections conducted	All	1 122	4 200	4 200	1 200	1 200	1 200

## CHAPTER 6

Strategic Objective 6												
Provision of Community Health and Safety Services												
National KPA: 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
		infrastructure is maintained to deliver 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	SO6.14	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	-	-	-	1	-	-
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	-	-	-	1	-	-

## 6.3 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
<b>Backlog and ageing infrastructure</b>	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.
<b>Deteriorating socio-economic conditions</b>	High rate of unemployment, poverty and social grant dependence. Housing backlogs, overcrowding and increase of informal dwellings. 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.	Support to SMMEs/private sector. Implementation of supply chain as local economic lever. 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.
<b>Sustained municipal financial viability<sup>23</sup></b>	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.

<sup>23</sup> Some of the information obtained from a presentation by National Treasury at the Mayoral Strategic Planning Session on 22 and 23 March 2023.



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Risk Management		
Risk description	Risk background	Action/controls
<b>Environmental sustainability</b>	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.
<b>Municipal transformation</b>	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.

*Risk Management*

### 6.4 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
8. Planning and Construction of a new level 3 primary at !XKUNKWESA off-shoot School
9. Ritchie: Ritchie Secondary School erf 2: Department of Roads and Public Works
10. Kimberley: English Medium Primary School and Secondary School portion of a portion 84 of farm Bultfontein no.80: Department of Public Works
11. Ritchie: Ritchie Clinic erf 2838 (ptn of erf 454): Department of Public Works
12. Grade R ablution facilities at !XKUNKWESA combined school: Department of Education
13. Refurbishment and desyphoning of sewer network and repairs to mobiles at! XKUNKWESA combined school: Department of Education
14. Relocation of clearvu fence and replacement of dilapidated concrete stoops at Beacon Primary school: Department of Education

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15. Structural assessment major maintenance at the school and structural remedial work at Emang Mmogo Comprehensive School: Department of Education
16. Construction of a double Grade R classroom at Flamingo primary school: Department of Education
17. Maintenance to school and fence due to storm at Floors high school: Department of Education
18. Major maintenance at Floors high school: Department of Education
19. Structural assessment, major maintenance and structural remedial work at Floors no2 high/Tlhomelang secondary school: Department of Education
20. Maintenance and upgrading of electrical supply at Floors no2 high/Tlhomelang secondary school: Department of Education
21. Repairs and renovation to vandalism and theft during school holidays at Floors North primary school: Department of Education
22. Maintenance at offices at Frances Baard District office – ESS: Department of Education
23. Upgrading of registry, construction of new paved parking area at Frances Baard District office – Hadison Park: Department of Education
24. Maintenance at offices at Frances Baard District office – Hadison Park: Department of Education
25. Supply and delivery and erection of a high security fence at Frances Baard District office – PEME: Department of Education
26. Maintenance of offices – replacement of defective air conditioners at Frances Baard District office - PEME: Department of Education
27. Sanitation, electrical repairs and upgrades of ablution block and perimeter lighting at Greenpoint high school: Department of Education
28. Electrical repairs and upgrading of ablutions and perimeter: Department of Education
29. Upgrades to sewer system at Greenpoint high school: Department of Education
30. Supply of VIP mobile toilets including services at Greenpoint high school: Department of Education
31. Electrical repairs at registry offices at head office – IK Nkoane education house: Department of Education
32. Room repairs at examinations buildings and minors plumbing work at IK Nkoane education house: Department of Education
33. Upgrading of registry at IK Nkoane education house: Department of Education
34. Construction of new paved road including parking area at IK Nkoane education house: Department of Education
35. Supply and delivery of mobile units and management fees at IK Nkoane education house: Department of Education
36. Implementation of electrical turnkey strategy – alternative solutions for stage 1-4 at IK Nkoane education house: Department of Education
37. Repairs and replacements of air-conditions at IK Nkoane education house: Department of Education
38. Maintenance at offices - IK Nkoane education house: Department of Education
39. Construction of 3 technical workshops, a medium ablution block, CAT laboratory and maintenance to school hall at Hoer Tecghiese skool: Department of Education
40. Construction of 16 classroom, large ablution conversion of classrooms and majpr repairs and renovations at Hoerskool Adamantia: Department of Education

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41. Conversion of an arts classroom into a hospitality classroom, Remedial work as per structural assessment recommendation at Hoerskool Adamantia: Department of Education
42. Construction of 2 computer classrooms and moving of fence to accommodate learners at Hoerskool Noord-Kaap: Department of Education
43. Replacement of asbestos structures (phase 1 – 20 classrooms, 2 large ablutions at Homevally primary school: Department of Education
44. Phase 2 – level 4 primary school – Replacement (100% asbestos) at Homevally primary school: Department of Education
45. Repairs to collapsed septic tank at Homevally secondary school: Department of Education
46. New level 44 primary school and major repairs and renovations to existing structures at Kimberley Academy (Redirile): Department of Education
47. Construction of a 5-classroom block, Science laboratory, ablution block associated ancillary works at Kimberley Boys high school: Department of Education
48. Construction of a multipurpose hall at Kimberley Boys high school: Department of Education
49. Construction of A 8 classroom block and large ablution block, upgrade of sewer system, relocation and refurbishment of netball/tennis courts to hostel, demolish of asbestos structures at Kimberley Girls high school: Department of Education
50. Planning and construction of a new level 4 primary school at Kimberley New English Medium Primary school: Department of Education
51. Planning and construction of a new level 5 secondary school at Kimberley New English Medium Secondary school: Department of Education
52. Replacement of asbestos roof and minor repairs to school at Laerskool Eureka: Department of Education
53. Supply, delivery and installation of a high security fence at Lucretia Intermediate school: Department of Education
54. Construction of a double Grade R classroom and corrective maintenance at Lucretia Intermediate school: Department of Education
55. Structural defects remedial work at Newton primary school: Department of Education
56. 50. Supply, delivery and installation of internal fences at Progress primary school: Department of Education
57. Level 5 primary school – Replacement (75% fibre cement) at Rietrivier primary school: Department of Education
58. Planning and construction of a new level 5 secondary school – OFF SHOOT at Rietvale new Off-Shoot Secondary school: Department of Education
59. Remedial work as per structural assessment recommendations at Roodepan high school: Department of Education
60. Reinforcement of existing floor structure in mobile classrooms at Roodepan primary school: Department of Education
61. Restoration of f historical buildings at Teachers Centre: Department of Education
62. Repairs and renovation to school at Tetlanyo secondary school: Department of Education
63. Construction of a double Grade R classroom at Tshwarelela primary school: Department of Education
64. Asbestos rehabilitation and replacement of asbestos structures 20 classrooms and 2 ablution blocks at Venus primary school: Department of Education
65. Phase 2 – level 5 primary school – Replacement (100% Wood) at Venus primary school: Department of Education

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- 66. Electrical repairs and renovations at Zingisa primary school: Department of Education
- 67. Resistance Liberation Heritage Route Project: 1952 Mayibuye Uprising Monument Precinct: Department of Sports, Arts and Culture

## 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.

### 7.1 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.

#### 7.1.1 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.

#### 7.1.2 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.

## 7.2 FINANCIAL MANAGEMENT

### 7.2.1 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	1,761,512	1,893,915	2,043,763
Operational grants	311,530	323,676	337,400	355,070
Other own revenue	361,142	431,080	460,837	489,594
Total operational revenue	2,971,037	3,234,188	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	3,918,354	4,120,983	4,270,411

Major Revenue Item

### 7.2.2 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.

### 7.2.3 Service charges

Services charges relating to electricity, water, sanitation and refuse removal constitutes 54.41% of the total revenue of the Municipality.

### 7.2.4 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. It is important to note that NERSA also approved a 11.32% increase for municipal tariffs, effective from July 1, 2025.

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%

## 7.2.5 Expenditure by type

Total expenditure excluding capital expenditure amounts to R3,212,506 billion.

Major Expenditure Item				
Expenditure Item (R'000)	2024/25	2025/26	2026/27	2027/28
Employee Related Cost	952,667	1,004,532	1,070,358	1,127,015
Councillor remuneration	37,077	37,083	38,937	41,079
Bulk purchases - Electricity	910,118	1,000,000	1,089,000	1,197,900
Inventory consumed	318,837	331,852	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	16,680	13,737	11,318
Contracted services	66,516	45,856	45,503	51,971
Transfers and subsidies	3,660	4,300	3,858	3,967
Operational costs	172,011	175,854	181,491	193,117
Water Losses	91,938	69,000	72,795	76,799
Total operational expenditure	3,196,465	3,212,506	3,414,576	3,647,039

*Major Expenditure Item*

## 7.2.6 Employee related costs

Employee related cost increased from R952,667 million from 2024/25 Adjusted budget to a projected expenditure of R1,004,332 billion for the 2025/26 financial year. This represents 31.27% of the total operating expenditure.

## 7.3 CAPITAL AND OPERATIONAL BUDGET ESTIMATES

### 7.3.1 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)
Municipal Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	8,011	12,065	9,845	8,100
Municipal Strategic Objective 2: Improved Service Delivery	604,916	684,000	678,289	597,133
Municipal Strategic Objective 3: Good, clean and transparent Governance and Public Participation				
Municipal Strategic Objective 4: Establishment of healthy financial management		1,000		
Municipal Strategic Objective 5: Improved Institutional Management	5,000	8,800	6,500	6,500
Municipal Strategic Objective 6: Community Health and Safety	10,210	15,566	9,792	7,395
<b>Total Capital Expenditure - Funding source</b>	<b>628,137</b>	<b>721,431</b>	<b>704,426</b>	<b>619,128</b>
Capital transfers and subsidies	574,597	684,166	662,581	572,128
Borrowing	-	-	-	-
Internally generated funds	53,540	37,265	41,845	47,000

Medium Term Capital Budget

### 7.3.2 Operational Budget (summary)

See 7.5.

## 7.4 FUNDED AND UNFUNDED PROJECTS

The following table lists all the funded projects by municipal strategic objective.

Capital expenditure per Municipal Strategic Objective per project	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>Municipal Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub</b>	<b>12,065</b>	<b>9,845</b>	<b>8,100</b>
CORRIDOR REVITALISATION - ALONG N12		2,000	2,000
GREENPOINT BUSINESS DEVELOPMENT CENTRE	2,500	-	-
MARKET AND BILLING PARKING CBD		1,000	3,000
MARKET FENCING	2,345	-	-
MIXED-USE DEVELOPMENT GREENBELT	-	2,000	



## CHAPTER 7

Capital expenditure per Municipal Strategic Objective per project	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
PHDA PLANNING & SURVEYING	1,500	-	-
PLANNING & DEVELOPMENT	1,000	-	-
PROP CADASTRAL RECTIFIC/SURV IN RIVERTON		1,000	-
REDEVELOPMENT OF RC ELLIOT HALL	100	1,500	1,600
RUFURBISHMENT OF THE VINTAGE TRAM	1,620	-	-
TOWNSHIP ESTABLISHMENT	2,000	1,500	1,500
TOWNSHIP REVITALISATION	1,000	845	-
<b>Municipal Strategic Objective 2: Improved Service Delivery</b>	<b>684,000</b>	<b>678,289</b>	<b>597,133</b>
ACQ - CARTERS GLEN SEWER PUMP STATION	10,000	-	-
ACQ-FLEET REPLACEMENT	5,000	15,000	20,000
BEACONSFIELD WASTEWATER TREATMENT WORKS	14,500	-	-
CAPITAL SPARES-ACQ-PREPAID METERS	500	1,000	2,000
CARTERS GLEN SEWER PUMP STATION	8,000		
CONSTRUCTION OLD SINK TOILETS	11,000	6,000	3,500
DSITRBUTION-ACQ-WAT METER REPLACEME	500	1,000	2,000
ELECTRIFICATION OF JACKSONVILLE	6,775		-
ELECTRIFICATION OF MADIBA PARK			14,633
ELECTRIFICATION OF WEST END		7,000	-
GALESHEWE TRANSFORMER	9,000		-
HIGH MAST LIGHTS	10,000	2,000	2,000
KBY/RITCHIE BULK METERS/PRESSURE MANAGE	4,252	237	-
KBY/RITCHIE NETWORK LEAK DETECT/REPAIR	37,053	68,002	12,808
LINING OF STORMWATER CHANNELS WARD 16	3,000	8,289	10,000
NETWORKS ACQ - ELECTR SANTA CENTRE	3,225		-
NEWTON AND RIVERTON WWTW	57,643	10,483	28,184
PHUTANANG ELECTRIFICATION		7,000	-
REFURBISHMENT OF HOMEVALE WWTW	5,000	10,000	10,000
REFURBISHMENT/REPLACEMENT BULK PIPELINE	421,529	489,893	418,131
RESEALING OF ROADS	-	17,000	17,500
SPECIALISED FLEET REPLACEMENT	9,000	-	6,500
STREETLIGHTS AND HIGH MAST RETROFITTING	5,000	5,000	-
UPGRADE EXISTING/NEW RESERVOIR CONSTRUCT	53,522	10,385	30,878
UPGRADE GRAVEL ROADS WARDS VARIOUS	9,500	20,000	19,000
<b>Municipal Strategic Objective 4: Establishment of healthy financial management</b>	<b>1,000</b>		
SATELITE OFFICE CONTAINERS	1,000		
<b>Municipal Strategic Objective 5: Improved Institutional Management</b>	<b>8,800</b>	<b>6,500</b>	<b>6,500</b>
ACQ-COMPUTER EQUIPMENT REPLACEMENT	7,800	4,500	4,500
ACQ-FURNITURE AND OFFICE EQUIP REPLACEM	1,000	2,000	2,000
<b>Municipal Strategic Objective 6: Community Health and Safety</b>	<b>15,566</b>	<b>9,792</b>	<b>7,395</b>
EXTENSION OF ROODEPAN CEMETERY	-	4,792	-

## CHAPTER 7

Capital expenditure per Municipal Strategic Objective per project	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
FENCING OF ABC CEMETERY	6,000		
REDEVELOPMENT OF RC ELLIOT HALL	2,500		
REFURBISHMENT OF HALLS	4,066	5,000	-
RIVERTON HALL	1,000		
UPGRADE OF RITCHIE SPORTS GROUNDS	2,000	-	7,395
<b>Grand Total</b>	<b>721,431</b>	<b>704,426</b>	<b>619,128</b>

*Capital Expenditure by Strategic Objective*

## CHAPTER 7

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 – Green Point			√
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		√	√
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.		√	√

*Unfunded projects*

## CHAPTER 7

### 7.5 OPERATIONAL EXPENDITURE BY MUNICIPAL STRATEGIC OBJECTIVE

Strategic objective (R'000)	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	76,090	73,201	76,862
Strategic Objective 2: Improved Service Delivery	1,961,023	2,095,787	2,259,370
Strategic Objective 3: Good, clean and transparent Governance and Public Participation	173,348	180,828	192,662
Strategic Objective 4: Establishment of healthy financial management	152,402	160,885	168,929
Strategic Objective 5: Improved Institutional Management	485,796	518,912	544,102
Strategic Objective 6: Community Health and Safety	363,848	384,963	405,114
<b>Total Operational Expenditure</b>	<b>3,212,506</b>	<b>3,414,576</b>	<b>3,647,039</b>

*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.**

#### 8.1 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.

#### 8.2 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).

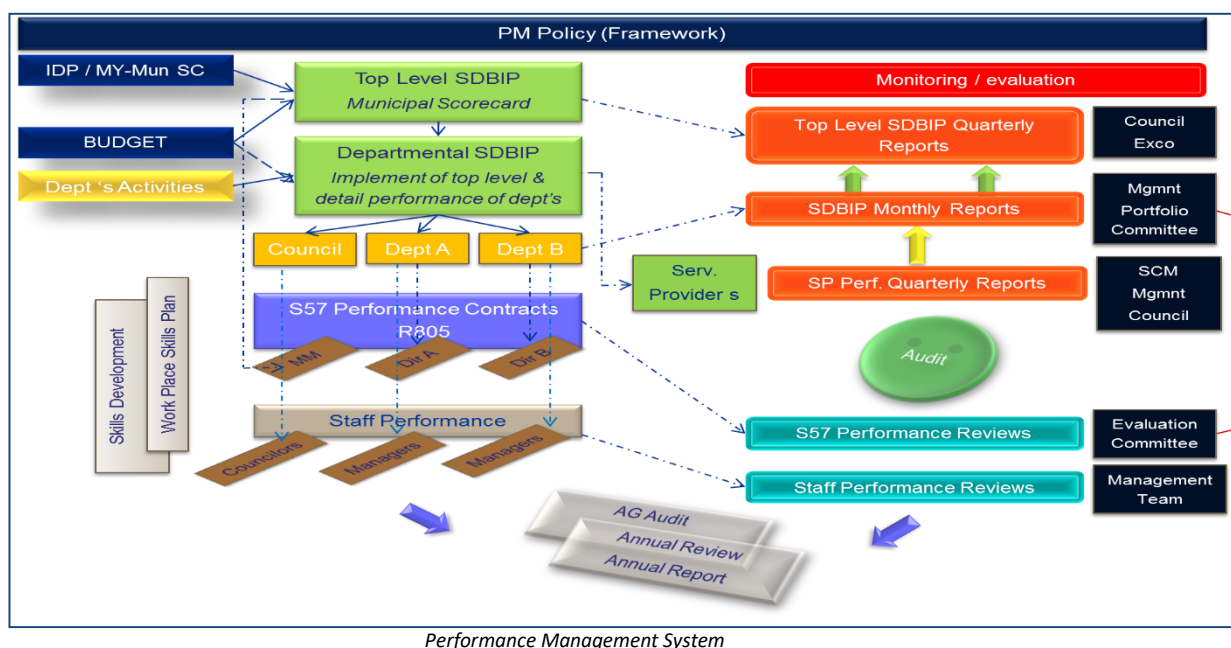
#### 8.3 INFORMATION AND COMMUNICATION TECHNOLOGY

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

### 8.4 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:



### 8.5 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:

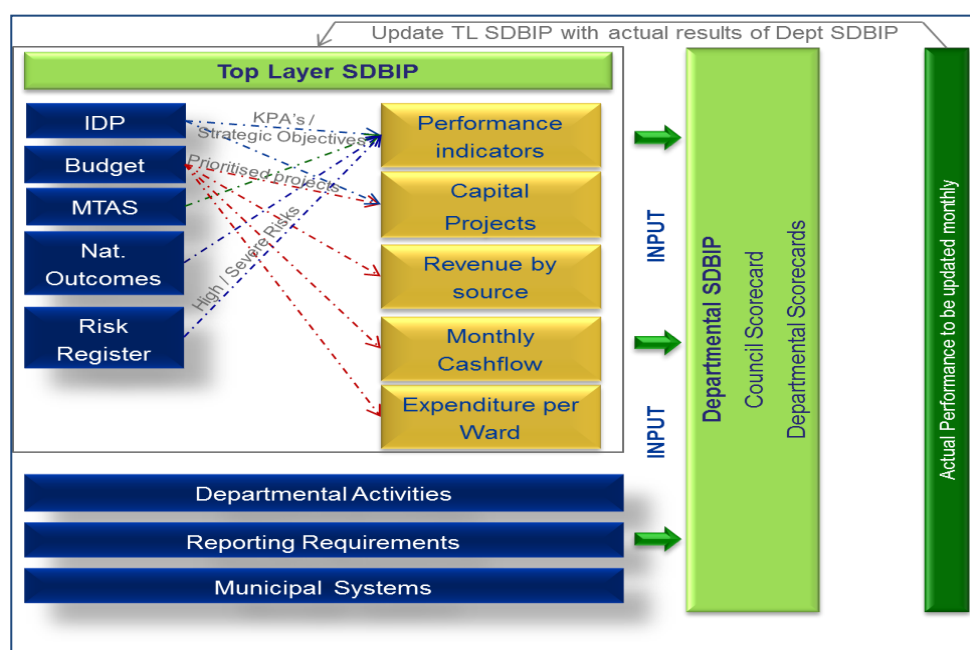
**Five-Year Municipal Scorecard** which forms part of the IDP and includes expected outcomes over a 5-year period. The outcome indicators are appropriate metrics to annually track and measure the impact of municipal operations with determinations of outcome 'performance' linked to medium-term target-setting. The Scorecard uses baseline data for the most recent year for which

## CHAPTER 8

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.<sup>24</sup> 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*

**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,

<sup>24</sup> 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.

## CHAPTER 8

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.

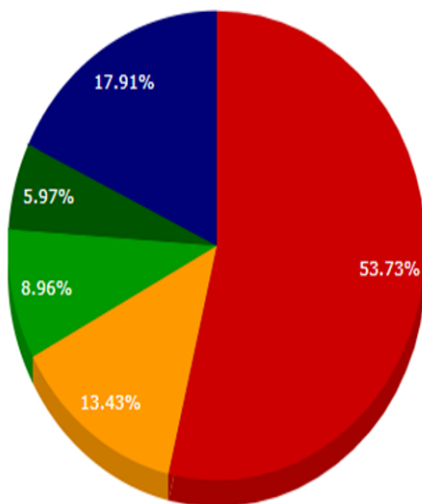
### All staff (excluding senior managers)

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.

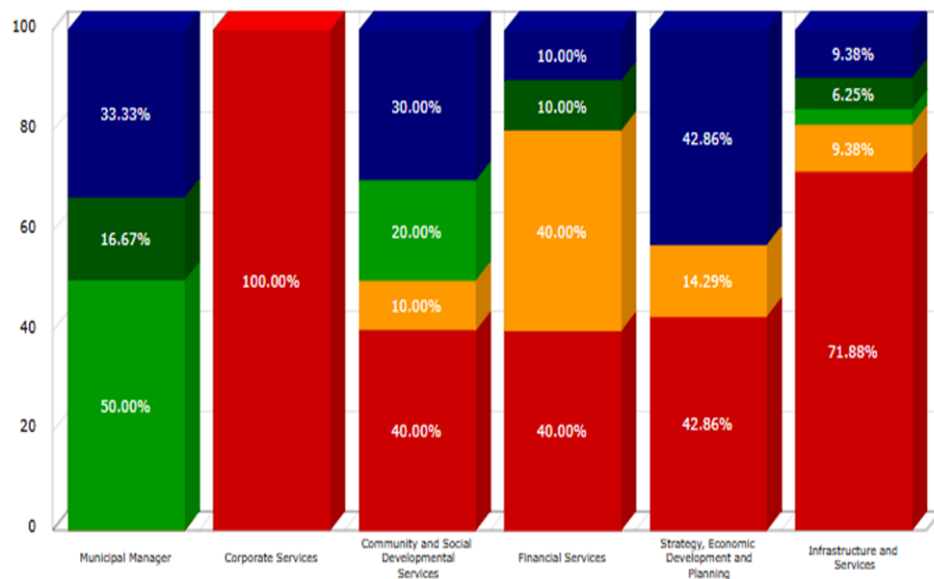
### Municipal performance measured

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**



## 8.6 PERFORMANCE REPORTING

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



## CHAPTER 8

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<sup>25</sup>**

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.

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<sup>25</sup> Appendix D – Guidance note for outcome indicator planning & reporting for MFMA Circular No. 88, National Treasury.

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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

### 8.7 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	Baselin e	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	% of category 1 land use applications processed	All	92%	80%	89,80%	80%	92%	80%	80%	80%

## 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
				Planning Tribunal by 30 June 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	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

## 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
				year for buildings / 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	Planning and Development /	A local economy that delivers on food security, job creation,	SO1.9	Number of erven planned and	Number of erven planned and surveyed	All	5 292	1400	1 533	5 500	5 292	1 000	1 200	1 200

## 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
Development , Planning	Economic Development/Planning	education and skills development.		surveyed BY 30 June 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.	SO1.11	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

## CHAPTER 8

### 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 closets (toilets) which are billed	Number of residential properties which are billed for sewerage by 30 June	All	50 844	50844		50844		50844	50844	50844



## CHAPTER 8

### 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
				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	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%

## CHAPTER 8

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
		such services in a sustainable 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	SO2.11	Review of the WSDP	1 Adopted WSDP	All	1	0	0	1	1	0	0	0-

## CHAPTER 8

### 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
		such services in a sustainable 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%	-	-

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### 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 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%	0%	0%	100%	20%	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 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%	-	-

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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 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%	-	-
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%

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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 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 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 1	% Progress as per annual project plan	All	53%	0%	0%	100%	53%	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 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%	-	-

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#### 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 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%	-	-	-
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/	All communities have access to basic services delivered at an acceptable and agreed	SO2.11	Percentage progress on the upgrade of the old Water Treatment	% Progress as per the annual project plan	All	20%	0%	0%	50%	20%	0%	-	-

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#### 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
	Water Distribution	upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Plant (WTP) chlorine and 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 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 manner	SO2.11	Percentage progress on the upgrade of the new Water Treatment Plant (WTP) chlorine and dosing works, Ph 1	% Progress as per the annual project plan	All	50%	0%	0%	50%	50%	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	SO2.11	Percentage progress on the upgrade of the new Water Treatment Plant (WTP) chlorine and dosing works,	% Progress as per the annual project plan	All	0%	0%	0%-	0%	0%	100%	-	-



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#### Improved Service Delivery

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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
		such services in a sustainable manner		Ph 2 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	% 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 maintained to deliver such services in a sustainable manner	SO2.11	Percentage completion on the leak repairs and refurbishment of the west by-pass bulk water pipe line by 30 June 2025	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-

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#### 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 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%	-	-

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#### 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%	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%	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%	100%	-	-
Infrastructure and Services	Water Management/	All communities have access to basic services delivered at an acceptable and agreed	SO2.11	Percentage progress on the major refurbishment and	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-

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#### 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
	Water Distribution	upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		building works for the Old Water 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	SO2.11	Percentage progress on the update of the security at the Newton Reservoir Complex	% Progress as per annual project plan	All	0%	0%	0%	0%	0%	100%	-	-

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#### 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
		such services in a sustainable manner		(Mechanical) 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	Conduct a feasibility study on the waste water reuse by 30 June 2025	1 Feasibility Study	All	0	0	0	0	0	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	% 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%	-	-

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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	SO2.12	% 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%		
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	% completion of construction	22	90%	-	-	100%	90%	100%	-	-

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#### 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
		upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Ronald's Vlei by 30 June 2025										
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	SO2.16	Upgrade of the Hadison park substation	% upgrade	23, 24	-	-	-	50%		0%	-	-
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	SO2.18	99% water quality level achieved as per SANS 241	% water quality level achieved as per SANS 241 criteria annually	All	89,98%	98%	86,3%	99%	89,98%	99%	99%	99%

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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		annually 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	SO2.19	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%
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	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 m <sup>2</sup>	100 000 m <sup>2</sup>	123 000 m <sup>2</sup>	150 000 m <sup>2</sup>	150 000 m <sup>2</sup>	140 000 m <sup>2</sup>	250 000 m <sup>2</sup>	300 000 m <sup>2</sup>





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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
		such services in a sustainable manner		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	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 services in a sustainable manner	SO2.24	Replace 70W MV luminaires with 36W LED luminaires	Number of luminaires replaced	All	293	0	0	200	293	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	SO2.24	Replace 400W MV luminaires with 276W LED luminaires	Number of luminaires replaced	All	262	-	-	315	262	315	-	-

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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
		such 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	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 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	SO2.26	Percentage completion for the installation of electrical and mechanical components in Lerato Park Sewer pumpstation as	Percentage completion as per project plan	All	62,80%	100%	28,50%	100%	62,80%	0%	0%	0%

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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
		such services in a sustainable manner		per the project by 30 June 2024										
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 manner		% 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%

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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	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

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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	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	Upgrade electricity infrastructure (replace 2000 prepaid electricity meters) by 30 June 2025	Number of electricity meters replaced	All	0	-	-	2 000	0	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	SO2.39	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 /	All communities have access to basic services delivered at an acceptable and agreed	SO2.46	Percentage progress for the upgrading of storm water	Percentage progress on	SPM	0	0	0	0	0	100%	100%	100%

## CHAPTER 8

### 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
	Stormwater Management	upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		channels in various areas of Sol Plaatje municipal area by 30 June 2025	upgrading of storm water channels									
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 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	18	10	14	20	20	20



## 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	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

## 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
		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	Number of reports submitted	All	6	-	-	4	6	4	4	4

**Strategic Objective 3**

**Good, clean and transparent governance and public participation**

[illegible]

## CHAPTER 8

### 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%

## CHAPTER 8

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

## CHAPTER 8

### 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	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%

## CHAPTER 8

### 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
	/ Budget and 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%

## CHAPTER 8

### 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	Creditors Payment Period (Trade Creditors)	All	384	-	-	300	384	300	300	300



## CHAPTER 8

### 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
				Purchases/(Operating and Capital ) x365)										
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

[illegible]

## 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
		performance is regularly monitored.		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	-	-

## 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
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	0	1	0	1	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 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		Perform a post audit review of ICT frameworks,	ICT Frameworks, methodologies,	SPM	100%	0%	0%	100%	100%	0%	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
		required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		methodologies, policies, plans and strategies and update in accordance with recommendations made by the Auditor General	policies, plans and strategies updated as per audit action plan by the 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

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## CHAPTER 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
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	SO6.9	Number of road blocks conducted by 30 June 2025s	Number of roadblocks conducted	All	33	0	0	8	33	8	8	8
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

## CHAPTER 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
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	SO6.13	Conduct monthly inspections at non-food premises to ensure compliance to legislation by 30 June 2025	Number of inspections	All	1 122	0	0	1 200	1 122	1 200	1 200	1 200
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	Draft IWMP and municipal waste by-laws	All	0	0	0	0	0	1	0	0



## LIST OF ACRONYMS

<b>COGTA</b>	Department of Cooperative Governance and Traditional Affairs
<b>DOE</b>	Department of Energy
<b>DSD</b>	Department of Social Development
<b>DMF</b>	Disaster Management Framework
<b>DWS</b>	Department of Water and Sanitation
<b>EMT</b>	Executive Management Team
<b>EPWP</b>	Expanded Public Work Programme
<b>EPIP</b>	Environmental Protection Infrastructure Programme
<b>GBV</b>	Gender Based Violence
<b>GBVF</b>	Gender Based Violence and Femicide
<b>GVA</b>	Gross Value Added
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
<b>IDP</b>	Integrated Development Plan
<b>IEM</b>	Integrated Environmental Management
<b>IGR</b>	Intergovernmental Relations
<b>INEP</b>	Integrated National Electrification Programme
<b>ICT</b>	Information and Communication Technology
<b>IUDG</b>	Integrated Urban Development Grant
<b>LGBTQIA+</b>	Gay, Lesbian, Bisexual, Transgender, Queer, Intersex, and Asexual people collectively
<b>FBDM</b>	Frances Baard District Municipality
<b>NGO</b>	Non-governmental Organisation
<b>NUSP</b>	National Upgrading Support Programme
<b>MIG</b>	Municipal Infrastructure Grant
<b>MFMA</b>	Municipal Financial Management Act
<b>MTREF</b>	Medium-Term Revenue and Expenditure Framework
<b>PESTLE</b>	Political, Economic, Sociological, Technological, Legal and Environmental
<b>PM</b>	Performance Management
<b>PSDF</b>	Provincial Spatial Development Framework

## REFERENCES

<b>RBIG</b>	Regional Bulk Infrastructure Grant
<b>RDP/BNG</b>	Reconstruction and Development Programme/Breaking New Ground
<b>REDZ</b>	Renewable Energy Development Zone
<b>SASSA</b>	South African Social Security Agency
<b>SCM</b>	Supply Chain Management
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>SDF</b>	Spatial Development Framework
<b>SMME</b>	Small Medium Micro Enterprise
<b>SPELUM</b>	Spatial Planning and Land Use Management
<b>SPM</b>	Sol Plaatje Municipality
<b>WESSA</b>	Wildlife and Environment Society of South Africa
<b>WSIG</b>	Water Services Infrastructure Grant
<b>WWTW</b>	Wastewater Treatment Works

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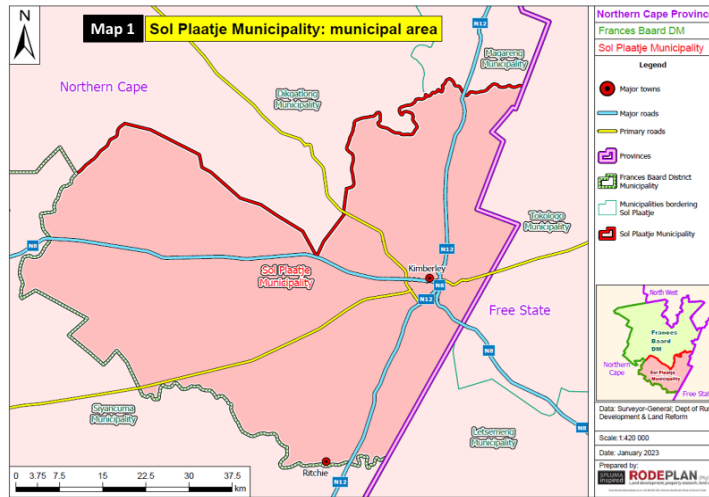
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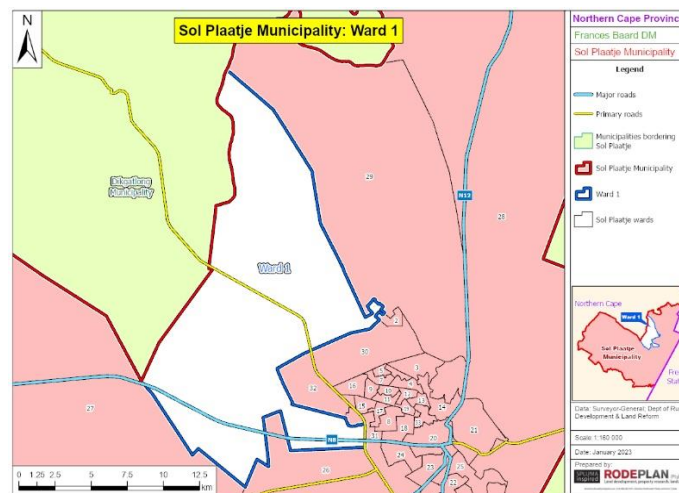
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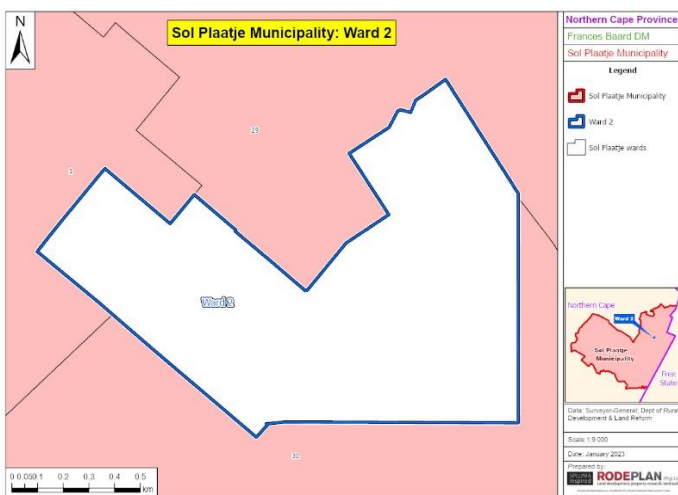
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Municipal Area Map

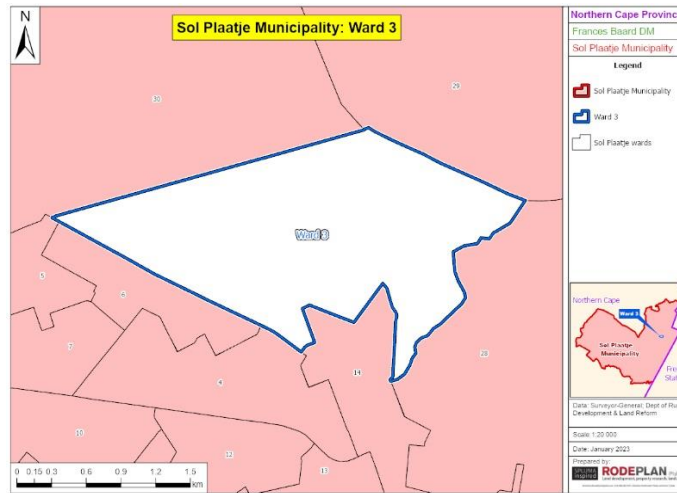


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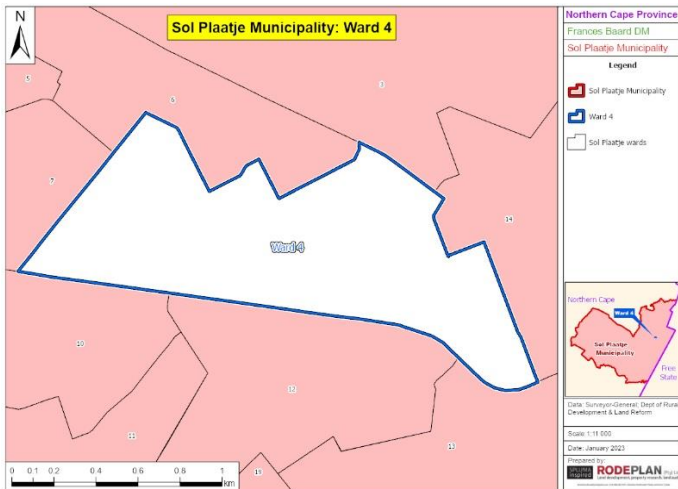


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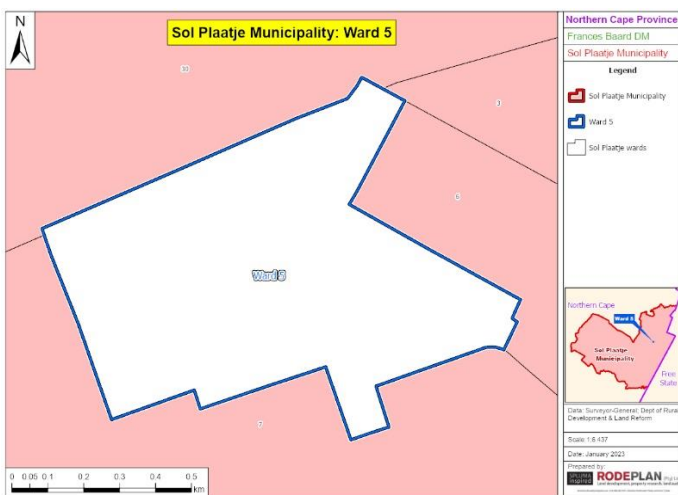
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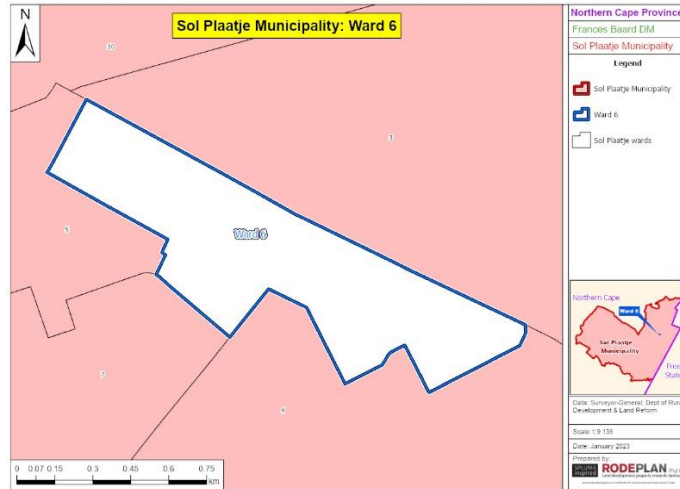
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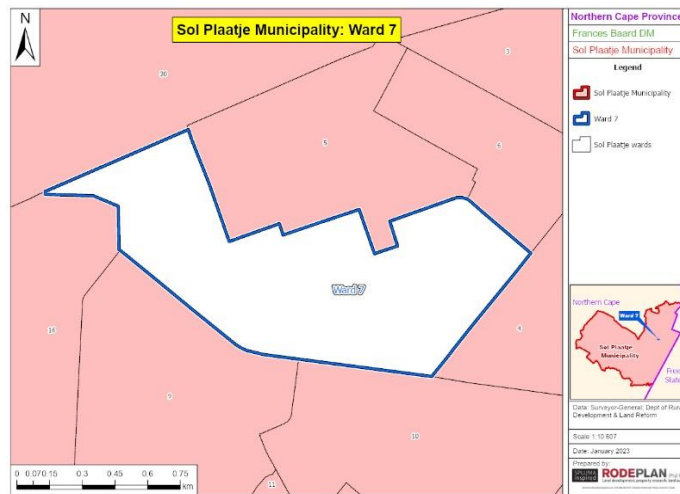
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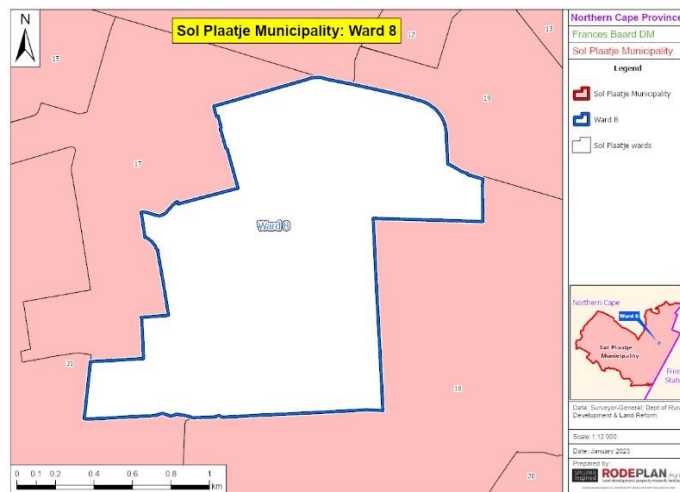
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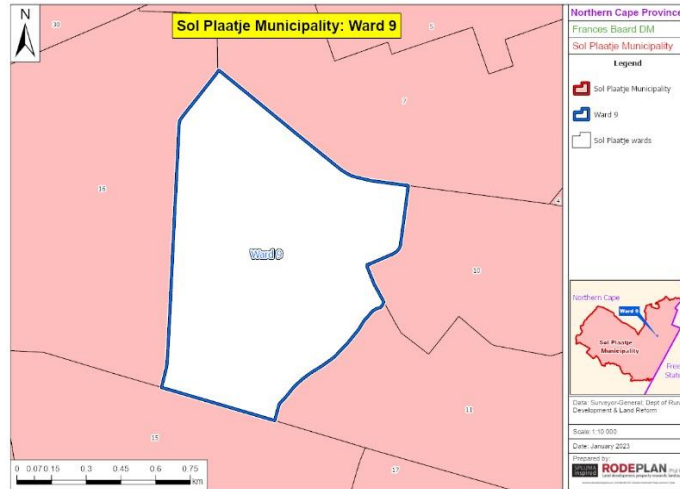


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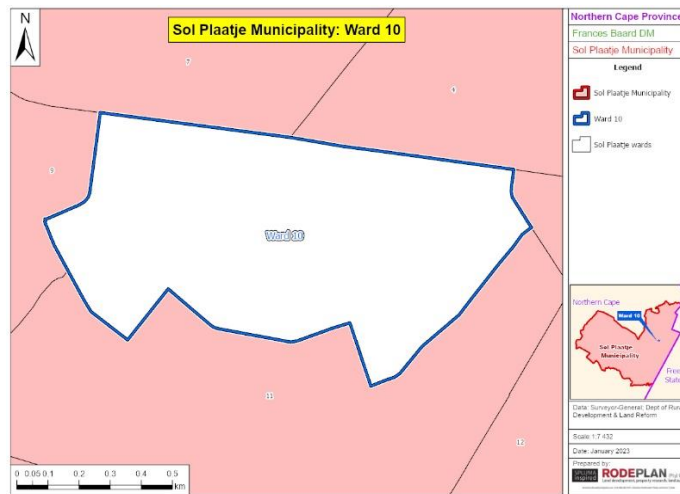


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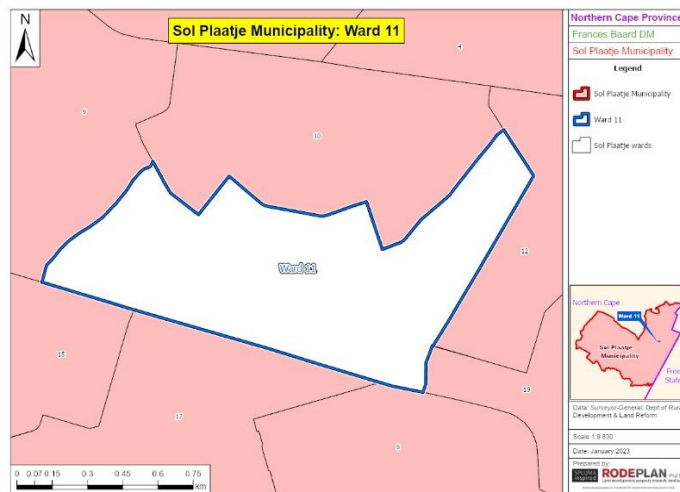
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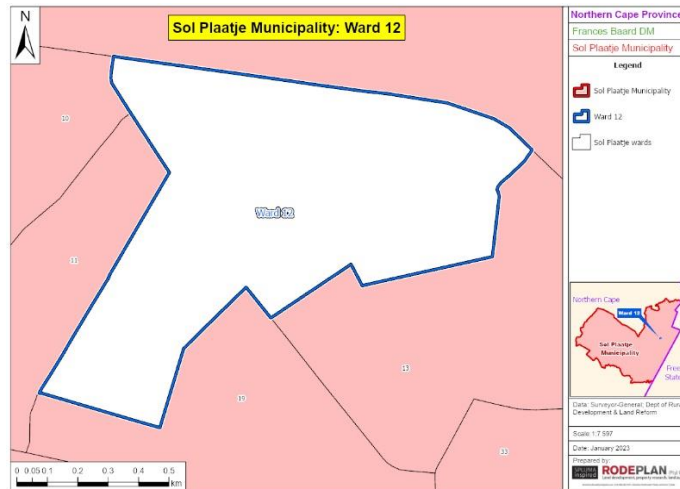


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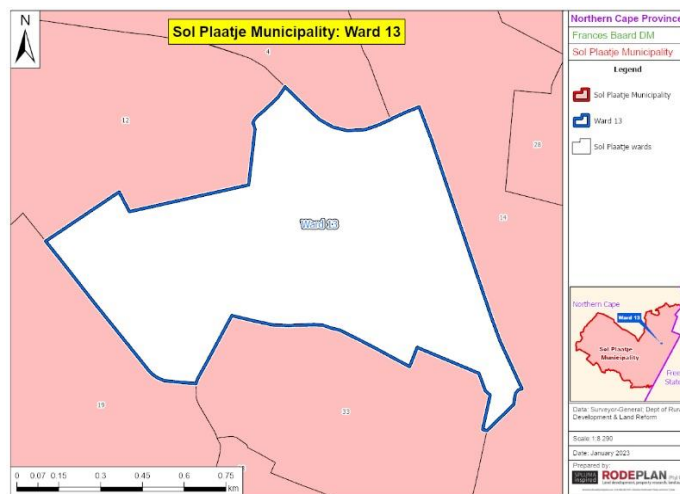


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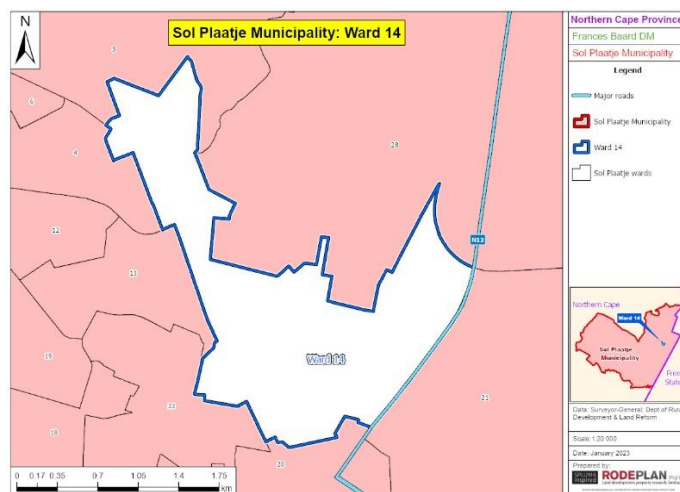
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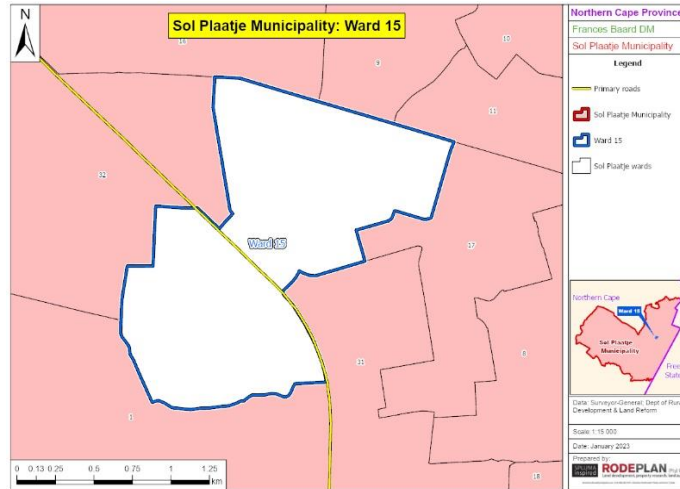


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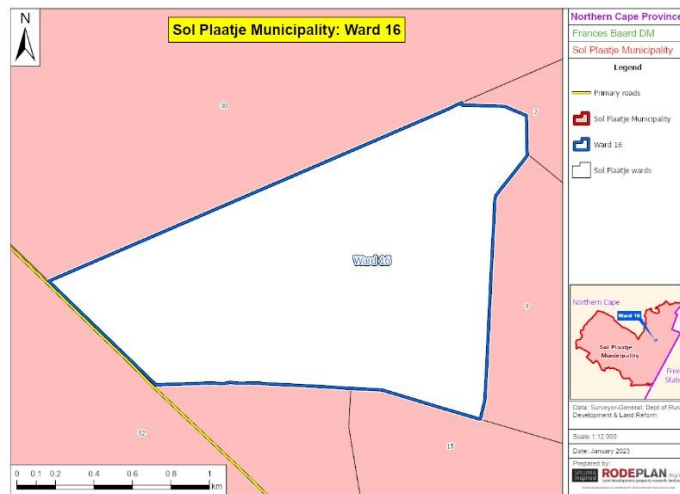


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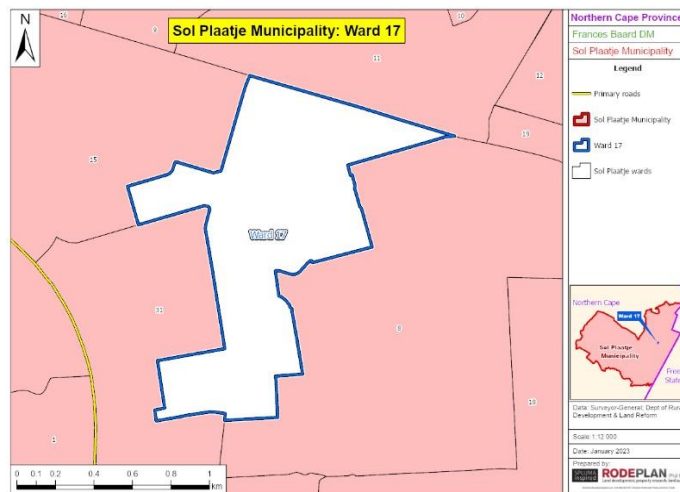
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Ward 15

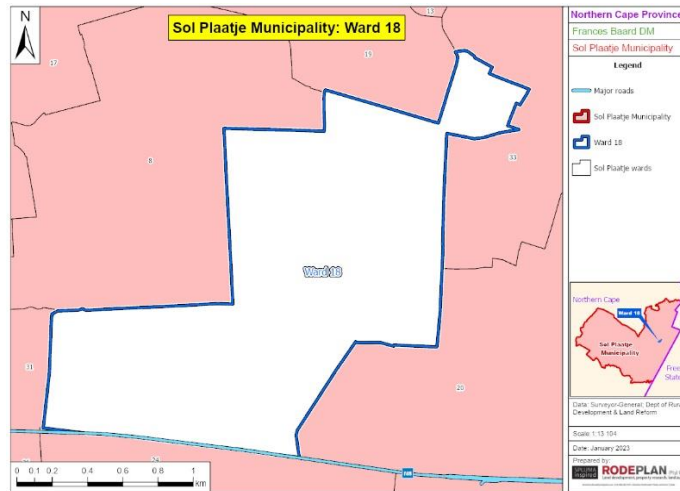


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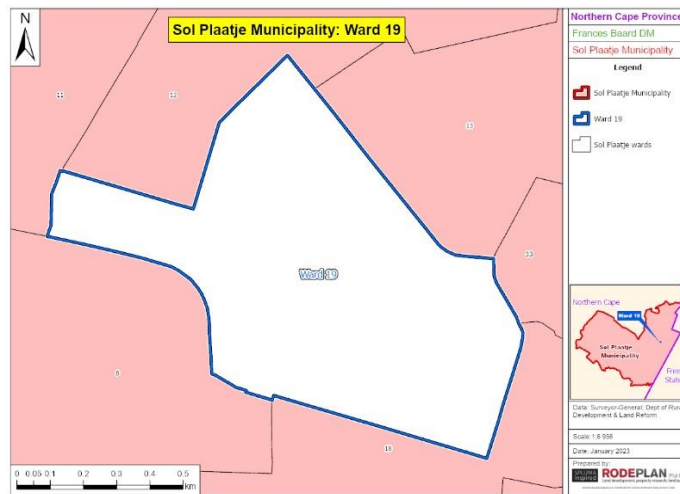


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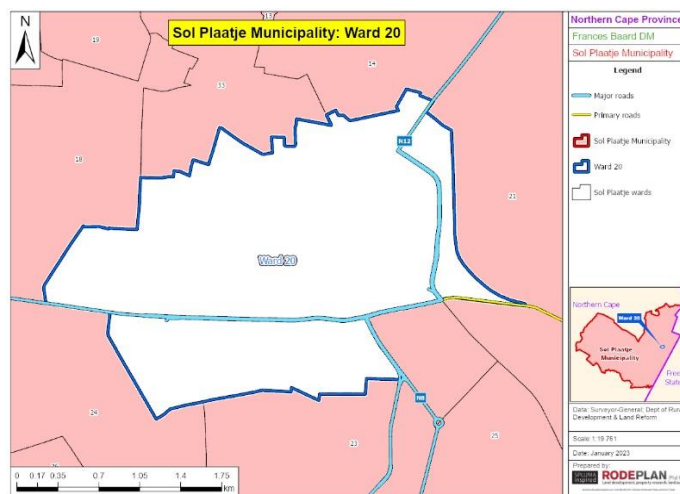
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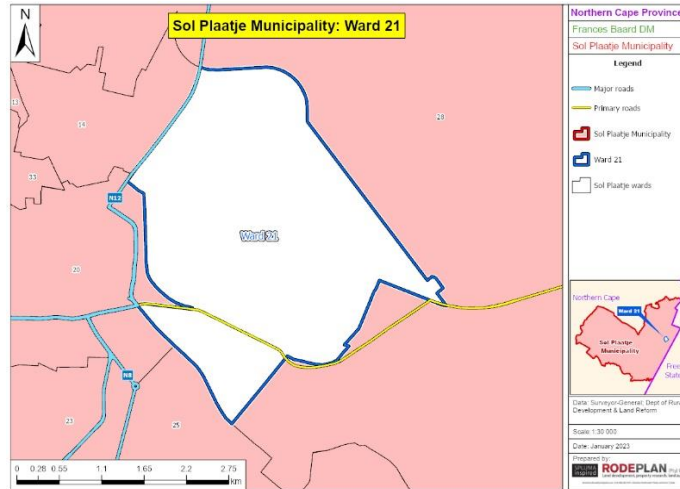


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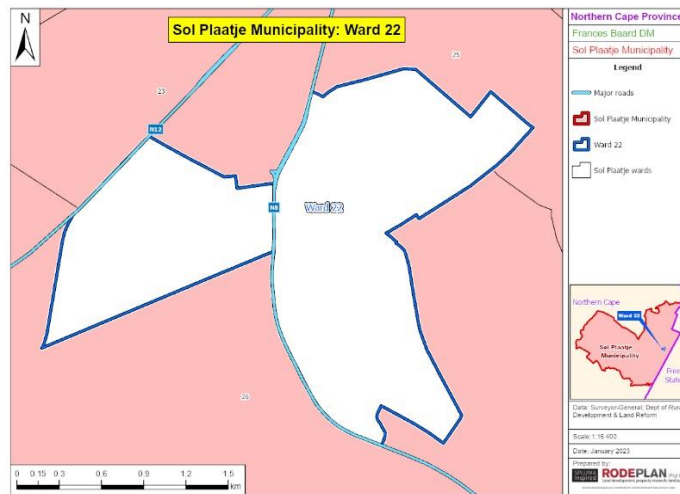


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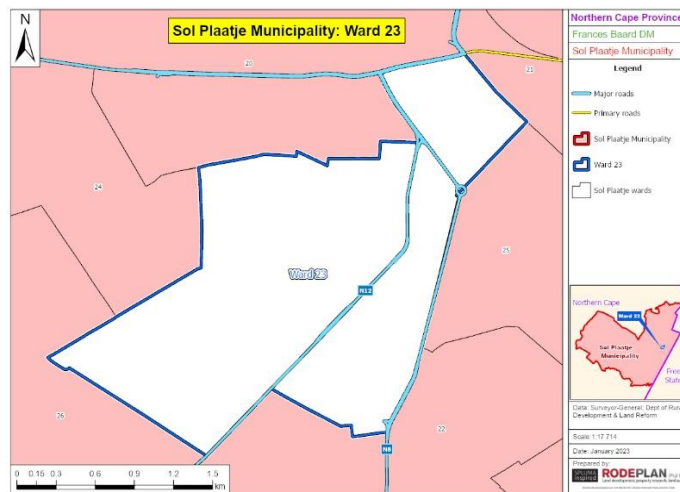
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Ward 21



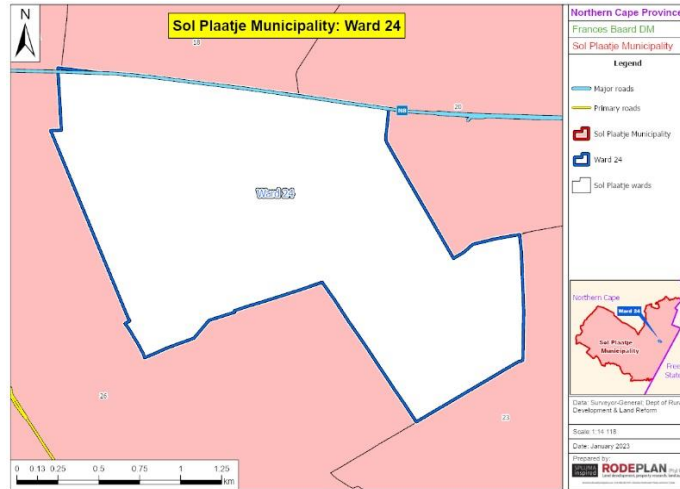
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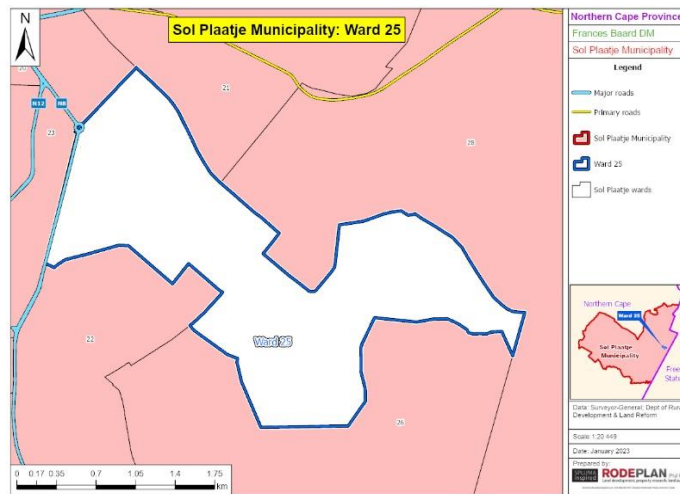
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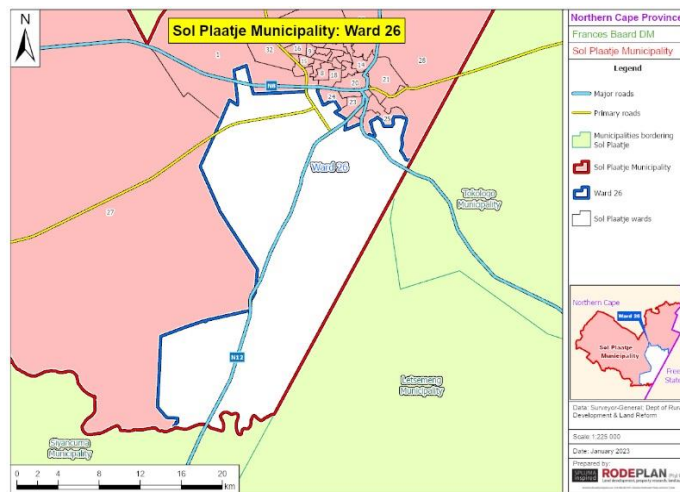
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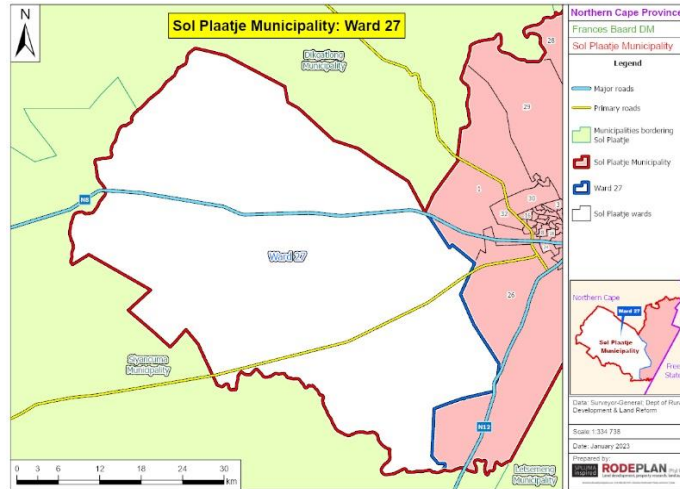


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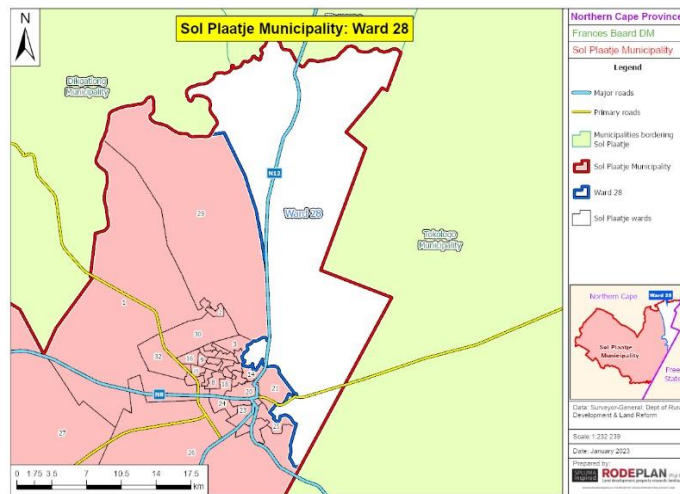


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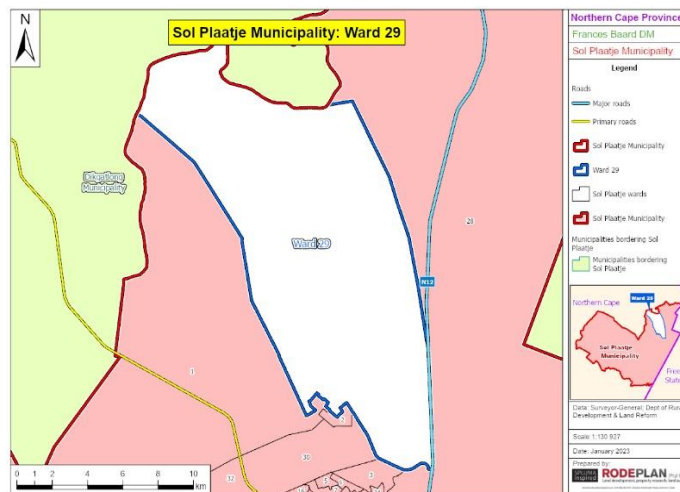
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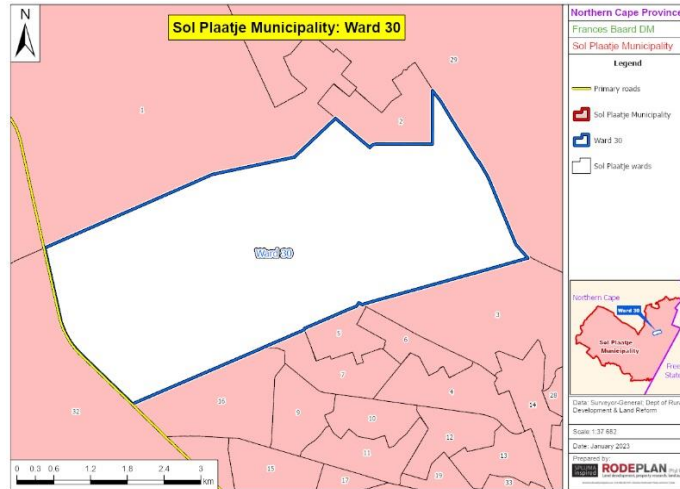
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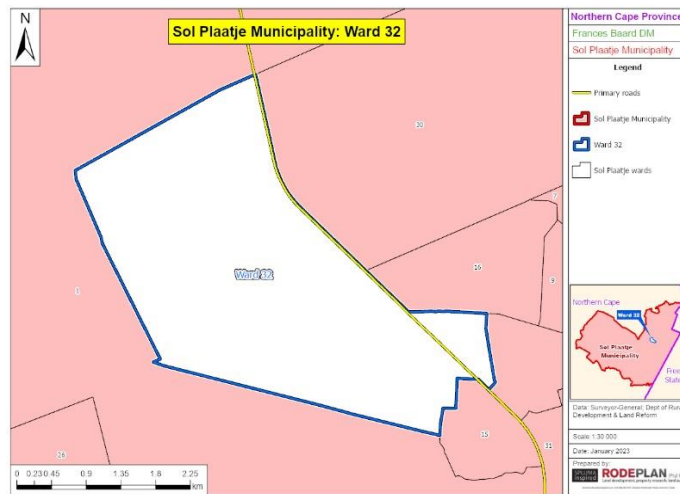
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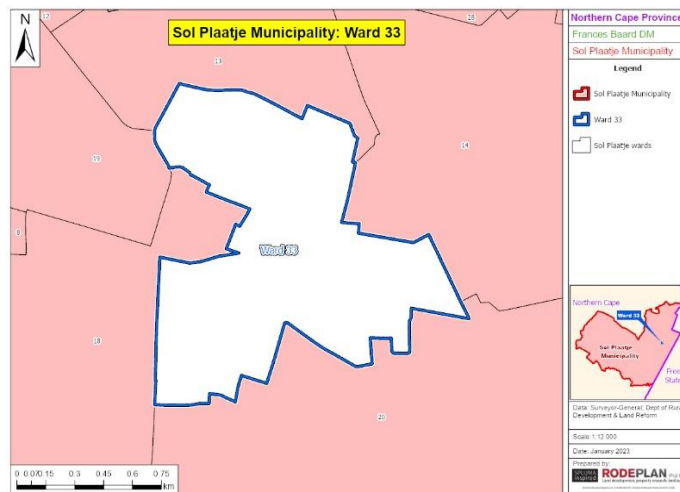
## ANNEXURE 2



Ward 31



Ward 32



Ward 33

# **SECTION 5:**

## **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (TO BE SUBMITTED TO THE MAYOR)**

**SECTION 6:**

**BUDGET  
RELATED  
POLICIES  
OVERVIEW  
AND  
AMENDMENTS**

## **SOL PLAATJE MUNICIPALITY**

### **ANNEXURE : BUDGET RELATED POLICIES**

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

#### Explanation numbers

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

# **SOL PLAATJE LOCAL MUNICIPALITY**



**Internal Audit Charter 2025/26**

**JULY 2025**

**Reviewed: 13 May 2025**

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## **1. INTRODUCTION**

In conformity with the commitment of Council to be fully accountable to all stakeholders of the Sol Plaatje Local Municipality (“SPM”/” Municipality”) and in accordance with the requirements of Section 165(1) of the Municipal Finance Management Act, no 56 of 2003 (MFMA) and the guidance articulated by National Treasury’s Circular 65 (Internal Audit and Audit Committee), an Internal Audit Function has been established.

This Internal Audit Charter represents the general authorization from the Municipal Manager and the Audit Committee to conduct a certain scope of work. The specific authorization to do the work is the Three Year Rolling Strategic Internal Audit Plan and the Annual Internal Audit Plan, which is approved by the Audit Committee.

The Municipality (i.e. collectively the Council, Executive Mayor, Municipal Manager (as Accounting Officer), Chief Financial Officer and Senior Management) is ultimately responsible for overseeing the establishment of effective systems of internal control to provide reasonable assurance that the Municipality’s financial and non-financial objectives are achieved. Executing this responsibility includes the establishment of an Internal Audit function in accordance with this document.

## **2. BACKGROUND**

An Audit Charter is a formal and official document setting out the purpose, authority and responsibility of internal audit. The Audit Charter is prepared in accordance with the recommendations of the Institute of Internal Auditors and has been prepared considering the recommendations of the King Report on Corporate Governance and National Treasury regulations and guidelines.

This Internal Audit Charter is crucial to strengthening the independence and objectivity of the internal audit function of the Municipality. Risk-based auditing is a central focus as espoused in the MFMA and enacted in the Internal Auditors' audit programs. The risk-based internal audits direct internal audit to address strategic, operational, financial and sustainability issues in the quest to deliver value to the municipality.

### **3. PURPOSE**

The purpose of this charter is to set out the nature, role, responsibilities and authority or mandate of the Internal Audit Function within the Municipality. The charter outlines the scope of the internal audit work and has the approval of the Audit Committee, the Municipal Manager and Senior Management. This charter will be reviewed annually.

### **4. MISSION**

The Internal Audit (IA) function will provide independent and objective assurance, advice, and insight to improve governance, risk management, and control processes within the municipality. This aligns with the 2025 Global Internal Audit Standards (effective January 9, 2025) to support public service and organizational excellence. To help the Municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

### **5. VISION**

Internal Audit will strive to be an efficient and effective service to the SPM's management and personnel, by adhering to or exceeding the Global Internal Audit Standards of the Institute of Internal Auditors (IIA) and the SPM's guidelines and policies.

### **6. MANDATE**

The mandate of the Internal Audit Unit is to assist the Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and the governance processes.

### **7. THE ROLE OF INTERNAL AUDIT**

The SPM Internal Audit function provides independent, objective assurance and consulting services designed to add value and improve the municipality's operations. SPM Internal Audit is responsible for assessing whether the department's risk management, control and governance processes, as designed and represented by management, are adequate and functioning to ensure:

- Risks are appropriately identified and managed;
- Interaction with various governance groups occurs as needed;



- Significant financial, managerial and operating information is accurate, reliable and timely;
- Employees comply with policies, standards, procedures and applicable laws and regulations;
- The department's resources are acquired economically, used efficiently and adequately developed;
- Programs, plans and objectives are achieved;
- Quality and continuous improvement are fostered in the department's control process;
- Significant legislative or regulatory issues impacting the organization are recognized and addressed appropriately.
- Corporate Governance processes are adequately managed.

Risk-based auditing is a central focus as espoused in the MFMA and enacted in the Internal Auditors' audit programs. The risk-based internal audits direct internal audit to address strategic, operational, financial and sustainability issues in the quest to deliver value to the municipality.

## **8. PROFESSIONAL STANDARDS**

The internal audit personnel shall adhere to the Code of Ethics and the Global Internal Audit Standards of the Institute of Internal Auditors (IIA). These documents are available on the IIA's website and should be read in conjunction with the internal audit charter.

Despite providing "guidance" and not mandatory requirement, where appropriate, the practice advisories will be complied with. In addition, the internal audit activity will adhere to the policies and procedure of Sol Plaatje Local Municipality and internal auditing activity's operating procedure manual.

## **9. ACCOUNTABILITY**

The Chief Audit Executive (CAE), in the discharge of his/her duties, shall be accountable to management and the Audit Committee (AC) to:

- Provide annually an assessment on the adequacy and effectiveness of the Municipality's processes for controlling its activities and managing its risks in the areas set forth in this charter;
- Report significant issues related to the processes for controlling the activities of the Municipality and its entities, including potential improvements to those processes, and provide information concerning such issues for further action by management;
- Provide information periodically on the status and results of the annual audit plan and the sufficiency of the department resources; and

- Coordinate with, and provide oversight, of other control and monitoring functions (risk management, compliance, security, legal, ethics, and external audit).

## 10. INDEPENDENCE AND OBJECTIVITY

To provide for the independence of the internal auditing unit, its personnel report to the CAE, who reports functionally to the Audit Committee and administratively to the Municipal Manager. This reporting relationship ensures departmental independence, promotes comprehensive audit coverage and assures adequate consideration of audit recommendations.

In all matters relating to the audit work, Internal Auditing and the individual auditors must be free from personal and external impairments to independence, be organisationally independent, and maintain an independent attitude and appearance.

The Internal Audit Unit will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair judgment.

Independence, in fact as well as appearance, is necessary. The credibility of the auditor might be impaired by the existence of circumstances, which may be reasonably perceived to influence independence.

The Internal Audit Unit will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. The Internal Audit Unit will make an unbiased assessment of all the relevant circumstances and not be duly influenced by their personal interest or by others in forming judgements.

***Such independence will be established by adhering to the following criteria:***

- The Internal Auditing function will be organisationally located outside the personnel or line management functions.
- Auditors should be sufficiently removed from political pressures to ensure they can conduct their audit objectively and can report their findings, opinions, and conclusions objectively without fear of repercussion.

- Internal auditors should avoid personal transactions or situations in which their personal interest will conflict or appear to conflict with the interest of SPM. All situations involving a conflict of interest should be disclosed in an annual conflict of interest statement.
- Internal auditors shall complete and sign annually a conflict of interest statement, which attests to their independence or describes areas where their independence may be impaired.
- Internal Auditors shall complete and sign an independence statement for each project to which they are assigned responsibility for performance of audit work. The completed independence statements of all audit team members will be filed in the general section of the audit work papers.
- Internal Auditors must refrain from assessing specific operations for which they were previously responsible. Objectivity is presumed to be impaired if an Internal Auditor provides assurance services for an activity for which the Internal Auditor had responsibility within the previous year.

## **11. AUTHORITY**

### **The Chief Audit Executive and personnel of the internal audit unit are authorized to:**

- Have unrestricted access to all functions, records, property, and personnel or any other information that may be deemed necessary to perform their duties.
- All information given to or obtained by the Internal Audit unit will be handled in a prudent manner.
- Have full and free access to the Municipal Manager, Audit Committee and External Auditors.
- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives.
- Obtain the necessary assistance of personnel in units of the Municipality where they perform audits, as well as other specialized services from within or outside the organization. Where external service providers are engaged, they shall be procured through the Supply Chain Management system of the Municipality.

### ***The Chief Audit Executive and personnel of the internal audit unit are not authorized to:***

- Perform any operational duties for the Municipality or its affiliates.
- Initiate or approve accounting transactions external to the internal auditing unit.
- Direct the activities of any Municipality employee not employed by the internal auditing unit, except to the extent such employees have been appropriately assigned to auditing teams or to otherwise assist the internal auditors.
- Internal audit is not responsible for any of the activities which they audit. Members of the Internal Audit unit will not assume responsibility for the operation or control of any procedures.

## **12. RESPONSIBILITIES OF INTERNAL AUDIT**

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the Municipality's governance, risk management, and internal controls, as well as the quality of performance in carrying out assigned responsibilities to achieve the Municipality's stated goals and objectives.

The Chief Audit Executive and personnel of the internal audit unit have a responsibility to:

- Conducting its work in accordance with the IIA Standards and Code of Ethics.
- Develop a three-year strategic and flexible annual audit plan using an appropriate risk based methodology, including any risks or control concerns identified by management, and submit that plan to the Audit Committee for review and approval as well as periodic updates.
- Implement the annual audit plan, as approved, including as appropriate any special tasks or projects requested by management and the Audit Committee.
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the Municipality.
- Providing special services as and when required by the Audit Committee.
- Maintain professional audit personnel with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this Charter.
- Issue periodic reports to the Audit Committee and management summarising results of audit activities.
- Establish a quality assurance program by which the CAE assures the operation of internal auditing activities.
- Keep the Audit Committee informed of emerging trends and successful practices in internal auditing.
- Assist in the investigation of significant suspected fraudulent activities within the Municipality and notify management and the Audit Committee of the results.
- Contribute to the improvements in corporate governance as set out in the King report on corporate governance.
- Consider the scope of work of the external auditors and regulators, as appropriate, for providing optimal audit coverage to the Municipality at a reasonable overall cost.

- The CAE is responsible for developing and presenting a budget and resource plan for the internal audit unit to the Audit Committee.
- Internal auditors shall apply the care and skill expected of a reasonably prudent and competent internal auditor. Due professional care does not imply infallibility.
- Internal auditors are expected to enhance their knowledge, skills, and other competencies through continuing professional development.
- The Internal Audit Unit may be asked to assess the adequacy and effectiveness of the combined assurance approach adopted by the Municipality. This assessment includes the completeness of risks covered by the different assurance providers and the reliability of the assurance provided.

### **13. PROFICIENCY**

Engagements shall be performed with proficiency and due professional care. Internal auditors must possess the knowledge, skills, and other competencies needed to perform their individual responsibilities.

The Internal Audit Unit collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities. Internal auditors are not expected to have the expertise of a person whose primary responsibility is detecting and investigating fraud but shall have enough knowledge to identify the indicators of fraud.

Internal auditors are not expected to have the expertise of an internal auditor whose primary responsibility is information technology auditing but shall have knowledge of key information technology risks and controls to enable them to perform their assigned work.

### **14. RELATIONSHIP WITH MANAGEMENT**

**Management of the municipality is responsible for the following:**

- Establishing and maintaining an adequate system of internal control;
- The prevention and detection of fraud and irregularities, including the compilation of a Fraud Prevention Plan;
- Participating in the annual risk assessment process to determine proposed areas of review by internal audit.

- Providing management comments to internal audit reports within a period not exceeding ten (10) working days upon presentation and implementing recommendations as considered appropriate. (Note that where management elects not to implement recommendations contained in internal audit reports all the risks associated therewith pass to management.)
- Reviewing internal audit reports and implementation of recommendations as considered appropriate. Internal audit may recommend standards of control for systems or may review procedures before they are implemented without impairing objectivity. However, designing and installing operational processes and drafting of procedures for systems are not audit functions as they impair audit objectivity;
- Proposing the areas of audit and investigation by internal audit;
- Ensuring that the Internal Audit Function has full support of line and support management and the Council; and
- Ensuring that internal audit has direct and unrestricted access to report to senior management, the Council and the Audit Committee.
- Cooperate and participate in the development of audit scope for every audit engagement.
- Provide all relevant documents and information in whichever form required by the internal auditors for performance of the audit engagement.
- Provide the necessary co-operation and assistance as mutually agreed upon during the audit engagement.
- Ensure timely resolution of matters reported on and implementation of audit recommendations.

## **15. ORGANIZATIONAL POSITION**

The Chief Audit Executive reports administratively to the Municipal Manager and functional to the Audit Committee.

## **16. REPORTING**

Internal audit will report the findings and outcomes to management and make recommendations on actions to be taken.

Internal Audit reports will normally be in writing. These details, unless otherwise requested by management, will be copied to the relevant line management, who will already have been made fully aware of the detail and whose co-operation in preparing the report will have been sought.

On a quarterly basis Internal Audit will submit an Executive Report to the Audit Committee which should highlight significant or unusual findings. Detailed reports could be made available to the Audit Committee on request.

### **Disputes by Management on the Factuality of Internal Audit Findings**

The internal auditor must engage the auditee with substantiated evidence of the audit finding. The auditee will then be afforded three (3) days to respond to the facts of the audit finding.

The internal auditor will assess the response and review the new evidence. An auditor's conclusion will then be submitted to the auditee. Should the audit dispute persist the final arbitrator will be the Audit Committee. This dispute will be submitted to the Audit Committee in writing by the auditee, stating merits and the nature of the dispute.

### **Reporting functionally to the Audit Committee includes:**

- Obtaining approval of the Internal Audit Charter.
- Obtaining approval of the audit coverage plan compiled on the basis of the outcomes of a Municipality's wide risk assessment.
- Presentation of activity reports regarding the results of internal audit activities and other matters concerning internal control, risk management and corporate governance.
- Presentation and discussion of confidential investigation reports.
- Communicating the existence, nature and extent of scope or budget limitations that may impede the ability of the Municipality's Internal Audit Department to perform its duties effectively.

### **Reporting administratively to the Municipal Manager involves:**

- Review and provide input on the proposed audit coverage plan before its submission to the Audit Committee.
- Review all fraud related audit reports and provide guidance on corrective action before submission to the Audit Committee.
- Approval of leave and other administrative matters for the Chief Audit Executive.
- Attending to all operational issues reported together with other members of Executive Management.
- Attending to human resources and financial budgets of the Municipality in accordance with the recommendations of the Audit Committee.

## **17. SCOPE OF WORK**

The scope of internal auditing encompasses the examination and evaluation of the adequacy and effectiveness of SPM corporate governance, risk management processes and system of internal control as well as the quality of performance in carrying out assigned responsibilities to achieve the Municipality's stated goals and objectives which include, but not limited to:

- Reviewing the reliability and integrity of financial and operational information and the means used to identify measure, classify, and report such information.
- Reviewing the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations that could have significant impact on operations and reports, and determining whether the Municipality complies.
- Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- Reviewing established systems of internal control to ascertain whether they are functioning as designed.
- Reviewing and appraising if resources are being employed in an economical and efficient manner by the municipality.
- Reviewing specific programs or initiatives to ascertain whether results are consistent with established objectives and goals and whether the programs or initiatives are being carried out as planned.

## **18. AUDIT PLANNING**

Annually the CAE shall submit to senior management and the Audit Committee a summary of the audit work schedule, staffing plan and budget for the following fiscal year. The audit work schedule should be developed according to a prioritization of the audit universe using a risk-based methodology. Any significant deviations from the formally approved work schedule shall be communicated to senior management and the Audit Committee through quarterly activity reports.

## **19. NATURE OF SERVICES OFFERED BY INTERNAL AUDIT**

Internal Audit's primary activity in fulfilling its mission will provide services that can broadly be classified into the following different categories:

### **Assurance Services**



An objective examination of evidence to provide an independent assessment on governance, risk management, and control processes for the Municipality.

Risk based planning means finding the correct balance of risk based versus cyclical based audits.

The balance depends on the maturity of the organisation's systems and processes, the extent to which policies and procedures are entrenched and complied with, and the strength of the wider control environment.

Best practice is that the Internal Audit Activity (IAA) spends most of its time on risk-based audits, and the rest on cyclical based audits, follow- up audits and ad hoc audits.

Internal audit work will normally include but is not restricted to:

- Reviewing the systems established by management to ensure compliance with those policies, plans, procedures, laws and regulations which could have a significant impact on operations, and determining whether the Directorate complies.
- Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of assets;
- Reviewing operations or programmes to ascertain whether results are consistent with established objectives and goals and whether the operations or programmes are being carried out as planned.
- Reviewing the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information.

### **Compliance and regularity Audit**

Compliance auditing is performed after the internal controls have been evaluated and is defined as a test of controls. The overall objective of this is to express an opinion - i.e. satisfactory, needs improvement, or unsatisfactory on the achievement of the control objectives of each significant system.

- Auditing of financial transactions which includes the evaluation of compliance with applicable laws, regulations, policies and instructions.
- Audit of the policy and propriety of administrative decisions taken within the directorate; and
- Reporting of any other matter arising from or relating to the audit that the auditor considers should be disclosed.

Internal Audit is aimed at promoting efficient, economical and effective management processes and evaluating the soundness, adequacy and effectiveness of internal controls by:

- appraising the effective conduct of Directorate operations;
- reviewing the reliability and integrity of financial, operating and management information;
- ascertaining the extent to which assets and departmental interests are being properly controlled and safeguarded from losses of any kind;
- appraising the economy and efficiency with which financial, human and other resources are employed and
- monitoring the accomplishment of established objectives and goals for programmes.

### **Performance Auditing**

The promotion of economy, efficiency and effectiveness depends on adequate overall management arrangements for planning, budgeting, authorisation, control and evaluation of the use of resources. Executive Directors are responsible for the implementation and functioning of overall management arrangements. The responsibility of a performance audit is to confirm independently that these measures do exist and are effective, and to report to Management and the Audit Committee on these issues. During an investigation into overall management arrangements in a Directorate the following will receive attention:

- systems planning, budgeting, authorisation, control and evaluation in respect of revenue, expenditure and the allocation of resources;
- the effect of decisions beyond the control of the Directorate which have had an adverse influence on the Directorate;
- measures ensuring the proper management of all the resources of the Directorate;
- measures developed to derive benefit from economies of scale of expertise, especially in the provision of goods and services;
- specific steps aimed at improving the economy, efficiency and effectiveness of the activities of the Directorate;
- proper assignment of responsibilities, powers and accountability;
- measures to monitor results against predetermined objectives, to ensure that unacceptable performance is corrected timeously;
- whether policy objectives were set and policy decisions taken with the necessary authority;
- the extent to which policy objectives were set and decisions taken based on adequate, appropriate, reliable financial and other information and whether the critical underlying assumptions have been disclosed;

- if satisfactory arrangements for the consideration of alternative possibilities were made;
- whether established policy goals and objectives as well as decisions on the implementation of policy are clearly defined and in line with the priorities of the Council, and whether they were taken with proper authority at the appropriate level;
- whether conflict exists between the various policy goals or objectives, or between the methods chosen to implement them;

### **Cyclical Audits**

Internal audit may decide to focus its attention on certain medium to lower risk areas, to achieve general and specific improvements or culture. These cyclical audits are normally conducted on a yearly basis with the aim of monitoring and maintaining a sound internal control environment. This also includes legislated and follow up audits.

### **Investigations**

Special investigations requested by the Municipal Manager may be undertaken with the approval of the Municipal Manager and the Audit Committee.

### **Ad hoc request**

Internal audit may consider ad-hoc requests from management; however, such requests must be approved by the Audit Committee. Before accepting these requests, the CAE will assess the requests against the planned audits and prioritise the requests based on how much value can be added, prior to deciding whether or not to accept the requests.

### **Computer/Information Technology Reviews**

As part of its function, internal audit will conduct Information and Communication Technology (ICT) audits to evaluate the effectiveness and adequacy of the Municipality's ICT controls. These audits will be conducted in accordance with the Global Internal Audit Standards issued by the IIA.

Internal audit will evaluate the Municipality's ICT governance process, including its alignment with the Municipality's strategies and objectives. This evaluation will help to ensure that the Municipality's ICT governance process is effective and contributes to the achievement of its objectives.

The internal audit activity will also review the adequacy of the Municipality's ICT controls, including general ICT controls, such as access controls, change management controls, and backup and recovery

controls. This review will help to ensure that these controls are effective in mitigating risks to the achievement of the Municipality's objectives.

Furthermore, internal audit will evaluate the reliability and integrity of information and the means used to identify, measure, classify, and report information. This evaluation will help to ensure that the information provided to the Municipality's management is reliable and accurate.

Lastly, internal audit will evaluate the effectiveness and efficiency of information technology operations, including the management of information technology resources. This evaluation will help to ensure that the Municipality's information technology operations are effective, efficient, and contribute to the achievement of its objectives.

Overall, the ICT audits conducted by internal audit will help to ensure that the Municipality's ICT controls are effective in mitigating risks to the achievement of its objectives and that its information technology operations are effective, efficient, and contribute to the achievement of its objectives.

### **Consulting engagement**

Consulting services focuses on assisting management in problem solving activities and achieving the Municipality's objectives; and add value to line and senior management.

Advisory and related client service activities, the nature and scope of which are agreed with the client, are intended to add value and improve an organization's governance, risk management, and control processes without the internal auditor assuming management responsibility.

The range of services, beyond internal audits assurance services, are provided to assist management in meeting its objectives. Examples include facilitation, process design, training and advisory services.

## Types of Consulting Engagements

The types of consulting work include the following:

- **Formal consulting engagements:** those that are planned and subject to written agreement
- **Informal consulting engagements:** routine activities such as participation on standing committees, limited-life audit projects, ad-hoc meetings and routine information exchange.
- **Special consulting engagements:** participation on dedicated teams such as system conversion team, ICT committees.
- **Emergency consulting engagements:** involve participation on a team established for recovery or maintenance of operation after a disaster or other extraordinary business event, or a team assembled to supply temporary help to meet a special request or unusual deadline.

## Acceptance of consulting engagements

The following process is adopted for accepting consulting engagements:

- Some consulting engagements are specifically identified in the approved internal audit plan;
- Other consulting engagements are initiated by managers communicating directly with the CAE as activities happen within the Municipality;
- The CAE will request Audit Committee's approval for the consulting engagements that significantly affect the approved internal audit's annual plan;
- The CAE will consider the impact of independence and objectivity on the IAA before accepting consulting engagements;
- The CAE will consider whether internal audit team has requisite skills, knowledge, time and competencies to perform the proposed consulting engagement;
- The CAE will consider the risks associated with the proposed consulting engagements.

## Follow ups

The CAE will establish procedures to include:

- An evaluation of management responses
- Verification of the responses; and
- A follow up engagement

Observations and recommendations requiring immediate action will be monitored by the IAA until corrected. The IAA will ensure that actions taken by management addresses the identified deficiencies.

Follow up audits will be incorporated in the annual audit plan. Follow up entail verification of implementation of management actions.

### **Fraud Limitation**

The identification and prevention of fraud is clearly a management responsibility. Internal audit is well qualified to assist management to identify the main indicators of fraud risks facing the Directorates and could assist management in designing appropriate controls to minimise the risks.

Failure by management to adhere to internal audit timeframes, and/or a scope limitation by management, must be reported, in writing to the Municipal Manager and to the Audit Committee.

The question of whether an action from management in fact constitutes a scope limitation is at the judgment of the Internal Auditor.

Except in cases of suspected fraud, the Municipal Manager and the Audit Committee may decide to accept a limitation of scope.

In such instances, the Internal Auditor should evaluate from time to time whether the circumstances surrounding the scope limitation are still valid and whether the scope limitation needs to be reported again to the Municipal Manager and the Audit Committee for their renewed consideration.

## **20. CODE OF ETHICS**

Internal Audit personnel has a responsibility to conduct themselves so that their integrity, objectivity, confidentiality, and competency are not open to question. The standards of professional behaviour are based upon the Code of Ethics issued by the Institute of Internal Auditors. Internal auditors will:

- Exercise honesty, objectivity, and diligence in the performance of their duties and responsibilities.
- Exhibit loyalty in all matters pertaining to the affairs of the municipality and not knowingly be a party to any illegal or improper activity.
- Refrain from performing any activity which may be in conflict with the interest of the municipality or which would prejudice their ability to objectively carry out their duties.
- Decline to accept anything that may impair or be presumed to impair their professional judgement.

- Be prudent in the use of information acquired in the course of their duties and not use confidential information for any personal gain or in a manner that knowingly would be detrimental to the welfare of the municipality.
- Use reasonable care to obtain sufficient, factual evidence to support the conclusions drawn and, in reporting, reveal such material facts known to them which, if not revealed, could distort the report of the results of operations under review or conceal an unlawful practice.
- Engage only in those projects which they have the necessary knowledge, skill, and experience.
- Continue to strive for improvement in the proficiency and effectiveness of their service.

## **21. RECOGNISING MANDATORY GUIDANCE OF GLOBAL INTERNAL AUDIT STANDARDS**

The Internal Audit unit will govern itself by adherence to the Institute of Internal Auditors' mandatory guidance including the definition of Internal Auditing, the Code of Ethics, the Core Principles and the Global Internal Audit Standards of Internal Auditing (Standards). This mandatory guidance constitutes principles of the fundamental requirements for the Global Internal Audit Standards and for evaluating the effectiveness of the IAA's performance." The Chief Audit Executive will report periodically to senior management and the Audit Committee regarding the internal audit activity's conformance to the Code of Ethics and the Standards.

## **22. LIAISON WITH EXTERNAL AUDITORS AND OTHER ASSURANCE PROVIDERS**

Internal audit will meet periodically with the external auditors to ensure:

- Internal and external audit activities are properly co-ordinated and planned;
- Audit work is not duplicated and full coverage is maintained;
- External audit can rely on the work carried out by internal audit;
- Access to each other's audit programmes, working papers and other documentation; and
- Exchange of audit reports and management letters.
- Sharing information of perceived risk areas.

## **23. PERIODIC ASSESSMENTS**

The CAE should periodically assess whether the purpose, authority and responsibility, as identified in this charter, continue to be adequate to enable the internal audit activity to accomplish its objectives.

The result of this periodic assessment should be communicated to senior management and the Audit Committee.

## **24. ASSESSMENT OF EFFECTIVENESS OF THE INTERNAL AUDIT FUNCTION**

The Audit Committee should annually assess the effectiveness of the internal audit function against the following criteria:

- Achievement of the annual internal audit plan;
- Compliance with IIA's professional standards inclusive of quality assurance assessments on the level of compliance achieved;
- Achievement of reporting protocols through management to the Audit Committee;
- Timeliness of reporting of findings and activities;
- Responsiveness to changing business/operational environment;
- Management's acceptance of the internal audit findings;
- Quality and relevance of the annual assessment reports;
- Level of cooperation and interaction with other assurance providers within the agreed combined assurance approach;
- Maintenance of adequate staffing/sourcing levels to achieve the required to meet the requirements of this charter;
- Meeting the budget allocated to internal audit; and
- Follow up of audit findings reported requiring action in order to rectify where necessary.

## **25. CORE PRINCIPLES FOR THE GLOBAL INTERNAL AUDIT STANDARDS**

The Core Principles, taken as a whole, articulate internal audit effectiveness. For an internal audit function to be considered effective, all Principles should be present and operating effectively.

Formally documented process has been established on how the core principles will be adhered to. The process forms part of the Quality Assurance and Improvement plan as clearly documented in the Audit manual.



## 26. REVIEW PERIOD

This charter will be reviewed on an annual basis and submitted to the Audit Committee for approval if significant changes have been made to the charter. This charter may also be reviewed or amended if specific circumstances exist which necessitates such changes or amendments.

## 27. CONCLUSION

It is management's responsibility to maintain the internal control system and to ensure that resources are properly applied in the manner and to the activities intended. This includes responsibility for the prevention and detection of fraud and other illegal acts.

## 28. APPROVAL

**Recommended by:** Ms. Karin De Klerk

**Chief Audit Executive**

_____	_____
Signature	Date

**Approved by:** Ms. Letlhogonolo Rapodile

**Chairperson: Audit Committee**

_____	_____
Signature	Date

**Accepted By:** Mr. BS Matlala

**Municipal Manager**

_____	_____
Signature	Date

# **SOL PLAATJE LOCAL MUNICIPALITY**



## **Audit Committee Charter 2025/26**

**JULY 2025**

**Reviewed: 13 May 2025**

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## **1. INTRODUCTION**

The Municipal Finance Management Act (2003) (MFMA) requires Management to ensure that the Municipality has and maintains an effective, efficient and transparent system of financial, risk management and internal control. The implementation of controls and information systems is essential to the effective discharge of management's responsibilities.

As part of Management's plans to fulfil the obligations to demonstrate greater accountability and ensuring a higher quality of service, the Municipality established an Audit Committee in terms of section 166 of the MFMA No.56 of 2003.

The audit committee plays an important role in providing oversight of the municipality's governance, risk management, and internal control practises. This oversight mechanism also serves to provide confidence in the integrity of these practices. The audit committee performs its roles by providing independent oversight to the governing body e.g. Council.

## **2. PURPOSE**

The purpose of the audit committee is to provide a structured, systematic oversight of the municipality's governance, risk management and control practices. The committee assist the Council and management by providing advice and guidance on the adequacy of the municipality's initiatives for:

- Values and ethics;
- Governance structures;
- Risk management and
- Controls

To assist management in fulfilling its oversight responsibilities for:

- The integrity of the municipality's financial statements;
- The municipality's compliance with legal and regulatory requirements and the code of conduct; and
- The performance of the municipality's internal audit function and external auditors.

The Committee must comply with its responsibilities arising from section 166 of the MFMA.

This charter sets out the specific responsibilities delegated by Core Management to the Committee and details the manner in which the Committee operates.

### **3. MANDATE AND AUTHORITY**

The broad objectives of the Audit Committee are the following: -

- The Audit Committee is advisory in nature and does not have any executive powers.
- The Audit Committee will consider matters relating to management and the Council in the discharge of its duties to safeguard assets, operate adequate systems and controls, and prepare annual financial statements, and on matters relating to performance management and performance evaluation.

The Audit Committee will not perform any management functions or assume any management responsibilities as this could prejudice its objectivity. It will make recommendations to the Council in respect of the activities which form part of its terms of reference / responsibilities (*as set out below*).

The Committee is hereby authorised to perform the function as described in this charter. In carrying out this mandate, the Committee is authorised to have full, free and unrestricted access to all the Municipality's activities, records, property and personnel, as well as to the Mayor and the Accounting Officer.

Council authorises the Committee within the scope of its responsibilities to:

- Seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee;
- Obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary. Any such appointments should be made subject to the approval of the Accounting Officer and Supply Chain Management procedures; and
- Resolve any disagreements between management and the external auditors regarding financial reporting.
- Request the attendance of any executive or official; at Committee meetings;
- Conduct meetings with External Auditors (Auditor-General) and Internal Auditors as deemed necessary;

## **4. RESPONSIBILITIES**

### **4.1. Management, Internal Control and Annual Financial Statements**

The Committee plays an oversight role to ensure Management of the Municipality is carrying out its responsibilities in terms of the MFMA. The following, amongst others, would be expected from the Committee:

- Consider the effectiveness of the Municipality's internal control system, including information technology security and control;
- Consider the effectiveness of the Municipality's risk management and corporate governance process;
- Understand the scope of internal and external auditor's review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with Management's responses;
- Review the content, quality, adequacy, reliability and accuracy of the financial information (i.e. quarterly reports) provided by Management and provided to other users of such information;
- Review any accounting and auditing concerns identified as a result of internal and external audits performed;
- Review and discuss with the Accounting Officer the audited annual financial statements to be included in the annual report;
- Review the Auditor-General management letter and management response;
- Instil the necessary respect for internal control within the Municipality and shall emphasize the importance of an effective control structure to them;
- Review changes in accounting policies and practises;
- Review significant adjustments resulting from the audit;
- Evaluate the financial statements;
- Understand how management develops interim financial information and the nature and extent of internal and external auditors' involvement; and
- Review litigations, and other issues of major adjustments processed at year-end.

#### **4.2. The Internal Audit Activity (IAA)**

- Review with Management and the Chief Audit Executive the charters, plans, activities, staffing, and organisational structure of the internal audit function;
- Ensure there are no unjustified restrictions or limitations, and review and concur in the appointment, assessment and /or dismissal of the Chief Audit Executive;
- Review the effectiveness of the Internal Audit Function, including compliance with the Institute of Internal Auditors' Global Internal Audit Standards; and ensure that the internal audit activity is subject to an independent quality assurance as and when the committee determines it appropriate;
- Recommend the use of technology to improve the audit coverage and efficiency and
- On a regular basis, meet separately with the Chief Audit Executive to discuss any matter that the Committee or internal audit believes should be discussed privately.

#### **4.3. External Audit performed by the Auditor – General**

- Review and evaluate the efficiency and effectiveness of the External Auditors in relation to their responsibilities;
- Ensure that there are no restrictions or limitations placed on the auditors;
- Review of the plan and scope of External Audit with regard to the critical risk areas and the sufficiency of audit coverage and procedures, including co-ordination with the IAA;
- Review of audit results, quality and contents of financial information and the action plans of Management;
- Review and confirm the independence of the External Auditors by reviewing the non-audit services provided and the auditor's assertion of their independence in accordance with Professional Standards;
- Consider significant disagreements between the External Auditors and Management;
- Consider material unresolved accounting and auditing problems;
- Review the External Auditor's fee arrangements; and
- Ensure direct access by the External Auditors to the Committee or Chairperson of the Committee and the Accounting Officer.

#### **4.4. Responsibilities relating to compliance and ethics**

##### **Values and ethics**

To obtain reasonable assurance with respect to the municipality's values and ethics practices, the audit committee will:

- Review and assess the policies, procedures and practices established by the governing body to monitor conformance with its code of conduct and ethical policies by all managers and personnel of the municipality;
- Provide oversight of the mechanisms established by management to establish and maintain high ethical standards for all managers and personnel of the municipality
- Review and provide advice on the systems and practices established by management to monitor compliance with laws, regulation, policies, and standards of ethical conduct and identify and deal with any legal or ethical violations.
- Review the effectiveness of the system for monitoring the compliance with laws and regulations and the results of Management's investigations and follow up for any instances of non-compliance;
- Ensure that a code of conduct is formalised in writing and to monitor management communication of the code to all employees, and monitor the compliance therewith; and
- Obtain regular updates from Management and legal counsel regarding compliance matters.

#### **4.5. Responsibilities relating to reporting**

The chairperson of the audit committee will report on a bi-annual basis, or more frequently if required, to the municipal council on the operations of the internal audit unit and the audit committee. The report should include:

- A summary of the work performed by the internal audit and the audit committee against the annual work plan;
- Effectiveness of internal controls and additional measures that must be implemented to address identified risks;
- A summary of key issues dealt with, such as significant internal and external audit findings, recommendations and updated status thereof;
- Progress with any investigations and their outcomes;
- Details of meetings and the number of meetings attended by each member; and
- Other matters requested of the internal audit and audit committee.



The audit committee shall prepare a report annually which will be incorporated into the municipality's annual report:

- Describing the functions performed by the audit committee and meetings attended;
- Resolutions taken by council and implementation status of recommendations made; and
- Other relevant comments that may enhance governance and accountability.

The chairperson of the audit committee must submit a copy of its report at least annually, or at other intervals, to the Municipal Public Accounts Committee (MPAC), for consideration during the MPAC engagements on the oversight report. The chairperson of the audit committee must always be available whenever MPAC needs clarity on the report of the audit committee.

Therefore, the roles and responsibilities and outputs of the internal auditor and audit committee assist to inform the work of the MPAC and oversight structures.

#### **4.6. Responsibility relating to Performance management and reporting**

- Ensure that the Performance Management System (PMS) is implemented in accordance with the relevant legislation and monitor the performance objectives as set out in the approved PMS policy;
- Review the performance measurement quarterly reports submitted to it by the Internal Audit in terms of Regulation 14 (1)(c)(ii) of the Local Government: Municipal Planning and Performance Management Regulations; and shall engage departments to provide improvement plans for sub-standard performance. Make recommendations in this regard to the municipal council;
- Review the process for monitoring the attainment of specific goals and objectives developed by management in the Integrated Development Plan (IDP) / strategic operational plans;
- Review annual performance report of the Municipality prior to submission to the Office of the Auditor General;
- Commission in-depth performance investigations where there is either continued poor performance and/or, a lack of reliability in the information provided;
- Evaluate the adequacy, efficiency and effectiveness of the performance management process;
- Ensure that Management reports on the attainment of specific goals and objective/strategic plans;

- Conduct follow-up activities and monitor how Management has addressed and adhered to the internal and external audit findings;
- In discharging its responsibilities under these terms of reference, the Audit Committee will have due regard to the principles of good governance and financial management as contained in the MFMA and Treasury Regulations, as amended and to the principles of governance and code of best practice as contained in the King Report on Corporate Governance for South Africa 2016 (King IV) and
- At least twice during a financial year submit an audit committee report with regards to performance to the municipal council concerned. The format of reporting is upon discretion of the committee (i.e. verbal reporting or written report).

#### **4.7. Responsibilities regarding Risk Management**

To obtain reasonable assurance with respect to the municipality risk management practices, the committee will:

- Annually review the municipality's risk profile;
- Obtain from the Chief Risk Officer (CRO) an annual report on management's implementation and maintenance of an appropriate enterprise wide risk management process;
- Provide oversight on significant risk exposure and control issues, financial reporting risks, internal financial controls, fraud risks as it relates to financial reporting and ICT risks as it relates to financial reporting and the going concern of the municipality;
- The committee should consider risk management policies / plans and provide oversight on the risk management process;
- Committee should obtain appropriate assurance that controls are in place and effective in addressing risks and
- Provide oversight of the adequacy of the combined assurance being provided.

#### **4.8. Responsibilities – other**

- Membership of the Committee should be disclosed in the annual report of the Municipality;
- Confirm annually, by way of disclosure in the Municipality's annual report, that all responsibilities in terms of this charter have been carried out;
- Perform any other activities related to this charter as requested by Management;
- Institute and oversee special investigations as needed; and

- Review and assess the adequacy of the Committee charter annually, requesting the Accounting Officers approval for significant proposed changes only, and ensure appropriate disclosure as may be required by law or regulation. This charter may also be reviewed or amended if specific circumstances exist which necessitates such changes or amendments.

#### **4.9. Responsibilities regarding fraud**

To obtain reasonable assurance with respect to the municipality's procedures for the prevention and detection of fraud, the audit committee will:

- Oversee managements arrangements for the prevention and deterrence of fraud;
- Ensure that appropriate action is taken against known perpetrators of fraud and
- Challenge management and internal and external auditors to ensure that the municipality has appropriate anti-fraud programs and controls in place to identify potential fraud and ensure that investigations are undertaken if fraud is detected.

#### **5. COMPOSITION**

The Committee will be composed of at least three (3) members and not more than five members all non-executive. The committee collectively should have sufficient qualification and experience to fulfil its duties.

Because the responsibilities of the audit committee evolve in response to regulatory, economic and reporting developments, it is important to periodically re-evaluate members' competencies and the overall balance of skills in the committee in response to emerging needs.

No Councilor shall serve on the committee. Members will be selected for different areas of expertise and the roles and responsibilities of the Audit Committee will be used as the baseline in appointing members. The Committee collectively (not necessarily individually) should have:

- Private and public-sector experience;
- An understanding of service delivery priorities;
- Good governance and/or financial management experience;
- An understanding of the role of the Council and councillors;
- An understanding of local government;
- Familiarity with risk management practices;
- An understanding of internal controls;

- An understanding of major accounting practices and public-sector reporting requirements;
- An understanding of public sector reforms;
- Familiarity with legislation applicable to Municipalities;
- An understanding of the roles and responsibilities of internal and external auditors;
- An understanding of the treatment of allegations and investigations;
- An understanding of the performance management system; and
- An understanding of legal and information and communication technology

Member terms and conditions are disclosed in the letter of appointment.

**Other members will also include:**

- The Accounting Officer as ex-officio member;

The following persons are normally invited to attend **all** Committee meetings:

- An invitee from the Auditor-General;
- An invitee from the National Treasury;
- The Chief Audit Executive shall attend all the meetings;
- The Chief Financial Officer shall attend all the meetings;
- Executive Directors shall attend all the meetings;
- Performance Manager;
- Chief Risk Officer
- The chairperson of the MPAC will have a standing invite to the meetings.
- The Committee may also invite any such others, as it deems necessary.

Internal Audit shall provide a personnel member to act as a Secretary. The Secretary shall ensure that the Chairperson of the Committee verifies draft minutes and circulates the minutes of the Committee meetings to all members within two weeks of the Committee meeting.

The Audit Committee member will automatically be removed if he/she does not attend meetings or is inactive.

### **The Chair of the Audit committee**

The council will designate the chair of the audit committee

### **Term of office**

To enhance independence of the audit committee and in line with good governance practices, the term of office for members must be strictly adhered to.

The chairperson will be appointed for minimum of three years to ensure that he/she contributes most effectively and provides stability to the audit committee. Other audit committee members should serve at least a minimum of three years with an option to renew for another three years, based on performance.

Recruitment of members should be staggered to prevent a loss of knowledge and skills in the committee. The recruitment process of new members will be concluded at least three months in advance of the expiry of existing members term to allow proper hand over.

Members of the audit committee will not be contracted continuously for a period exceeding six years. After serving consecutively for six years, a cooling off period of two years will be provided for, before appointing the same member to the same audit committee.

## **6. VACATION OF OFFICE**

An Audit Committee member's service must/can be terminated during a term if that member:

- Resigns as a member of the Audit Committee. Members must give at least two months' notice before terminating their contract and members are encouraged to share their knowledge prior to vacating the seat on the Committee. An exit meeting will be held, by the council, with each member upon resignation.
- Is removed from the office as an Audit Committee member subject to the approval of the Council. Committee member contracts may be terminated by the Council under certain circumstances and where appropriate will be linked to the charter and member's performance.
- Fails to attend three consecutive Audit Committee meetings, except if the Audit Committee member submits a written apology and it is approved at the meetings.

The Council shall approve any termination of the services of a person serving on the audit committee.

## **7. SPECIAL SKILLS**

The Audit Committee shall consider co-opting specialist skills as and when necessary, to respond to a particular emerging risk. The basic skills that may always be considered in government environment are (i.e. legal, information and communication technology, public administration, environmental specialists and engineering).

## **8. AUDIT COMMITTEE VALUES**

The audit committee will conduct itself in accordance with the code of ethics of the municipality and relevant laws and regulation applicable to performance of the committee as issued from time to time by National Treasury and the department of cooperative government. The audit committee expects that management and personnel of the municipality will adhere to these requirements.

## **9. COMMUNICATION**

The audit committee expect that all communication with management and personnel of the municipality as well as with any external assurance providers will be direct, open and complete.

The committee will establish and communicate its requirements for information, which will include the nature, extent and timing of information. Information will be provided to the audit committee at least seven (7) days prior to each audit committee meeting.

## **10. WORK PLAN**

The audit committee chair will collaborate with senior management and the Chief Audit Executive to establish a work plan to ensure that the responsibilities of the audit committee are scheduled and will be carried out.

## **11. CONFLICT(s) OF INTEREST**

Audit committee members should adhere to the municipality's code of conduct and any values and ethics established by the municipality. It is the responsibility of audit committee members to disclose any conflict of interest or appearance of a conflict of interest to the committee. If there is any question as to whether audit committee member(s) should recuse themselves from a vote, the committee should vote to determine whether the member should recuse himself or herself.

## **12. ORIENTATION AND TRAINING**

Audit committee members will receive formal orientation training on the purpose and mandate of the committee and municipality's objectives.

The audit committee is expected to monitor municipality's risk, the integrity of the municipality's financial statements and internal controls, the qualifications and independence of the external auditors, the performance of both the internal audit function and external auditor, and the municipality's compliance with laws and regulations.

For the purpose of increasing awareness of governance issues and audit committee effectiveness, the municipality will allow members of the audit committee to attend at least one relevant, appropriate and accredited training/conference per annum.

The chairperson of the audit committee must give consent to the identified training/conference.

Training identified must promote audit committee and risk management best practices and help to complete a meaningful self-assessment of the municipality's governance process.

## **13. PREPARATION AND ATTENDANCE**

Audit committee members are obligated to prepare for and participate in committee meetings.

## **14. MEETINGS**

The Committee will meet at least four times a year with authority to convene additional meetings, as circumstances require. Meetings may be convened at the request of the Internal or External Auditors when considered necessary.

All committee members are expected to attend each meeting, in person or virtually as may be required.

The Chief Audit Executive, the Chief Financial Officer (CFO) and the representative from the Auditor General will sit in on all the Audit Committee meetings as ad hoc members and will have no voting rights. They will sit on as observers and on an advisory capacity to further enhance the accountability framework and independence of the Audit Committee and the internal audit function.

### **The Audit Committee should meet:**

During the external audit planning phase to review the scope and details of the audit plan and approve audit fees on the recommendation of the Audit Steering Committee.

At the conclusion of the external audit to review:

- The external audit opinion;
- The recommendations of the internal auditors and external auditors; and
- Any situations involving irregularities or weaknesses in the internal control structure.

## Minutes

Notice and agenda of meetings should be distributed at least one week before the meeting, along with appropriate briefing materials.

Committee Services under the Directorate: Corporate Services will provide a scribe for all the Audit Committee meetings and will keep and file all the minutes of the meetings. All activities of the Audit Committee will be a responsibility of Internal Audit assisted by Committee Services. However, whenever the Committee must discuss any sensitive matter, a member from the Committee will be elected to be a scribe for that particular meeting.

The Committee should meet privately with Internal Audit and the external auditors at least once a year.

The Chief Audit Executive should participate in Audit Committee meetings that focus on financial reporting or organisational governance and control.

The quorum for meetings will be three members.

## 15. REMUNERATION

The members of the audit committee shall be remunerated for time spent in attendance of audit committee meetings.

Guided by MFMA circular 65 as adopted. The following Clause applies:

***“Remuneration will only be applicable to officials employed outside the public service. No remuneration for participating in audit committees will be payable to officials employed at national, provincial and local government, its agencies or other entities regarded as falling within the definition of an organ of state, except for out of pocket expenses which may be reimbursed. The above will become effective for new members of audit committees, from the date of this Circular and for existing members, their current contracts will run its course”.***

Rates as published by SAICA from time to time has been adopted as rates applicable for remunerative purpose for audit committee.



## 16. EFFECTIVENESS OF THE AUDIT COMMITTEE

In order for the committee to remain effective, its objectives and responsibilities should come under annual performance evaluation by the Auditor General or competent agent appointed to carry the evaluation on his behalf to ensure that: -

- Its activities meet the Municipality's needs and that;
- Changes in the environment in which the municipality operates are considered on a timely basis.

The Auditor General will report on the effectiveness, efficiency and economy of the Audit Committee. The effectiveness of the audit committee will also be evaluated by the council on an annual basis.

## 17. APPROVAL

**Recommended by:** Ms. Karin De Klerk  
**Chief Audit Executive**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Accepted by:** Ms. Letlhogonolo Rapodile  
**Chairperson: Audit Committee**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Approved By:** Mr. BS Matlala  
**Municipal Manager**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# SOL PLAATJE MUNICIPALITY

## Internal Audit Strategy 2025 to 2029



*FINAL - DRAFT*

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# 1. Introduction

The internal audit function within the municipal environment plays a pivotal role in ensuring accountability, transparency, and the effective use of public resources. As municipalities across the globe face increasing scrutiny, evolving regulations, and higher expectations from stakeholders, internal audit teams must adapt and align with best practices to deliver value-added services. This Five-Year Internal Audit Strategy for Sol Plaatje Local Municipality has been designed to reinforce good governance, strengthen risk management, and enhance operational efficiency, particularly considering the adoption of the new Global Internal Auditing Standards (GIAS).

The Global Internal Auditing Standards represent a fundamental shift in how internal auditing is conducted, with a stronger emphasis on risk-based auditing, stakeholder engagement, and continuous improvement. These standards set a new global benchmark for internal audit practices, ensuring that audit activities align with the strategic objectives of the organization while providing independent assurance on the adequacy of governance, risk management, and internal controls.

## 2. Purpose of the Strategy

This Five-Year Strategy aims to guide the Internal Audit Unit in transitioning from a traditional compliance-based audit approach to one that is risk-centric, integrated, and forward-looking. It outlines the roadmap for implementing the new global standards within Sol Plaatje Municipality, focusing on creating a robust audit function that can respond to emerging risks and deliver insights that drive sustainable improvements. By embracing these standards, the internal audit function will enhance its role as a key advisor to management, the Audit Committee, and Council, helping them navigate the complexities of public sector governance and service delivery.

## 3. Key Objectives

The core objectives of this strategy are to:

1. **Align Audit Activities with Strategic Goals:** Ensure that audit priorities are linked to the municipality's strategic objectives and contribute to its success by identifying and mitigating key risks.
2. **Strengthen Risk Management Practices:** Embed a risk-based approach to auditing, ensuring that high-risk areas receive appropriate audit focus, while also providing continuous assurance on control frameworks.
3. **Enhance Audit Quality and Compliance:** Implement the new GIAS framework to improve audit methodologies, ensuring compliance with international best practices, local legislation and municipal policies.

4. Increase Stakeholder Engagement: Foster stronger relationships with key stakeholders, including the Municipal Manager, Council, and operational management, ensuring that audit findings are relevant, actionable, and contribute to improving service delivery.
5. Promote Continuous Improvement and Innovation: Leverage technology and data analytics to enhance audit processes, identify trends, and provide predictive insights that support more proactive decision-making.
6. Develop Audit Talent and Capacity: Invest in the professional development of the audit team to ensure they possess the skills and knowledge required to meet the evolving demands of the new standards.

## 4. Strategic Approach

Over the next five years, the Internal Audit Unit will implement a phased approach to integrating the new standards, beginning with foundational changes in audit planning and methodology, followed by improvements in audit execution, stakeholder reporting, and continuous learning. The strategy will also include monitoring and evaluation mechanisms to ensure that the internal audit function remains responsive to changes in the regulatory environment, municipal priorities, and emerging risks.

By aligning with the new Global Internal Auditing Standards, the municipality aims to reinforce its commitment to accountability, ethical governance, and effective public service. The internal audit function, as a cornerstone of this commitment, will not only provide assurance but also contribute to the transformation and improvement of municipal services, ensuring that the municipality can fulfill its mandate effectively and sustainably.

This strategy sets the foundation for a stronger, more adaptive internal audit function that will safeguard the municipality's interests and enhance public confidence in its operations.

## 5. Mission

The Internal Audit (IA) function will provide independent and objective assurance, advice, and insight to improve governance, risk management, and control processes within the municipality. This aligns with the 2025 Global Internal Audit Standards (effective January 9, 2025) to support public service and organizational excellence.

## 6. Vision (Year 1-5)

By 2029, the IA function will be a trusted partner in enhancing municipal governance, known for delivering value-adding audit services, promoting a culture of accountability, and providing strategic risk insights to achieve the municipality's development goals.

## 7. Strategic Objectives (Aligned with Global Standards)

The Internal Audit function will focus on key strategic objectives over the next five years:

**Objective 1 - Enhance Risk-Based Auditing:** Establish and implement a risk-based audit plan, ensuring resources are focused on the municipality's highest risks, including financial sustainability, service delivery, and emerging risks like cybersecurity and environmental sustainability.

**Objective 2 - Strengthen Stakeholder Relationships:** Build strong, collaborative relationships with the audit committee, council, and senior management to ensure the IA function aligns with municipal strategic priorities.

**Objective 3 - Promote Compliance and Integrity:** Ensure compliance with both local regulations (PSIAS and relevant legislation) and the new Global Internal Audit Standards by January 2025. Focus on ethics, transparency, and promoting good governance through consistent auditing and advisory services.

**Objective 4 - Leverage Technology and Data Analytics:** Enhance the efficiency and effectiveness of the IA function by integrating data analytics, continuous auditing techniques, and audit management software.

**Objective 5 - Support Capacity Building and Professional Development:** Invest in building internal audit capabilities through continuous training, certification programs, and performance management, ensuring the team is well-equipped to meet the evolving needs of the municipality.

## 8. Strategic Pillars (Guided by Global Standards)

To achieve these objectives, the strategy is structured around three key pillars: Foundation, Performance, and Strategic Positioning, each with clear actions and milestones for the IA function.

### Pillar 1: Foundation (Year 1-2)

**Focus:** Strengthening internal capabilities and structures to ensure sustainability and compliance with the new standards.

- **Action 1:** Formalise Internal Audit Charter and Policies: Update the IA Charter to reflect the mandate and responsibilities in line with new Global Internal Audit Standards (9.2), ensuring alignment with municipal objectives and stakeholder expectations (*Action completed May 2024*).

- **Action 2:** Resource Management: Implement a robust human resource plan to recruit, train, and retain skilled internal auditors. Establish a competency matrix to identify skill gaps, particularly in financial, IT, and risk-based auditing.

- **Action 3:** Build Data Analytics Capability: Invest in software tools and technology to embed data analytics within the audit process, enabling continuous monitoring and deeper analysis of the municipality's risks.
- **Action 4:** Compliance with Legal Requirements: Ensure adherence to the Public Sector Internal Audit Standards (PSIAS) and local government regulations, with a focus on the Municipal Finance Management Act (MFMA) and the Auditor-General's directives.

## **Pillar 2: Performance (Year 2-3)**

Focus: Driving audit efficiency, quality, and value through KPIs, process improvement, and continuous learning.

- **Action 1:** Implement Performance Management System: Introduce a balanced scorecard approach to measure the IA function's performance against strategic objectives. Key performance indicators (KPIs) will include:
  - Audit plan completion rate (target: 90-100%)
  - Audit committee satisfaction scores (target: 8/10 or higher)
  - Timeliness of audit report issuance (target: 100% within deadlines)
  - Percentage of recommendations implemented by management (target: 90% or higher)
- **Action 2:** Annual Risk-Based Audit Plans: Develop and execute risk-based audit plans, ensuring audit activities are aligned with the municipality's top risks, such as financial controls, governance processes, and service delivery.
- **Action 3:** Develop a Continuous Improvement Program: Establish a Quality Assurance and Improvement Program (QAIP) that includes internal reviews, external assessments, and stakeholder feedback mechanisms.
- **Action 4:** Standardise Audit Methodologies: Update and standardise audit methodologies in line with the Global Internal Audit Standards to enhance audit quality, effectiveness, and consistency.

## **Pillar 3: Strategic Positioning (Year 3-5)**

Focus: Positioning the internal audit function as a strategic partner, influencing decision-making and governance at the highest levels.

- **Action 1:** Strategic Alignment with Municipal Goals: Ensure the IA function supports the municipality's strategic objectives, focusing on areas such as financial sustainability, efficient service delivery, and governance reforms.
- **Action 2:** Strengthen Relationships with Senior Management and Audit Committee: Enhance the frequency and quality of communication with the council, audit committee, and senior management to ensure IA findings and insights contribute to strategic decision-making.

- **Action 3:** Provide Advisory Services: Expand the IA role beyond assurance to include advisory services that assist the municipality in navigating key challenges, such as compliance with evolving regulatory frameworks and risk management.
- **Action 4:** Integrate ESG and Cybersecurity into Audit Plans: Address emerging issues such as Environmental, Social, and Governance (ESG) audits and cybersecurity, ensuring the municipality is prepared for future challenges.

## 9. Key Milestones Over 5 Years

### Year 1-2: Establish a Strong Foundation

- Review and update the IA Charter and audit methodology to align with new global standards.
- Complete a comprehensive skills audit and training plan for the internal audit team.
- Implement technology solutions such as audit management software and data analytics tools.

### Year 2-3: Drive Performance and Continuous Improvement

- Achieve a 90-100% completion rate for the annual risk-based audit plan.
- Conduct external quality assessments to validate conformance with the Global Internal Audit Standards.
- Strengthen KPIs and adopt a balanced scorecard to monitor audit performance and outcomes.

### Year 3-5: Strategic Advisory and Leadership

- Expand the scope of IA activities to include strategic advisory on governance, risk management, and ESG.
- Enhance stakeholder engagement by delivering quarterly risk insights to the audit committee and council.
- Build internal audit's role in supporting key municipal initiatives, such as infrastructure development and financial sustainability.



## 10. Training and Competency Development (Year 1-5)

- **Action 1:** Continuous Professional Development: Ensure all IA staff participate in ongoing professional training to maintain certifications such as Certified Internal Auditor (CIA) and ensure familiarity with new standards.
- **Action 2:** Talent Management and Succession Planning: Develop a succession plan for key IA roles, ensuring leadership continuity and maintaining institutional knowledge.
- **Action 3:** Specialised Training: Provide training on advanced topics such as cybersecurity, environmental auditing, and public-sector governance risks.

## 11. Conformance with Global Standards (2024-2029)

- External Quality Assessment (Every 5 Years): Plan for an external quality assessment by 2027 to ensure full compliance with the new Global Internal Audit Standards.
- Internal Quality Assurance Reviews (Annually): Conduct annual internal reviews to assess conformance and identify areas for improvement.

## 12. Stakeholder Engagement and Communication

- **Action 1:** Audit Committee Reporting: Establish regular reporting to the audit committee, including progress updates on audit plan execution, risk assessment findings, and recommendations.
- **Action 2:** Stakeholder Workshops: Host annual workshops with municipal stakeholders to discuss the IA function's role, emerging risks, and alignment with strategic objectives.

## 13. Budget and Resource Management

- **Action 1:** Financial Resource Management: Develop an annual budget for the IA function, ensuring sufficient funding for staff development, technology investments, and external assessments.
- **Action 2:** Human Resource Optimization: Adjust staffing levels based on the municipality's audit plan needs, ensuring adequate coverage of key risk areas.

## 14. Conclusion

This 5-year internal audit strategy positions the IA function as a key contributor to the municipality's success. By aligning with the new global standards and focusing on continuous improvement, risk management, and stakeholder engagement, the IA function will drive value, enhance governance, and support the strategic goals of the municipality. The strategy will be regularly reviewed and updated to adapt to emerging risks and changing stakeholder expectations.

**Drafted by:**

**Chief Audit Executive**

**Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Noted By:**

**Accounting Officer / Accounting Authority:**

**Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Approved by:**

**Audit Committee Chairperson on behalf of Audit  
Committee:**

**Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

# **SOL PLAATJE LOCAL MUNICIPALITY**



**DIRECTORATE FINANCIAL SERVICES**

**ASSET MANAGEMENT**

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## ABBREVIATIONS

AM	Asset Management
AMIS	Asset management information system
AMP	Asset management plan
AMS	Asset management system
AMO	Asset management office
AR	Asset Register
CFO	Chief Financial Officer
COGTA	Department of Co-operative governance and traditional affairs
DCM	Deputy City Manager
FAR	Financial asset register
GIS	Geographical information system
GRAP	Standards of Generally Recognised Accounting Practice
IAM	Immovable asset management
IAS	International accounting standards
IDP	Integrated development plan
KPI	Key performance indicator
MFMA	Municipal Finance Management act
mSCOA	Municipal standard chart of accounts
SAMP	Strategic asset management plan
OHSA	Occupational health and safety act
O&M	Operation and maintenance
PPE	Property, plant and equipment
SDBIP	Service delivery and budget implementation plan
SCM	Supply chain management
TAR	Technical asset register
SCA	Senior control accountant

## 2. Definitions

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*Definitions have been established through legislation, standards, and other guidance on Asset Management; hence reference has been made to sources. Where definitions do not exist, terminology has been defined for the purposes of this Policy.*

**Assets** are resources controlled by an entity because of past events and from which future economic benefits or service potential are expected to flow to the entity. (GRAP 1)

**Asset Custodian** is an incumbent in any position or level in the organisation entrusted with the safeguarding and use as well as the condition monitoring of a specific asset.

**Asset Lifecycle** is the cycle of activities that an asset goes through - including planning, design, initial acquisition or construction, cycles of operation and maintenance and capital renewal, and finally disposal.

**Asset Management** is a broad function and includes a structured process of decision- making, planning and control over the acquisition, use, safeguarding and disposal of assets to maximise their service delivery potential and benefits, and to minimise their related risks and costs over their entire lives.

**Asset Management Plan** is a plan developed for the management of infrastructure asset portfolios that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the assets in the most cost-effective manner to provide a specified level and standard of service, including a short, medium- and long-term cash flow projection.

**The Asset Manager** is an official who has been delegated responsibility and accountability for the control, usage, physical and financial management of the municipality's assets in accordance with the entity's standards, policies, procedures and relevant guidelines.

**Asset Register** is a record of information on each asset that supports the effective financial and technical management of the assets, and meets statutory requirement/s.

**Biological assets are living animals or plants.**

**Capital assets** are all assets with a life cycle of greater than one year and above the capitalisation threshold (where applicable). For example, this would include property, plant and equipment (infrastructure network, furniture, motor vehicles, computer equipment, etc.), intangible assets, and investment property. The words capital assets in this Policy are synonymously used with the words fixed assets.

**Carrying Amount** is the amount at which an asset is recognised after deducting any accumulated depreciation and accumulated impairment losses. (GRAP 17)



**Class of immovable PPE** is defined as a group of assets of a similar nature or function in the entity's operations.

**Community assets** are any asset that contributes to the community's well-being. Examples are parks, libraries and fire stations.

**Component** is a part of an asset with a significantly different useful life and significant cost in relation to the rest of the main asset. Component accounting requires that each such part should be separately accounted for and is treated separately for depreciation, recognition and de-recognition purposes. It is also referred to as separately depreciable parts.

**Control** is not recognised as an asset unless the entity has the capacity to control the potential of the service or future economic benefit of the asset is able to deny or regulate access of others to that benefit and has the ability to secure the future economic benefit of that asset. Legal title and physical possession are good indicators of control but are not infallible.

**Cost of an Asset** is the amount of cash or cash equivalent/s paid, or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction. The cost of acquisition will include all expenditure needed to bring the asset to the condition and position for its intended use which usually includes:

- Purchase cost (less any discounts given)
- Delivery cost
- Installation cost
- Professional fees, e.g. engineering fees
- Site development fees

**Current Replacement Cost** is the cost of replacing an existing asset with a modern asset of equivalent capacity. (DPLG Guidelines)

**Depreciable Amount** is the cost of an asset, or other amount substituted for cost, less its residual value. (GRAP 17)

**Depreciated Replacement Cost** is a measure of the current value of an asset based on its current replacement cost less an allowance for deterioration of condition of date (based on the fraction of remaining useful life/expected useful life).

**Depreciation** is the systematic allocation of the depreciable amount of an asset over its useful life. (GRAP 17)

**Directly attributable costs** are defined as:

- cost of employee benefits arising directly from the construction or acquisition of the item.
- costs of site preparation.
- initial delivery and handling costs.
- installation and assembly costs, cost of testing whether the immovable PPE, or
- associated intangible assets are functioning properly, after deducting the net proceeds from selling any item produced while bringing the asset to that location and condition.
- commissioning (cost of testing the asset to see if the asset is functioning properly, after deducting the net proceeds from selling any item produced while bringing the asset to its current condition and location).
- professional fees (for example associated with design fees, supervision, and environmental impact assessments) (in the case of all asset classes).
- Proper transfer taxes (in the case of all asset classes).

**Disposal** is the action or process of getting rid of something, the sale of shares, property, or other assets,

**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

**Economic Life** is either:

- the period over which an asset is expected to yield economic benefits or service potential to one or more users, or
- the number of production or similar units expected to be obtained from the asset by one or more users. (GRAP 13)

**Enhancement/Rehabilitation** is an improvement or augmentation of an existing asset (including separately depreciable parts) beyond its originally recognised service potential, for example, remaining useful life, capacity, quality, and functionality.

**Economic benefits** Economic benefits are derived from immovable PPE that generate net cash inflows.

**Fair Value** is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. (GRAP 17)

**Financial fixed assets register** is the register controlled by the Chief Financial Officer specifically used for the administration of assets as prescribed by various GRAP standards.

**Fixed asset** is an asset defined in GRAP 17 as a tangible item of property, plant or equipment held by a municipality for use in the production or supply of goods or services, for rental to others, or for administrative purposes, and which is expected to be used during more than one reporting period (financial year).

**Heritage assets** are ones of cultural, historic or environmental significance, such as monuments, nature reserves, and works of art. A heritage asset shall be recognised as an asset if it is probable that future economic benefits or service potential with the asset will flow to the entity, and the cost or fair value of the asset can be measured reliably. Examples are works of art, historical buildings and statues.

**Immovable assets** are fixed structures such as buildings and civil structures. Plant that is built-in to the fixed structure and is an essential part of the functional performance of the primary asset is considered an immovable asset (though it may be temporarily removed for repair).

**Impairment** is a 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

**Investment property** is defined as property (land and/or a building, or part thereof) held (by the owner or the lessee under a finance lease) to earn rentals or capital appreciation, or both (rather than for use in the production or supply of goods or services or for administration purposes or sale in the ordinary course of operations). Examples of investment property are office parks, shopping centres or housing financed and managed by an entity (or jointly with other parties). There is no asset hierarchy for investment property; each functional item will be individually recorded. Land held for a currently undetermined use is recognised as investment property until such time as the use of the land has been determined.

**Intangible assets** are defined as identifiable non-monetary assets, without physical substance. Examples are licenses/ rights (such as water licenses) and servitudes.

An asset meets the criterion of being identifiable in the definition of an intangible asset when it:

- is separable, i.e. is capable of being separated or divided from the entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, asset or liability, or

- arises from contractual rights (including rights arising from binding arrangements) or other legal rights (excluding rights granted by statute), regardless of whether those rights are transferable and separable from the entity or from other rights and obligations.

**Infrastructure assets** mean assets that usually display some or all of the following characteristics

- a) they are part of a system or network.
- b) they are specialised in nature and do not have alternative uses.
- c) they are immovable; and
- d) They may be subject to constraints on disposal. (GRAP 17)

Examples of infrastructure assets include road networks, sewer systems, water and power supply systems and communication networks. Movable assets such as vehicles that are directly used in the delivery of the service (such as waste removal trucks can also be included as part of infrastructure).

**Leased assets:** A lease is an agreement whereby the lessor conveys to the lessee (in this case, the entity) the right to use an asset for an agreed period of time in return for a payment or series of payments. 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 not eventually be transferred (substance over form). Where the risks and rewards of ownership of the immovable PPE are substantially transferred to the entity, the lease is regarded as a finance lease and the asset recognised by the entity as immovable PPE. Where there is no substantial transfer of risks and rewards of ownership to the entity, the lease is considered an operating lease and payments are expensed in the income statement on a systematic basis (straight line basis over the lease term).

**Major inspections:** Major inspections are ones that are considered essential to the ongoing use of an item. The condition of continuing to operate an item of PPE may be to perform regular major inspections for faults regardless of whether parts of the item are replaced (for example, Occupational Health and Safety Act no. 85 of 1993 requires lifting equipment to be inspected once a year). When each major inspection is performed, its cost is recognised in the carrying amount of the item of PPE as a replacement if the recognition criteria are satisfied. Any remaining carrying amount of the cost of the previous inspection (as distinct from physical parts) is derecognised. This occurs regardless of whether the cost of the previous inspection was identified in the transaction in which the item was acquired or constructed. If necessary, the estimated cost of a future similar inspection may be used as an indication of what the cost of the existing inspection component was when the item was acquired or constructed.

**Maintenance/Refurbishment** to an asset will restore or maintain the originally assessed future economic benefits or service potential that an entity can expect from an asset and is necessary for the planned life to be achieved.

**Minor Asset** is an asset, other than a capital asset, which is fully depreciated in the year of acquisition. Minor assets need to be managed and safeguarded and recorded in a register ("Toolbox Register")

**Movable Asset** is an asset that is not a fixed structure and is easily moved from one location to another. Movable Assets are not subject to constraint on disposal

**The Municipal Manager** is the person defined as the Accounting Officer of a municipality (MFMA S60).

**Property, plant and equipment (PPE)** are tangible assets that are held for use in the production or supply of goods or services, for rentals to others, or for administrative purposes; and are expected to be used during more than one period.

**Recoverable Amount** is the higher of a cash-generating asset's or unit's net selling price and its value in use.

**Recoverable Service Amount** is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use. (GRAP 17)

**Refurbishment** to an asset will restore or maintain the originally assessed future economic benefits or service potential that an entity can expect from an asset and is necessary for the planned life to be achieved.

**Remaining Useful Life** is the time remaining (of the total estimated useful life) until an asset ceases to provide the required service level or economic usefulness.

**Renewal** is the work required to replace/enhance/rehabilitate an asset. Expenses on renewal works are considered capital expenditure.

**Residual Value** of an asset is the estimated amount that an entity 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. (GRAP 17)

**Spares and materials** used on a regular basis in the ordinary course of operations are usually carried as inventory (i.e. they are not usually considered fixed assets) and are expensed when consumed. Spares that constitute an entire or significant portion of a component type, or a specific component, defined in the immovable PPE asset hierarchy are considered capital spare parts and are recognised as an item of PPE immediately that they are available for use and in a location and condition necessary for it to be capable of operating in a manner intended by management.

**Service level** measures the performance of an infrastructure system. Certain goals are defined, and the service level gives the percentage to which those goals should be achieved.

**Service Potential** An asset has service potential if it has the capacity, singularly or in combination with other assets, to contribute directly or indirectly to the achievement of an objective of the entity, such as the provision of services. Service Potential is a tangible capital asset's output or service capacity, normally determined by reference to attributes such as physical output capacity, quality of output, associated operating costs and useful life.

**Strategic Asset Management Plan** The high-level, long-term approach to asset management indicating the alignment between organisational objectives and asset management objectives, the role of the asset management system (or framework) including asset management action plans and objectives for managing the assets.

**The system** in this Policy refers to either an information technology program or a manual business process but normally refers to both simultaneously.

**Upgrade/Enhancement** is an improvement or augmentation of an existing asset (including separately depreciable parts) beyond its originally recognised service potential, for example, remaining useful life, capacity, quality, and functionality.

**Useful life** is defined as the period over which an asset is expected to be available for use by an entity, or the number of production or similar units expected to be obtained from the asset by an entity. Useful Life is:

- the period over which an asset is expected to be available for use by an entity, or
- the number of similar units expected to be obtained from the asset by an entity. (GRAP 17)

### 3. Policy Objectives and scope

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This Policy refers to the policy of the Sol Plaatjie Municipality (SPM) in response to the management of its assets from a financial and physical management perspective. The scope includes all movable and immovable assets, tangible and intangible assets.

This policy document supersedes all previous Fixed Asset Management Policy instructions that have been issued. This policy does not supersede but only complements all other Municipal policies directly and indirectly related to Fixed Asset Management, such as municipal land valuations (Municipal Rates Policy), Fleet Management Policy, ICT Policy and the Supply Chain Management Policy.

The objectives of this Policy are to ensure that the Municipality:

- apply asset management practice in a consistent and cost-effective manner, in accordance with MFMA, mSCOA and other related legislation recognised good practice, and in alignment with the Municipality's operational context.
- manages all assets used to support services delivered by the Municipality in a sustainable manner, at a level of service determined by the Council, and responsive to the short, medium- and long-term needs of the broader community and stakeholders.
- provides a strategic framework within which these assets are managed; and
- implements asset accounting in compliance with prevailing accounting standards (**GRAP**).
- Outlines accountability roles in the safeguarding and management of assets.

To support the achievement of these objectives, the Municipality has adopted the following key business strategies:

- improved organisational efficiency through the adoption of standardised processes, systems, data models and data across all sector departments.
- more effective service delivery through more structured, holistic and informed infrastructure lifecycle planning and decision making.
- more efficient service delivery through optimised infrastructure lifecycle implementation.
- more robust financial asset management through the adoption of systems and processes aligned to an appropriately structured technical asset register that is updated on an ongoing basis.
- establishing and maintaining a system for the planned maintenance of assets.
- clear allocation of responsibility and accountability for the various elements of the asset management process.
- effective and accurate reporting on municipal assets; and
- regular review and ongoing improvement of asset management practice.

## 4. Statutory and Regulatory Framework

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The South African Constitution requires municipalities to strive, within their financial and administrative capacity, to achieve the following objectives:

- provide democratic and accountable government for local communities.
- ensure the provision of services to communities in a sustainable manner.
- promote social and economic development.
- promote a safe and healthy environment; and
- Encourage the involvement of communities and community organisations in matters of local government.

The way the Municipality manages its fixed assets is central to meeting the above challenges. Accordingly, the Municipal Systems Act (MSA) specifically highlights the duty of municipalities to provide services in a manner that is sustainable.

The Municipal Finance Management Act (MFMA) requires municipalities to utilise and maintain their assets in an effective, efficient, economical and transparent manner. The MFMA specifically places responsibility for the management of municipal fixed assets with the City Manager, as the Accounting Officer.

National Treasury in 2008 issued Local Government Capital Asset Management Guidelines, and then, in 2017 regulated the Municipal Standard Chart of Accounts (mSCOA) that is aligned to the Cities Infrastructure Development and Management System (CIDMS) regarding asset reporting and structure.

The Occupational Health and Safety Act (OHSA) requires municipalities to provide and maintain a safe and healthy working environment, and to safeguard its fixed assets.

CoGTA issued guidelines in 2006 in line with emerging international practice recommending that an Infrastructure Asset Management Plan (IAMP) to be prepared for each sector (such as potable water etc.). Also, these plans should be used as inputs into a Strategic Asset Management Plan (SAMP) that presents an integrated plan covering all infrastructure sectors. The arrangements outlined in the CoGTA guidelines were further strengthened in 2008 by National Treasury's Local Government Capital Asset Management Guidelines, and then, in 2014, by the South African National Standard (SANS) 55000 series (in line with an international standard) indicating the requirements for asset management systems.

Accordingly, this Asset Management Policy addresses the need not only for financial compliance in accounting for assets, but also good practice in the physical management of assets in the pursuit of the municipality's mandated responsibilities for service delivery, and, importantly, it addresses the fundamental linkage between these activities.

## 5. Background and Context

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### 5.1 Physical Management of Assets

Effective management of infrastructure is central to the Municipality being able to provide an affordable and acceptable standard of services to the community. The Municipality is required to be effective at a strategic and tactical level, and also at an operational level - the manner in which the Municipality discharges its responsibilities as a public entity is also important. The Municipality is required to demonstrate sound stewardship over the significant inter-generational investment that has been made in infrastructure, as well as custodianship to appropriately care for current users. The processes adopted must be efficient, sustainable, and effectively communicated to internal and external stakeholders.

Therefore, the Municipality is mandated to operate in accordance with Legislation entrenched by the Integrated Development Plan (IDP) as the principal strategic planning mechanism for local government. The IDP provides a framework for development within the municipality, however, it cannot be compiled in isolation. Therefore, for National related objectives to be achieved, the Municipality's IDP needs are informed by robust, relevant and holistic information relating to the management of the Municipality's infrastructure assets.

Thus, the Municipality's Limited resources are directed to address the most critical needs that are required to achieve a balance between maintaining and renewing existing infrastructure whilst also addressing backlogs in basic services and accommodating on- going changes in demand. To achieve effective decision-making in this regard, the Municipality strives to ensure effective integration of inputs provided by officials from several departments, including the departments responsible for infrastructure-based service delivery as well as those responsible for corporate, financial, development and specialised services.

### 5.2 Operational context

The municipality has made progress in financial asset management through the use of the SOLAR financial system, which includes an embedded Financial Asset Register (FAR) for asset accounting. However, the municipality currently lacks a mature, integrated Asset Management Information System (AMIS) to support both financial and physical asset management comprehensively. Technical systems, such as Geographical Information System (GIS), Maintenance Management, etc. are either not implemented or lack integration with SOLAR, limiting the municipality's ability to manage physical assets effectively. Physical asset management functions, such as maintenance planning and asset management plan preparation, are currently performed on an ad-hoc basis by Infrastructure Services managers, coordinated by the Asset Management Unit (AMU), using manual processes.

In the future, SPM aims to establish a mature AMIS that integrates financial and technical asset management functions, aligning SOLAR with technical systems (e.g., GIS, SCADA) and standardized asset data models. This will enable automated data updates, spatial referencing, and enhanced lifecycle planning. Additionally, a dedicated Physical Asset Management (PAM) role will be established under the Infrastructure Services Department to oversee physical asset management activities, ensuring alignment with recognized good industry practices, such as the South African National Standard (SANS) 55001. The municipality's approach will focus on:

- Accurate recording of essential asset information and movements, supported by the future AMIS.
- Implementing planned maintenance schedules through an integrated maintenance management system.
- Exercising strict physical control over assets, guided by the future PAM role.
- Reporting assets accurately in financial statements, compliant with Generally Recognised Accounting Practices (GRAP).
- Providing meaningful management information through AMIS-generated reports.
- Ensuring adequate insurance of assets.
- Raising awareness among managers of their asset management responsibilities.
- Setting standards for management, recording, and internal controls to safeguard assets against inappropriate use or loss.

### 5.3 Asset Data Management

Given the critical role of data integrity in accurate reporting and informed decision-making for service delivery, the municipality is committed to improving its asset data management practices. Currently, asset data is primarily managed through the SOLAR financial system's Financial Asset Register, with limited technical data collected manually by Infrastructure Services managers and coordinated by the Asset Management Unit (AMU). The absence of a mature Asset Management Information System (AMIS) and technical systems (e.g., GIS, Maintenance Management, etc.) restricts the municipality's ability to maintain a comprehensive, up-to-date dataset that supports both financial and physical asset management.

In the future, SPM aims to implement a mature AMIS to establish a single, aligned dataset that meets the needs of financial, technical, and corporate management. The municipality has adopted the following data management principles for this to-be state:

- *Unified Dataset:* Employ one aligned dataset configured to account for past transactions, report holistically on current status, and provide a robust platform for future planning, catering to all failure modes (condition, capacity, performance, and cost of operation), measuring risk exposure, and enabling integration across all departments.
- *Appropriate Detail:* Establish data at a level of detail that informs strategic and operational decision-making, facilitates effective updating, is manageable within the future AMIS architecture, and is cost-effective, prioritized by value and criticality.
- *Fair Value Data:* Maintain fair value data for infrastructure, including Current Replacement Cost (CRC) and Depreciated Replacement Cost (DRC), alongside the Historic Cost Basis, to support effective planning, forecasting, benchmarking, and optimisation.
- *Robust Information Management:* Adopt documented procedures to keep data up-to-date and accurate, minimising the need for costly data re-establishment, and supporting decision-making aligned with municipal objectives.



- *Integrated AMIS*: Implement an integrated AMIS to provide financial, technical, and corporate management with relevant data, featuring system linkages for automated data transfer and alignment of referencing systems and technical models.

Until the AMIS is implemented, interim manual processes and limited technical data collection will be used, with the AMU ensuring data consistency within the constraints of the current systems environment.

## 5.4 References

The following references were observed in the compilation of this policy:

- Asset Management Framework, National Treasury, 2004
- Guidelines for Infrastructure Asset Management in Local Government, Department of Provincial and Local Government, 2006
- Municipal Finance Management Act, 2003
- Disaster Management Act, 2002
- Municipal Systems Act, 2000
- Municipal Structures Act, 1998
- Accounting Standards Board
- MFMA Circular 18 & 44
- Local Government Capital Asset Management Guidelines, National Treasury, 2008
- Government Gazettes (30013 & 31021)
- Generally, Recognised Accounting Practice as issued by the Accounting Standards Board (1-14, 16, 17, 19, 21, 23-27, 31 and 100-104).
- Interpretations of the standards of GRAP issued by the Accounting Standards Board (ASB) (IGRAP 1-18);
- Municipal transfer and disposal regulations, Government Gazette no.31346.
- Government Gazette, 30 May 2005, No. 27636 on disposal.
- Directives issued by the Accounting Standards Board (ASB);
- Accounting guideline issued by National Treasury relating to intangible assets.
- National Treasury Standard Chart of Accounts Project Summary Report. 2013
- ISO 550000, ISO 550001, ISO 550002 (Requirements for Asset Management Systems)
- International Infrastructure Management Manual (IIMM) 2015
- Cities Infrastructure Delivery and Management System (CIDMS) Toolkit 2020

## 5.6 Related Policies

This policy needs to be read in conjunction with other relevant adopted policies of the entity, including the following:

- Delegation of Powers
- Supply chain management Policy
- Risk Management Policy
- Land sale Policy
- Budget Policy
- Maintenance Policy
- Land Disposal Policy
- Roads AM Policy

The policy is approved to be effective for the financial year ending 30 June 2024 and for subsequent financial years until a new policy is adopted.

## 6. Roles, Responsibilities and Delegations

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The following are key roles and responsibilities relating to this policy:

### 6.1 Council

The council is responsible for:

- Approve the Municipality's AM Policy as provided by the Municipal Manager.
- Note the Municipality's AM Procedures as approved by the Municipal Manager.
- Exercise oversight and effective stewardship over the Municipality's assets.
- Approve sector Asset Management Plans (AMPs) and Strategic AM Plans (SAMP)s.
- Approve funding and ensure appropriate resources are made available for approved AM activities; and integrate the AM Policy and the respective AM Plans into the corporate governance framework.

### 6.2 Municipal Manager

As the Accounting Officer of the Municipality in terms of the Municipal Finance Management Act (MFMA), the Municipal Manager (MM) is the principal custodian of all the Municipality's fixed assets and accountable for ensuring that the AM Policy is diligently applied and adhered to. For the purposes of this Policy, the Accounting Officer has delegated the responsibilities placed on him to the Executive Managers of the respective departments as indicated in this Policy. The MM is also responsible for approving the AM Procedures and provides to Council for information and noting purposes.

### 6.3 Physical Asset Management: Infrastructure Services

As per the Accounting Officer's delegation, the Executive Director: Infrastructure Services, shall be responsible for overseeing physical asset management functions for immovable assets. Currently, these functions are coordinated by the Asset Management Unit (AMU) within the Finance Department, in collaboration with Infrastructure Services managers, using manual processes due to the absence of a dedicated Physical Asset Management (PAM) role and a mature Asset Management Information System (AMIS).

In the future, SPM plans to establish a dedicated PAM role under the Executive Director: Infrastructure Services to lead physical asset management activities. This role will ensure the provision of dedicated resources through the AMU to support the overall asset management function. This role shall ensure that:

- Asset Management Monthly meetings with all sectors, chaired by the Asset Manager, are in place to drive, oversee, coordinate, and report on the implementation of this policy and the overall asset management function, with enhanced support from the future AMIS.
- An Immoveable Asset Management Procedures Manual is adopted by the Senior Control Accountant (SCA) in consultation with the management of the Monthly meetings, setting out agreed processes, data models, roles, and responsibilities for the effective management of immovable assets in line with this Policy, updated to reflect the capabilities of the future AMIS.

The Executive Director may delegate or assign responsibility for specific elements of these functions, subject to written approval by the Municipal Manager (MM), but will remain accountable for ensuring these activities are successfully performed and effectively coordinated. Until the PAM role is established, the AMU and

Infrastructure Services managers will continue to manage physical asset management tasks on an interim basis.

## 6.4 Chief Financial Officer (CFO)

The CFO, as per the Accounting Officer's delegation, shall ensure that:

- The Municipality maintains the management, accounting and information system that accounts for the assets of the municipality.
- The Municipality's assets are valued in accordance with standards of generally recognised accounting practice.
- The Municipality has and maintains a system of internal control of assets, including a financial asset register.
- The financial asset register of the Municipality is accurate and up to date; and Assets are verified on an annual basis based on an indicator approach and in line with an agreed verification strategy and plan and a detailed outcomes report is submitted to Council within two months of the completed asset verification exercise each financial year.

## 6.5 Senior Management

In accordance with the delegation by the MM, Departmental Executive Managers as members of the Senior Leadership Team, shall, within their respective domains, be responsible to:

- Contribute to the periodic review of the AM Policy and AM Procedures Manual.
- Actively participate in the Monthly Sectorial Asset Management meetings to oversee the application of this Policy.
- Monitor the performance of management staff implementing and maintaining infrastructure asset management.
- Actively participate in the preparation of the respective sector AM Plan prepared by the Asset Management Unit.
- Ensure that community and key stakeholders' inputs are addressed in the respective sector AM Plans.
- Ensure that accurate, up to date and reliable information is available and presented to the Senior Leadership Team and Council to inform decision-making.
- Establish and implement appropriate systems of management and control of all assets.
- Ensure that the Municipality's resources assigned to departments are utilised effectively, efficiently, economically and transparency.
- Ensure that proper accounting processes and procedures are implemented in conformity with the Municipality's financial policies and the MFMA to produce reliable data for inclusion in the Municipality's asset register.
- Prevent any unauthorised, irregular, fruitless or wasteful utilisation and/ or losses resulting from criminal or negligent conduct.
- Ensure that the asset management systems, processes and controls provide an accurate, reliable and up-to-date account of assets under their control and in line with agreed procedures.
- Plan and manage the life cycle of assets and budgets to optimally achieve the Municipality's strategic objectives.
- Manage asset life-cycle transactions to ensure that they comply with the policies and plans adopted by the Municipality and legislative requirements; and
- In complying with the above, cooperate and liaise with the Immovable Asset Management Unit.

## 6.6 Asset Management Office

The Municipality has established an Asset Management Unit (AMU) within the Finance Department. Currently, the AMU primarily manages the Financial Asset Register (FAR) using the SOLAR financial system and coordinates limited physical asset management activities in collaboration with Infrastructure Services managers. Due to the absence of a mature Asset Management Information System (AMIS) and a dedicated Physical Asset Management (PAM) role, the AMU relies on manual processes and ad-hoc data collection to support asset-intensive departments.

In the future, with the implementation of a mature AMIS and the establishment of a PAM role under the Infrastructure Services Department, the AMU's role will evolve to provide a cross-cutting function, supporting all stages of the asset lifecycle in coordination with the PAM. The Asset Management Manager heads the AMU and is responsible, in consultation with the Monthly Sectorial Asset Management meetings, for the following activities each financial year with respect to immovable assets:

- Updating the Municipality's Immovable and Movable Asset Register, leveraging AMIS capabilities for automated data integration.
- Updating the Municipality's Assets under Construction Register, aligned with AMIS workflows.
- Maintaining the Municipality's Asset Management System (AMS), transitioning from manual processes to AMIS-driven processes.
- Verifying and assessing asset conditions as per the Policy and Procedures Manual, supported by AMIS data.
- Reviewing the Integrated AM Framework to identify improvement needs, informed by AMIS analytics.
- Assessing the adequacy of resources and competencies required to implement the AM Framework, recommending action plans, and oversee implementation.
- Reviewing and recommending updates to the AM Policy and Procedures Manual, aligning with AMIS capabilities, and implementing upon approval.
- Conducting infrastructure AM practice assessments and developing a rolling 3-year Improvement Plan, indicating resource requirements and priorities.
- Preparing annual Asset Management Plans (AMPs) and Strategic Asset Management Plan (SAMP) with a minimum 10-year planning horizon, in consultation with the PAM and relevant departments, using AMIS data.
- Reviewing maintenance and renewal strategies for critical assets, in coordination with the PAM.
- Coordinating with Service Departments to ensure the Integrated Development Plan (IDP) process is informed by approved AMPs and SAMP.
- Ensuring data accuracy and updating spatial and alpha-numeric data in the AMIS, in coordination with the PAM.
- Managing the performance of departments in providing data to update AM-related information systems, per the Procedures Manual and IT protocols.
- Preparing infrastructure-related asset data for upload to the AMIS with required documentation, in consultation with the PAM and implementation sections, per CFO requirements.
- Preparing monthly reports on asset and AM performance, leveraging AMIS analytics.
- Reviewing and updating asset and AM Framework risk exposure monthly, aligned with the Municipality's risk models, recommending mitigation actions, and monitoring implementation.
- Convening and administering Monthly Sectorial Asset Management meetings.
- Preparing monthly reports, in consultation with other departments, on the implementation of approved AMPs, SAMP, and Procedures Manual.
- Assessing AM capability across the organization, identifying improvement needs, and monitoring implementation in consultation with departments.
- Championing effective AM understanding, collaboration, and practice improvement across the Municipality.
- Annually reviewing change needs, recommending change methodologies, preparing change plans for the AM Change Program, and managing implementation.

- Identifying the need for external support, recommending approaches, and managing appointed service providers.

Until the AMIS and PAM role are implemented, the AMU will perform these responsibilities to the extent possible within the current systems environment, relying on manual processes and coordination with Infrastructure Services managers. The Asset Management Manager shall submit documentation on the status of these activities, and associated recommendations, to Monthly Sectorial Asset Management meetings for review and feedback.

## 7. Asset Classification

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### General

When accounting for assets, the municipality applies various standards of GRAP relating to the assets. An item is recognised in the statement of financial position as an 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. Assets are classified into the following categories for financial reporting purposes:

- a. 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)
  - Housing Assets (rental stock or housing stock not held for capital gain)
  - Other Assets (ordinary operational resources)
- b. Intangible Assets (GRAP 31)
  - Intangible Assets (assets without physical substance held for ordinary operational resources)
- c. Heritage Assets (GRAP 103)
  - Heritage Assets (culturally significant resources)
- d. Investment Property (GRAP 16)
  - Investment Assets (resources held for capital or operational gain)
- e. Non-Current Assets Held for Sale (GRAP 100)
  - Assets Held-for-Sale (assets identified to be sold in the next 12 months and **that is not** reclassified as Inventory)
- f. Land Inventories (GRAP 12)
  - Land Inventories (land or buildings owned or acquired with the intention of selling such property in the ordinary course of business)
- g. Biological assets (GRAP 27)
  - A biological asset is a living animal or plant.

Further asset classification has been defined in GRAP. The classifications used for infrastructure are limited and do not represent all asset types. However, these classifications are used for financial reporting consistency and should be used.

To facilitate the practical management of infrastructure assets and Asset Register data, infrastructure assets have been further classified in with the CIDMS hierarchy.

### 7.1 Asset Hierarchy

The Municipality has adopted an asset hierarchy for assets that enables separate accounting of parts (or "components") of the asset that are considered significant in terms of replacement value, critical to service operations, and aligned with the strategy adopted by the Municipality for asset renewal (and, in the case of immovable assets, are documented as component life-cycle strategies in the AM Procedures Manual). In addition, the Municipality has grouped relatively low value and criticality items that have similar life, and

would typically be replaced at the same time, to be considered as one component in the hierarchy. The structure of the hierarchy for the assets recognises the functional relationship of the respective assets and components and is indicated in the annexures to this Policy.

## 7.2 Heritage Assets

When heritage assets have more than a single purpose, for example a historical building where in meeting the definition of a heritage asset, portion of the building is used for the purpose of office accommodation. The Municipality will use its judgement to assess whether the asset is accounted for as a heritage asset if, and only if, the definition of a heritage asset is met, and only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. If a significant portion is used for production, administrative purposes or supply of services or goods, the asset is accounted for in accordance with the Standard of GRAP on PPE.

## 7.3 Non-Current Assets Held for Sale (GRAP 100)

A non-current asset shall be classified as Asset Held for sale if it is carrying amount will be recovered principally through a sale transaction rather than through continuing use. For this to be the case, the asset must be available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such assets and its sales must be highly probable.

## 8. Asset Identification

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The Municipality applies an asset identification system 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. In practice, every individual asset shall have a unique identification number. Immovable assets are generally identified by means of an accurate description of their Facility name.

## 9. Asset Register

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The Municipality's Asset Register is in an electronic system. The Financial Asset Register (FAR) provides data required by the Municipality to effectively apply the applicable accounting standards and is linked to a physical ("Technical") asset register (TAR) as part of the future AMIS environment to support its Immovable Asset Management practice. The Financial Asset Register is updated and reconciled to the general ledger monthly. The Financial and Technical Asset Registers are configured to inform each other.

The Financial Asset Register shall reflect, as a minimum, for each of the assets all the fields contained in the MFMA-Local Government Capital Asset Management Guideline section 5.1.1. as per Annexure C.

The Technical Asset Register shall reflect the following information, as a minimum, for each of the assets:

- a link to the respective items and data in the FAR
- spatial representation (point, line of polygon, as applicable to the asset type)
- the Current Replacement Cost
- the Depreciated Replacement Cost
- the failure mode status (condition, utilisation, performance, cost of operation)
- the criticality
- the expected useful life and remaining useful life (in line with the FAR)
- maintenance budget needs
- maintenance budget allocated

### 9.1 Updating the Financial Asset Register

All Executive Managers who control any fixed asset falls shall promptly provide the CFO in writing with any relevant information when so required to compile the fixed asset register and shall promptly advise the CFO in writing of any material change that may occur in respect of such information.

A fixed asset shall be capitalised, that is recorded in the financial asset register, as soon as it is acquired. If the asset is constructed over a period, it shall be recorded as work-in-progress until it is available for use, where after it shall be appropriately unbundled and capitalised as a fixed asset.

For the purpose of determining when an asset is "available for use," management considers an asset to be available upon final completion, when full control of the site is formally handed back to the municipality by the contractor. This point of final completion occurs after all contractual obligations, including the rectification of any outstanding defects, have been fulfilled, and the asset is fully operational and ready for its intended use in delivering municipal services. This approach ensures that the asset is only capitalised when it aligns with management's intention to utilise it for its designated purpose, in compliance with GRAP 17 (Property, Plant, and Equipment) and the principles of lifecycle asset management outlined in CIDMS.



A fixed asset shall remain in the financial assets register for as long as it is in physical existence. The fact that a fixed asset has been fully depreciated shall not in itself be a reason for writing off such an asset.

Manager AFS, Assets and Reporting shall ensure that reconciliations are performed on a monthly basis between the general ledger values and the asset values.

The Manager AFS, Assets and Reporting shall allocate depreciation rates and methods to each asset class and component type, as prescribed by the municipality's accounting policy, which is derived from this AM Policy and compliant with GRAP.

The manager shall ensure that depreciation calculations are accurately applied and correctly posted in the general ledger, in accordance with the approved useful lives and depreciation methods established in the accounting policy.

## 9.2 Updating the Technical Asset Register

Executive Managers that are responsible for immovable assets shall update data in the Technical Asset Register (TAR) in accordance with the AM Procedures Manual approved by the CM. Relevant data from the TAR shall inform the updating of the Financial Asset Register.

The Asset Management Manager must ensure that the Technical Asset Register and the Work-in Progress Register are updated in accordance with the relevant data and that all asset records are deemed compliant.

The Manager Asset Management must ensure that the Technical Asset Register, through its systems approval process replicates Assets data records to the financial system, i.e. the Financial Asset Register.

The Manager Asset Management must ensure that a Full reconciliation is done between the Technical Asset Register to the Financial Asset Register and such reconciliation is signed off by the Executive Manager IS.

The TAR is seen as a future management tool in the implementation of the future AMIS environment.

## 10. Capitalisation and Measurement Criteria

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### 10.1 Acquisitions

All assets are acquired in terms of the Municipality's Supply Chain Management Policy and in terms of the budgetary provisions. The responsibility for the purchase of assets is delegated in terms of Council's Delegation Framework and Supply Chain Management Policy. Depending on the cost and lifespan of the asset to be purchased, the following refers to the procedure for purchasing an asset:

Funds can only be spent on a capital project if:

- The capital and related operating expenses have been identified and recorded in the Municipality's Integrated Development Plan.
- Evidence of planning is evident; and
- It is confirmed that funding is available for that specific project (and not simply a budget appropriation). 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 capital and related operating expenses have been appropriated in the Municipality's MTREF;
- The asset fits the definition of an asset (as defined in GRAP 16, GRAP 17, GRAP 27, GRAP 31 and GRAP 103)
- The future annual operations and maintenance needs have been calculated and have been budgeted for in the operations budget.
- The purchase is 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
- Acquisition of assets must be in accordance with the Procedures Manual, Section 6.

Once delivered the asset must be labelled/bar-coded by the Financial Services Department before such an asset is put into use.

### 10.2 Reinstatement, Maintenance and Other Expenses

Only expenses incurred in the enhancement of an asset (in the form of improved or increased services or benefits flowing from the use of such assets) or in the material extension of the useful operating life of an asset is capitalised.

Expenses incurred in the maintenance or reinstatement of an asset are considered as operating expenses incurred in ensuring that the useful operating life of the asset concerned is attained, and shall not be capitalised, irrespective of the quantum of the expenses concerned.

Expenses, that are reasonably ancillary to the bringing into operation of an asset, may be capitalised as part of such asset. Such expenses may include but need not be limited to import duties, forward cover costs, transportation costs, installation, assembly and communication costs.

### 10.3 Property, Plant and Equipment

Items of property, plant and equipment are initially recognised as assets on acquisition date and are initially recorded at cost.

The cost of an item of property, plant and equipment shall be recognised as an asset if it is probable that future economic benefits or service potential associated with the item will flow to the Municipality and the cost of the item can be measured reliably.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the Municipality. Trade discounts and rebates are deducted on arriving at the cost.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Where an asset is acquired by the Municipality for no or nominal consideration (i.e. a non-exchange transaction), the cost is deemed to be equal to the fair value of that asset on the date acquired. Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, its deemed cost is the carrying amount of the asset(s) given up.

Items such as spare parts, standby equipment and service equipment are recognised when they meet the definition of property, plant and equipment. If the major 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.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management. Costs incurred in using or redeploying an item are not included in the carrying amount of that item.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the Municipality is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Where an asset is acquired through a non-exchange transaction, its cost shall be measured at fair value as at the date of acquisition.

Where the Municipality replaces parts of an asset, it derecognises the part of the asset being replaced and capitalises the new component. Subsequent expenditure incurred on an item of Property, Plant and Equipment is capitalised when it meets the definition and recognition criteria of an asset.

Where the Municipality has an obligation to dismantle, remove and restore items of property, plant and equipment and the initial estimate was initially included in the cost of an item of property, plant and equipment, any changes in the liability are added to or deducted from, the cost of the related asset in the current period. If there is a decrease in the liability and it exceeds the carrying amount of the asset, the excess is recognised immediately in the statement of financial performance.

The cost of a statutory inspection that is required for the entity to continue to operate immovable PPE is recognised at the time the cost is incurred, and any previous statutory inspection cost is derecognised. The period for the next inspection is the expected life.

If there is a change in a provision for which the asset relates, and the change results in addition to the cost of an asset, the Municipality considers whether this is an indication that the new carrying amount of the asset may not be fully recoverable. If it is such an indication, the related asset is tested for impairment by

estimating its recoverable amount or recoverable service amount and any impairment loss is recognised in accordance with the accounting policy on impairment of cash-generating assets or non-cash generating assets.

If the related asset has reached the end of its useful life, any subsequent changes in the liability will be recognised in the statement of financial performance.

Depreciation is calculated on the depreciable amount, using the straight-line method over the estimated useful lives of the assets. Components of assets that are significant in relation to the whole asset and that have different useful lives are depreciated separately. The depreciation charge for each period shall be recognised in the statement of financial performance unless it is included in the carrying amount of another asset.

The residual value, the useful life of an asset and the depreciation method are reviewed annually, and any changes are recognised as a change in accounting estimate in accordance with the Standard of GRAP on accounting policies, changes in accounting estimates and errors and in accordance with the Municipality's Immovable Procedures Manual. Reviewing the useful life of an asset on an annual basis does not require the Municipality to amend the previous estimate unless expectations differ from the previous estimate.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

Gains or losses arising from the retirement or disposal of investment property are determined as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Statement of Financial Performance. \

#### **Rules**

1. Where respective unbundling documentation for a constructed or renewed asset is not available, the Capitalisation Certification in accordance with the Immovable Asset Management Procedures Manual must be signed off by the respective Executive Manager and submitted to the Asset Management office.

### **10.4 Investment Property**

Owner-occupied property is property held for use in the production or supply of goods or services or for administrative purposes.

Investment property is recognised as an asset when it is probable that future economic benefits or service potential that are associated with the investment property will flow to the Municipality and the cost or fair value of the investment property can be measured reliably.

At initial recognition, the Municipality measures investment property at cost including transaction costs once it meets the definition of investment property. However, where an investment property was acquired through a non-exchange transaction (i.e. where it acquired the investment property for no or a nominal value), its cost is its fair value as at the date of acquisition. The cost of self-constructed investment property is the cost at date of completion.

Investment property is subsequently measured using the cost model. Under the cost model, investment property is carried at cost less any accumulated depreciation and any accumulated impairment losses. Depreciation is calculated on the depreciable amount, using the straight-line method over the estimated useful lives of the assets. Components of assets that are significant in relation to the whole asset and that have different useful lives are depreciated separately.

Transfers to or from, investment property shall be made when there is a change in use evidenced by commencement or ending of owner occupation, commencement of operating lease to another party and development with a view to sale.

Compensation from third parties for investment property that was impaired, lost or given up is recognised in surplus or deficit when compensation becomes receivable.

An investment property is derecognised on disposal including disposal through non-exchange transactions or when the investment property is permanently withdrawn from use and no future economic benefits or service potential are expected from its disposal.

Gains or losses arising from the retirement or disposal of investment property are determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in the Statement of Financial Performance.

**Rules:**

1. The Asset Management Office must review annually the Municipalities Investment Property in consultation with the user department Strategy, Economic Development and Planning Services Section – Township Development to ensure a true reflection of Assets held for Investment purposes reflected in the Asset Register.
2. The Asset Management Office must receive a signoff annually from the relevant Executive Manager, department Strategy, Economic Development and Planning Services on such an alignment.

## 10.5 Intangible Assets

An intangible asset is an identifiable non-monetary asset without physical substance. Examples include computer software, licenses, and development costs. The Municipality recognises an intangible asset in its Statement of Financial Position only when it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the Municipality and the cost or fair value of the asset can be measured reliably.

Internally generated intangible assets are subject to strict recognition criteria before they are capitalised.

Research expenditure is never capitalised, while development expenditure is only capitalised to the extent that:

- the Municipality intends to complete the intangible asset for use or sale.
- it is technically feasible to complete the intangible asset.
- the Municipality has the resources to complete the project; and
- it is probable that the Municipality will receive future economic benefits or service potential.
- the expenditure attributable to the intangible asset during its development can be reliably measured by the Municipality.

Intangible assets are initially recognised at cost. Where an intangible asset is acquired by the Municipality for no or nominal consideration (i.e. a non-exchange transaction), the cost is deemed to be equal to the fair value of that asset on the date acquired. Where an intangible asset is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

Intangible assets are subsequently carried at cost less accumulated amortisation and impairments. The cost of an intangible asset is amortised over the useful life where that useful life is finite. Where the useful life is indefinite, the asset is not amortised but is subject to an annual impairment test, and the useful life is reviewed at each reporting date. If the useful life has changed from indefinite and definite, it is treated as a change in accounting estimate in Statement of Financial Performance.

Amortisation is charged to write off the cost of intangible assets over their estimated useful lives using the straight-line method.

Each item of intangible asset is amortised separately. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at each reporting date and any changes are recognised prospectively as a change in accounting estimate in the Statement of Financial Performance.

Intangible assets are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising from the disposal or retirement of an intangible asset is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

**Rules:**

1. It is the responsibility of the CFO to ensure that all licensed computer software other than operating software is accounted for.

## 10.6 Heritage Assets

A heritage asset is recognised as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the Municipality and the cost or fair value can be measured reliably.

If the Municipality holds an asset that might be regarded as a heritage asset but on initial recognition, it does not meet the recognition criteria of a heritage asset because it cannot be reliably measured, relevant and useful information about the asset shall be disclosed in the notes to the financial statements.

The Municipality uses judgement to assess the degree of certainty attached to the flow of future economic benefits or service potential that are attributable to the heritage asset based on the evidence available at the time of initial recognition.

An asset that has met the recognition requirement criteria for heritage assets shall be measured at its cost if such an asset has been acquired through an exchange transaction.

Where a heritage asset has been acquired through a non-exchange transaction, its cost shall be measured at its fair value as at the date of acquisition.

Costs incurred to enhance or restore the heritage asset to preserve its indefinite useful life is capitalised as part of its cost.

The cost of the heritage asset is the cash price equivalent to the recognition date. If the payment is deferred beyond normal credit terms, the difference between the cash price equivalent and the total payment is recognised as interest over the period of credit, unless such interest is recognised in the carrying amount of the heritage asset in accordance with the standard of GRAP on Borrowing costs.

Heritage assets are subsequently measured using the cost model which is cost less accumulated impairment losses after initial recognition. Heritage assets are not depreciated due to their nature, however the Municipality assesses at each reporting date whether there are indications of impairment and, if any, impairment exists, the Municipality estimates the recoverable amount or recoverable service amount of the heritage asset.

Transfers from heritage assets are made when a particular asset no longer meets the definition of a heritage asset and transfers to heritage assets are made when the asset meets the definition of a heritage asset.

The heritage asset is derecognised on disposal or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the de-recognition of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset. Such difference is recognised in the Statement of Financial Performance when the heritage asset is derecognised.

## 10.7 Donated Assets

Where an asset is donated to the Municipality, or an asset is acquired by means of an exchange of assets between the municipality and one or more other parties, the asset concerned is recorded in the asset register at its fair value.

## 10.8 Assets under Construction (WIP)

If the asset is constructed over a period, it is recorded in the Assets under Construction Register (WIP) until it is available for use, where after it shall be appropriately unbundled and capitalised as a non-current asset.

The Municipality through the Asset Management Unit reviews and updates its WIP register periodically to ensure that completed assets are removed. The Unit also updates the WIP register whereby it reviews the Municipality's Capital budget to identify assets constructed or renewed.

### **Rules**

The Manager Asset Management must receive sectorial signoff of infrastructure projects that will remain in WIP for the financial year.

## 11. Subsequent Measurement

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### 11.1 Cost Model

Municipality has elected to apply the cost model; therefore, PPE and Investment Property assets are carried after recognition, at cost, less any accumulated depreciation and any accumulated impairment losses. Heritage assets are carried at cost less than any accumulated impairment losses. Statutory inspections shall be carried out at the cost of the inspection less accumulated depreciation.

### 11.2 Expenses to be Capitalised

Expenses incurred in the enhancement of immovable PPE (in the form of improved or increased services or benefits flowing from the use of such assets), or in the material extension of the useful operating life of immovable PPE are capitalised. Such expenses are recognised once the entity has beneficial use of the asset (be it new, upgraded, and/or renewed) - prior to this, the expenses are recorded as work-in-progress. Expenses incurred in the maintenance or repair (reinstatement) of immovable PPE that ensure that the useful operating life of the asset is attained are considered as operating expenses and are not capitalised, irrespective of the quantum of the expenses concerned.

### 11.3 Capital Spares

The location of capital spares shall be amended once they are placed in service, or moved, to another place of service, and re-classified to the applicable immovable PPE asset sub-category.



## 12. Depreciation

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Depreciation is the systematic allocation of the depreciable amount of an asset over its remaining useful life. The amortisation of intangible assets is identical. Land is considered to have an unlimited life; therefore, it is not depreciated. Heritage assets are also not depreciated.

### 12.1 Depreciation Method

Depreciation of assets is applied at the component level. The depreciation method is selected to model the consumption of service potential or economic benefit (The default treatment for depreciable assets in service is the straight-line method).

### 12.2 Remaining Useful Life

The remaining useful life of a depreciable asset is the time remaining until an asset ceases to provide the required standard of performance or economic usefulness. The remaining useful life of all depreciable assets at initial recognition is the same as the Expected Useful Life indicated in the annexures to this policy. These figures have been established using available information on industry norms, experience of local influencing factors (such as climate, geotechnical conditions, and operating conditions), the life-cycle strategy of the Municipality, potential technical obsolescence, and any legal limits on the use of the assets.

### 12.3 Annual Review of Remaining Useful Life

The remaining useful lives of depreciable assets are reviewed every year at the reporting date. The indefinite useful life of intangible assets is also reviewed at each reporting date. Changes may be required because of new, updated or more reliable information being available. Changes may also be required because of impairments. Depreciation charges in the current and future reporting periods are adjusted accordingly and are accounted for as a change in an accounting estimate.

### 12.4 Depreciation Charge

Depreciation starts once an asset is available for use, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management and ceases when it is de-recognised. Depreciation is initially calculated from the day when an asset is acquired or - in the case of construction works and plant and machinery - the day on which the asset is available for use. Depreciation charges are calculated monthly.

### 12.5 Capital Spares

The depreciation of capital spares commences immediately once the asset is available and, in the location and condition, necessary for it to be capable of operating in the manner intended by management. The depreciation continues once they are placed in service or subsequently removed from service. When held in stores, capital spares are not depreciated.

### 12.6 Major Inspections

Major inspections are capitalised as part of the asset's cost price.

## 12.7 Finance Lease

Depreciable assets financed through a finance lease give rise to a depreciation expense and finance cost for each accounting period. The depreciation policy for depreciable leased assets shall be consistent with the policy of depreciable owned assets, and the depreciation recognised shall be calculated in accordance with the Standard on PPE GRAP 17. If there is no reasonable certainty that the Municipality will obtain ownership by the end of the lease term, the asset shall be fully depreciated over the shorter of the lease term and its useful life. If there is certainty that the entity will obtain ownership by the end of the lease term, the asset will be fully depreciated over the asset's useful life.

## 13. Impairments

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### 13.1 Indications of Impairment

The Municipality reviews its assets for impairment when one of the indicators below occurs and at least at the end of each reporting period. In assessing whether there is any indication that an asset may be impaired, the Municipality considers, as a minimum, the following indicators:

a) External sources of information:

- decline or cessation in demand.
- changes in the technological, legal or government policy environment.
- the carrying amount of the net assets of the entity is more than its market capitalisation; Market interest rates have increased during the period, and those increases are likely to affect the discount rate used in calculating an asset's value in use and decrease the asset's recoverable amount materially.
- a halt in construction could indicate impairment. Where construction is delayed or postponed to a specific date in the future, the project may be treated as work in progress and not considered as halted.

b) Internal sources of information:

- evidence of physical damage
- evidence of obsolescence
- significant changes with and adverse effect on the entity have taken place during the period, or are expected to take place in the near future, in the extent to which, or a manner in which, an asset is used or is expected to be used, including an asset becoming idle, plans to dispose of an asset before the previously expected date, and reassessing the useful life of an asset as finite rather than indefinite;
- cash flow for acquiring an asset or maintenance cost thereafter is higher than originally budgeted.
- the actual net cash flow or operating profit or loss flowing from an asset are significantly worse than those budgeted.
- a significant decline in budgeted net cash flow or operating profit, or a significant increase in the budget loss, flowing from the asset; or
- Operating losses or net cash outflows for the assets, when the current period's amounts are aggregated with budgeted amounts for the future.

c) Other indications, such as loss of market value.

### 13.2 Impairment Reviews

The impairment review procedures are conducted in accordance with the Asset Management Procedures Manuals, Section 6 and 7.

### 13.3 Impairment of Projects under Construction

In assessing whether a halt in construction would trigger an impairment test, the Municipality through the Asset Management Unit considers whether construction has simply been delayed or postponed, whether there is an intention to resume construction soon or whether the construction work will not be completed in the foreseeable future. Where construction is delayed or postponed to a specific future date, the project may be treated as work in progress and is not considered as halted.

**Rule:**

The Manager Asset Management at each reporting date must receive signed off Asset Impairment Questionnaire from respective sectorial departments

### 13.4 Intangible Assets

The Municipality shall test all intangible assets associated with assets in use which have an indefinite useful life for impairment. This impairment test may be performed at any time during the reporting period provided it is performed at the same time every year.

### 13.5 Significant and Enduring Nature

The Municipality must only record impairments that are significant and have an enduring adverse effect (material and long-term impact). The events and circumstances in each instance must be recorded. Where there are indications of impairment, the entity must estimate the recoverable service amount of the asset and consider adjustment of the remaining useful life, residual value, and method of depreciation.

### 13.6 Impairment Loss

An impairment loss of a non-cash-generating unit or asset is defined as the amount by which the carrying amount of an asset exceeds its recoverable service amount. The recoverable service amount is the higher of the fair value, less costs to sell and its value in use.

An impairment loss of a cash-generating unit (smallest group of assets that generate cash inflows) or asset is the amount by which the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of the fair value, less costs to sell and its value in use.

### 13.7 Non-Cash Generating Units

Non-cash-generating units are those assets (or group of assets) that are not held with the objective of generating a commercial return. This would apply to assets providing goods or services for community or social benefit. The recoverable amount is the higher of the assets' fair value, less cost to sell and its value in use. If there are no binding sales agreement or active market for an asset, the fair value less cost to sell is based on the best information available to reflect the amount that the Municipality could obtain. However, sometimes it will not be possible to determine the fair value less cost to sell because there is no basis for making reliable estimates of the amount obtainable. For non-cash generating assets that are held on an ongoing basis to provide specialised services or public goods to the community, the value in use of the assets is considered likely to be greater than the fair value less cost to sell. In such cases the Municipality may use the asset's value in use as its recoverable service amount. The value in use of a non-cash generating unit/asset is the present value of the asset's remaining service potential.

This can be determined using any of the following approaches:

- the Depreciated Replacement Cost (DRC) approach (and where the asset has enduring and material over-capacity, for example in cases where there has been a decline in demand, the Optimised Depreciated Replacement Cost (ODRC) approach may be used).
- the restoration cost approach (the Depreciated Replacement Cost less cost of restoration)- usually used in cases where there has been physical damage; or
- the service units' approach (which could be used where a production unit's model of depreciation is used).

Where the present value of an asset's remaining service potential (determined as indicated above) exceeds the carrying value, the asset is not impaired - this will normally be the case unless there has been a significant and enduring event as indicated above.

## 13.8 Cash Generating Units

Cash-generating units are those assets held by the Municipality with the objective of generating a commercial return. An asset is considered to generate a commercial return when it is deployed in a manner consistent with that adopted by a profit-oriented entity. Holding an asset to generate a "commercial return" indicates that the Municipality intends to generate positive cash inflows from the asset (or from part of the cash-generating unit of which the asset is a part) and earn a commercial return that reflects the risk involved in holding the asset. Since the Municipality has adopted the cost model, fair value is determined in accordance with the rules indicated for measurement after recognition. Costs to sell are the costs directly attributable to the disposal of the assets (for example agents fees, legal costs), excluding finance costs and income tax expenses. The value in use is determined by estimating the future cash inflows and outflows from the continuing use of the asset and net cash flows to be received or (paid) for the disposal of the assets at the end of its useful life, including factors to reflect risk in the respective cash-flows and the time value of money.

## 13.9 Judgement

The extent to which an asset is held with the objective of providing a commercial return needs to be considered to determine whether the asset is a cash generating or non-cash generating asset. An asset may be held with the objective of generating a commercial return even though it does not meet that objective during a particular reporting period. Conversely, an asset may be a non-cash-generating asset even though it may be breaking even or generating a commercial return during a particular reporting period. In some cases, it may not be clear whether the objective of holding an asset is to generate a commercial return. In such cases it is necessary for the Municipality to evaluate the significance of the cash flows, and, where necessary, apply judgment.

## 13.10 Recognition of Impairment

The impairment loss is recognised as an expense when incurred (unless the asset is carried at a re-valued amount, in which case the impairment is carried as a decrease in the Revaluation Reserve, to the extent that such reserve exists). After the recognition of an impairment loss, the depreciation charge for the asset is adjusted for future periods to allocate the asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

When no future economic benefit is likely to flow from an asset, it is derecognised and the carrying amount of the asset at the time of de-recognition, less any economic benefit from the de-recognition of the asset, is debited to the Statement of Financial Performance as a "Loss on Disposal of Asset".

In the event of compensation received for damages to an item of asset, the compensation is considered as the asset's ability to generate income and is disclosed under Sundry Revenue; and the asset is impaired/derecognised.

### 13.11 Reversing an Impairment Loss

The Municipality shall assess each year the sources of information indicated above to identify whether there is any indication that an impairment loss recognised in previous years may no longer exist or may have decreased. In such cases, the carrying amount is increased to its recoverable amount (providing that it does not exceed the carrying amount that would have been determined had no impairment loss been recognised in prior periods). Any reversal of an impairment loss is recognised as a credit in surplus or deficit.

## 14. Asset Disposal

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### 14.1 De-Recognition

Assets are derecognised on disposal or when no future economic benefits or service potential are expected from its use or disposal. In line with regulations regarding de-recognitions and disposal of assets in municipalities set out in Government Gazette No 31346, assets are either:

- "scrapped" (such as is often the case during regular capital renewal of asset - for example on replacement of pipes or pumps at the end of their useful life).
- "disposed" - when there is scope for financial proceeds, or, the opposite, where there is a need to incur costs to make safe, or otherwise de-commission or demolish an asset, and /or environmentally rehabilitate an asset; or
- "transferred" to another entity without compensation (for example in terms of changes in legislation relating to custodianship over public assets).

The carrying amount of the asset and the net disposal proceeds (or cost of de-commissioning and/or disposal of the asset) are included in the surpluses or (deficits) for the year when the item is derecognised.

### 14.2 Transfer and Writing off Assets

In terms of Section 14 (4) of the MFMA, all Executive Managers of Departments and delegated managers shall recommend all asset movements for council approval which relate to:

- Writing-off of assets no longer provides a basic level of municipal services.
- Transferring of assets.
- Reporting losses of assets to Council.

## 15. Insurance of Assets

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Section 63(a) of the MFMA has been delegated by the Accounting Officer to the Chief Financial Officer. The administration of the insurance cover for the assets is done by the Office of the Chief Financial Officer.

## 16. Safekeeping of Assets and Internal Control

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The Municipality applies controls and safeguards to ensure that assets are protected against improper use, loss, theft, malicious damage or accidental damage. The existence of assets is physically verified from time-to-time, and measures are adopted and reviewed annually to exercise control on their use. Budgetary constraints may, however, constrain the measures adopted. The Municipality allocates duties relating to such control and safekeeping to asset custodians, and record such in the asset register.

### **Rules:**

On employee exit, missing assets must be recouped from the asset custodian as per the assets Carrying value. Financial services must provide HR Administration with the details to ensure financial recovery of missing assets.

## 17. Life-cycle Management of Immovable assets

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The Municipality shall ensure that it manages the full lifecycle of its portfolio of immovable assets from planning, creation, operations and maintenance, capital renewal and disposal in line with legislative requirements, recognised industry practice and in support of its strategic objectives.

### 17.1 Service Delivery

Immovable **PPE** assets (such as infrastructure) are how the entity delivers a range of essential services. Consequently, the Municipality recognises that effective management of such assets is critical to meeting the strategic objectives of the entity and in measuring its performance.

### 17.2 Asset management objective

The Municipality's objective is to achieve the targeted level and standards of service, in a cost-effective manner, through the management of its infrastructure assets, for present and future customers. In pursuing



this objective, the Municipality has adopted core principles of recognised good practice in Asset Management as follows:

- taking a life cycle approach.
- developing cost-effective management strategies for the long term.
- providing a defined level of service and monitoring performance.
- understanding and meeting the impact of growth through demand management and infrastructure investment.
- managing risks associated with asset failures.
- sustainable use of physical resources; and
- continuous improvement in the immovable **PPE** Asset Management practices.

### 17.3 Immovable Asset Management Procedure Manual

The Executive Manager: Infrastructure Services in conjunction with the Chief Financial Officer must maintain its Asset Management Procedures Manual that sets out an annual schedule of required associated processes, roles and responsibilities, format for the asset management plans, data models, and forms to be used.

The data models include:

- A schedule of adopted component types
- The expected useful life and residual value of all components
- Standardised failure modes, and their application at different levels of detail
- Standardised criticality grading scales
- The risk matrix applicable to infrastructure management
- Component lifecycle strategies

Forms include:

- Capitalisation of assets
- Land transfer
- Asset de-recognition
- Change in data
- Impairment candidate
- Reversal of impairment

### 17.4 Asset Management Plans

The Municipality must establish and adopt key elements of its asset management framework the following:

- Asset Management Plans per sector that report on the status of service provision, identify all infrastructure lifecycle needs (now and in the future), assess affordability and priorities, and recommend tactical response plans; and
- Strategic Asset Management Plans that integrate the various sector AM Plans and report strategic scenarios to inform the IDP process in the short and medium term, and, in turn, the setting of the associated budgets and performance plans, and also inform long term strategies (that is particularly important in the context of long-life assets such as infrastructure).

## 18. Pre-requisition Planning and Management

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Sectoral departments must identify asset creation / acquisitions during the budget process that are considered high risk in terms of social; economic and environmental impacts and consequently are deemed to require the preparation of a business case.

Before these identified fixed assets are acquired, the respective department requiring the asset must adequately demonstrate:

- That the asset is identifiable in the integrated development plan and the respective multiyear budgets.
- That there is a clear, social/economic/environmental, business case, motivating the asset acquisition.
- That all projected capital and operational costs have been identified over all financial years that such assets will influence municipal service delivery.
- That future income and tariff implications have been identified.
- That the physical and financial stewardship of that asset through all stages in its life including acquisition, installation, maintenance, operations, disposal and rehabilitation are considered; and
- Alternatives to this asset purchase.

## 19. Purchase or Hire of Immovable Assets

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The Municipality may acquire by purchase, or by hire, immovable property within or outside the municipal boundary provided it complies with the requirements of the MFMA and the Supply Chain Management Policy and subject to the following:

- a. The cost of the purchase or hire had been budgeted for.
- b. The intention to buy or hire the immovable property had been advertised for public comment.
- c. After consideration of any public comments/objections, the Council will:
  - b. In the case of the following paragraph complies with the requirements of that paragraph; and
  - c. In the case of all other immovable properties, finally resolve to continue with the purchase or hire and apply the supply chain management processes.
- a. The Council will not continue with the purchase or hire of any immovable property where:
  - The price is in excess of the market value thereof as assessed by an appraiser; or
  - The rental which, when calculated per annum in the case of:
    - i) Immovable property hired for agricultural purposes, exceeds six percent; and
    - ii) Immovable property hired for any other purpose exceeds twelve percent of the market value of the property, as assessed by an appraiser.

The Council may accept a gift or conveyance of immovable property either for the Municipality or in Trust for charitable or other public purposes not connected with public worship and hold the same in such Trust or for such purpose as may be declared by such donors and may administer, utilise and improve such property.

The Trustees of any immovable property held in Trust for any township, village or settlement which has become a Municipality or part of a Municipality may transfer such property to the Council, subject to any special Trusts in their deeds of title and upon conditions not at variance therewith.

## 20. Maintenance

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### 20.1 Maintenance Plans

The Executive Managers responsible for the respective immovable asset portfolios, in collaboration with the Asset Management Unit (AMU), must prepare a Maintenance Plan for immovable assets under their control, covering a 3-year implementation period. These plans shall be reviewed annually to ensure relevance, practicality, and alignment with the municipality's strategic objectives, indicating the nature of maintenance work and estimated planned maintenance costs. Currently, due to the absence of a mature Asset Management Information System (AMIS), maintenance plans will be developed using manual processes and available data, coordinated by the AMU and Infrastructure Services managers. In the future, with the implementation of an AMIS and the establishment of a dedicated Physical Asset Management (PAM) role under the Infrastructure Services Department, maintenance plans will leverage AMIS data to enhance accuracy, prioritize critical assets, and integrate with lifecycle strategies outlined in the Asset Management Plans (AMPs).

### 20.2 Deferred Maintenance

If there is material variation between the actual maintenance expenses incurred and the expenses reasonably envisaged in the approved maintenance plan for any infrastructure asset, the CFO shall disclose the extent of and possible implications of such deferred maintenance in an appropriate note to the financial statements.

## 21. Replacement Strategy

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The Municipality has adopted standardised lifecycle strategies for each component type as indicated in the annexures to this policy. This includes the expected useful lives, maintenance activities normally required to achieve such life, and the expected replacement or renewal treatment. Such is documented in the AM Procedures Manual.

## 22. Policy Implementation

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The detailed procedures manuals are prepared for movable and immovable assets in the Municipality.

## ANNEXURE A-Expected Useful life and Residual Value of Infrastructure Assets

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
Airports	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Drainage	Channel	0	20
		Kerb	0	50
		Kerb inlet	0	20
	Earthworks	Earthworks	0	100
	External facilities	Carport	0	7
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Small building / enclosure	0	50
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
Attenuation	Civil structures	Gabions	0	80
Borehole	Borehole	Borehole - Complete Installation	0	30
Bulk mains	Pipe work	Hydrant	0	20
		Pipe - water	0	80
		Water meter	0	10

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
Cemeteries / Crematoria	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Septic tank	0	40
		Walls	0	60
	Civil structures	Masonry structure	0	50
		Retaining wall	0	60
		Timber pole structure	0	15
	Drainage	Kerb	0	50
		Kerb inlet	0	20
	Earthworks	Earthworks	0	100
	External facilities	Carport	0	7
		External furniture	0	20
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
		Small building / enclosure	0	50
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
Clinics / Care centres	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Civil structures	Masonry structure	0	50
		Timber pole structure	0	15
	Drainage	Kerb	0	50
		Kerb inlet	0	20
		Sub-soil drain	0	50
	Earthworks	Earthworks	0	100
	External facilities	Carport	0	7
		External furniture	0	20
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
Core layer	Communications equipment	Fibre optic cable	0	50
Creches	Buildings	Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Floor	0	50
		Plumbing	0	20

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Roof	0	40
		Security system	0	5
		Walls	0	60
Creches	Civil structures	Retaining wall	0	60
		Tank	0	80
	Drainage	Kerb	0	50
		Kerb inlet	0	20
	Earthworks	Earthworks	0	100
	External facilities	External furniture	0	20
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
	Pavements	Road surface	0	5
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
Distribution	Communal standpipes	Communal standpipe	0	10
	Municipal service connections	Pipe - water	0	80
		Water meter	0	10
	Pipe work	Hydrant	0	20
		Pipe - water	0	80
		Pipe - water	0	80
		Pipe - water	0	80
		Valve - water	0	45
		Water meter	0	10
Drainage collection	Civil structures	RC structure	0	80
	Drainage	Culvert	0	60
		Grid inlet	0	30
		Kerb	0	50

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Kerb inlet	0	20
Fire / ambulance stations	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Civil structures	Tank	0	80
	Drainage	Kerb	0	50
	Earthworks	Earthworks	0	100
	External facilities	Carport	0	7
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
Halls / Centres	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40



ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Security system	0	5
		Walls	0	60
	Civil structures	Masonry structure	0	50
		RC structure	0	80
		Retaining wall	0	60
		Steel structure	0	60
		Tank	0	80
		Timber pole structure	0	15
	Drainage	Channel	0	20
		Kerb	0	50
		Kerb inlet	0	20
	Earthworks	Earthworks	0	100
	External facilities	Carport	0	7
		External furniture	0	20
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
		Small building / enclosure	0	50
	Mechanical equipment	Pump - water	0	15
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
	Sports facilities	Sports field	0	30
HV Substations	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Floor	0	50
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Communication equipment	Control kiosk	0	10
		Fibre optic cable	0	50
	DC systems	Batteries	0	20
		Battery charger	0	10
	External facilities	External lighting	0	30
		Perimeter protection	0	30
	HV overhead lines	HV overhead line support structure	0	50
	HV switching station equipment	Control panel	0	50
		HV busbar indoor	0	50
		HV compact circuit breaker, isolator and current transformer unit	0	50
		HV earth switch	0	50
		HV isolator	0	50
		Lightning mast and shield wiring	0	50
		Station earthing - mat and electrodes	0	50
		Surge arrestor	0	50
	MV substation equipment	Control panel	0	50
		Current transformer	0	50
		MV earth switch	0	50
		Transformer NECRT	0	50
		Voltage transformer	0	50
HV Transmission Conductors	HV cables	HV cable	0	50
	HV overhead lines	HV overhead line conductor	0	50
LV Networks	Electricity meters	Automated electricity meter	0	10
		Conventional electricity meter	0	30
		Prepaid electricity meter	0	10
	LV conductors	LV cable	0	60

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		LV overhead line	0	45
	Municipal service connections	LV kiosk	0	45
	Public lighting	Street lights	0	45
Municipal Offices	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Civil structures	RC structure	0	80
		Tank	0	80
	Drainage	Kerb	0	50
		Kerb inlet	0	20
	External facilities	Carport	0	7
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
	Metal work	Fabricated steel	0	30
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
Museums / Galleries / Theatres / Libraries		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Civil structures	RC structure	0	80
		Retaining wall	0	60
		Tank	0	80
	Drainage	Channel	0	20
		Kerb	0	50
		Kerb inlet	0	20
	Earthworks	Earthworks	0	100
	External facilities	Carport	0	7
		External furniture	0	20
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Pipe work	Pipe - storm water	0	50
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
MV Networks	MV conductors	MV cable	0	50
	MV mini-substations	MV transformer	0	50
	MV network equipment	Ring main unit	0	50
	MV transformer	MV transformer	0	50

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
MV Substations	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Roof	0	40
		Walls	0	60
	Communication equipment	Control kiosk	0	10
		Fibre optic cable	0	50
		Storage area network	0	10
	Control and instrumentation	Distributed control system	0	15
	DC systems	Batteries	0	20
		Battery charger	0	10
	Electrical equipment	Control panel	0	50
		Telemetry	0	10
	External facilities	External lighting	0	30
		Perimeter protection	0	30
	Metal work	Fabricated steel	0	30
	MV substation equipment	Capacitor bank	0	20
		MV earth switch	0	50
	MV transformer	MV transformer	0	50
	Pavements	Road structural layer	0	80
		Road surface	0	5
Outdoor facilities	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Security system	0	5
		Walls	0	60
	Civil structures	Earth structure	0	50
		Masonry structure	0	50
		RC structure	0	80
		Retaining wall	0	60
		Tank	0	80
		Timber pole structure	0	15
	Drainage	Channel	0	20
		Kerb	0	50
		Kerb inlet	0	20
	Earthworks	Earthworks	0	100
	Electrical equipment	Control panel	0	50
		Motor	0	15
	External facilities	Carport	0	7
		External furniture	0	20
		External lighting	0	30
		Irrigation	0	10
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
		Small building / enclosure	0	50
	Mechanical equipment	Pump - pool	0	15
		Pump - water	0	15
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - storm water	0	50
		Pipe - water	0	80

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
	Sports facilities	Basketball court	0	20
		Bowling green	0	20
		Juskei court	0	20
		Spectator stand	0	50
		Sports field	0	30
		STADIUM	0	50
		Swimming pool	0	20
		Tennis court	0	30
Outfall Sewers	Pipe work	Pipe - sewer	0	100
Parks	Buildings	Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Walls	0	60
	Civil structures	Masonry structure	0	50
		RC structure	0	80
		Tank	0	80
		Timber pole structure	0	15
	Drainage	Kerb	0	50
		Kerb inlet	0	20
	Earthworks	Earthworks	0	100
	External facilities	External furniture	0	20
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service connections on site	Electrical service connection	0	50

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Pipe - sewer	0	100
		Pipe - water	0	80
Promenades	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Civil structures	Gabions	0	80
		Masonry structure	0	50
		RC structure	0	80
		Timber pole structure	0	15
	Drainage	Kerb	0	50
		Kerb inlet	0	20
	Earthworks	Earthworks	0	100
	External Facilities	Carport	0	7
		External furniture	0	20
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Sign - general	0	15
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service Connections on Site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
Public Ablution Facilities	Buildings	Finishes, fixtures & fittings	0	15
		Floor	0	50



ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Plumbing	0	20
		Roof	0	40
		Walls	0	60
	Civil structures	Masonry structure	0	50
	External facilities	External lighting	0	30
		Paving	0	40
		Perimeter protection	0	30
	Service connections on site	Pipe - sewer	0	100
		Pipe - water	0	80
Pump stations	Buildings	Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Civil structures	Earth structure	0	50
		RC structure	0	80
		Steel structure	0	60
		Tank	0	80
	Control and instrumentation	Telemetry	0	10
	Earthworks	Earthworks	0	100
	Electrical equipment	Control panel	0	50
		Generator	0	20
		Motor	0	15
	External facilities	External lighting	0	30
		Perimeter protection	0	30
		Small building / enclosure	0	50
	LV conductors	LV cable	0	60
	Mechanical equipment	Crane	0	20

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Pump - sewer	0	15
		Pump - submersible	0	12
		Pump - water	0	15
	Metal work	Fabricated steel	0	30
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Pipe work	Valve - sewer	0	45
		Valve - water	0	45
		Water meter	0	10
Rail Lines	Earthworks	Earthworks	0	100
	Rail Lines and Ballast	Ballast	0	80
		Points (rail)	0	15
		Rail lines	0	50
Reservoirs	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Civil structures	Masonry structure	0	50
		RC structure	0	80
		Steel structure	0	60
		Tank	0	80
	Control and instrumentation	Telemetry	0	10
	Electrical equipment	Control panel	0	50
		Generator	0	20
		Motor	0	15
	External facilities	Control panel	0	50

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		External lighting	0	30
		Perimeter protection	0	30
		Small building / enclosure	0	50
	LV conductors	Control cable	0	10
		LV cable	0	60
	Mechanical equipment	Crane	0	20
		Pump - sewer	0	15
		Pump - water	0	15
	Municipal service connections	Control panel	0	50
	MV switching station equipment	Control panel	0	50
	Pipe work	Valve - sewer	0	45
		Valve - water	0	45
		Water meter	0	10
	Service connections on site	Electrical service connection	0	50
Reticulation	Civil structures	Masonry structure	0	50
	Municipal service connections	Pipe - sewer	0	100
	Pipe work	Pipe - sewer	0	100
Road	Earthworks	Earthworks	0	100
	Pavements	Road structural layer	0	80
		Road surface	0	5
Road Furniture	Road furniture	Commuter shelter	0	30
		Footpath / paving	0	40
		Sign - regulatory	0	7
		Speed hump	0	50
	Traffic signals	Traffic signal units	0	15
Road Structures	Pedestrian bridges	Pedestrian bridge superstructure	0	50
	Road bridges	Road bridge superstructure	0	80
Social Housing	Buildings	Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Walls	0	60
	Civil structures	Masonry structure	0	50
		RC structure	0	80
		Retaining wall	0	60
	Drainage	Channel	0	20
	External facilities	External furniture	0	20
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
	Metal work	Fabricated steel	0	30
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
Staff Housing	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Civil structures	Retaining wall	0	60

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
	External facilities	Carport	0	7
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
		Water meter	0	10
Stormwater Conveyance	Drainage	Channel	0	20
		Sub-soil drain	0	50
	Pipe work	Pipe - storm water	0	50
Taxi ranks / Bus terminals	Buildings	Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Walls	0	60
	Civil structures	Retaining wall	0	60
		Tank	0	80
		Timber pole structure	0	15
	Drainage	Channel	0	20
		Kerb	0	50
		Kerb inlet	0	20
	Earthworks	Earthworks	0	100
	External facilities	Carport	0	7
		External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Sign - general	0	15
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Road furniture	Footpath / paving	0	40
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
Waste Separation Facilities	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Civil structures	Earth structure	0	50
		Masonry structure	0	50
		RC structure	0	80
		Retaining wall	0	60
		Tank	0	80
	Drainage	Channel	0	20
		Kerb	0	50
		Kerb inlet	0	20
	Earthworks	Earthworks	0	100
	External Facilities	External lighting	0	30
		Landscaping	0	50
		Paving	0	40
		Perimeter protection	0	30
		Sign - general	0	15
		Small building / enclosure	0	50

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service Connections on Site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80
Waste-water treatment works (WWTW)	Buildings	Electrical installation (building)	0	30
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Walls	0	60
	Civil structures	RC structure	0	80
		Steel structure	0	60
	Earthworks	Earthworks	0	100
	Electrical equipment	Aerator	0	100
		Control panel	0	50
		Motor	0	15
	External facilities	External lighting	0	30
		Perimeter protection	0	30
	Mechanical equipment	Pump - sewer	0	15
		Pump - water	0	15
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Pipe work	Valve - sewer	0	45
		Valve - water	0	45
Water treatment works (WTW)	Buildings	Electrical installation (building)	0	30
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Septic tank	0	40
		Walls	0	60
	Civil structures	Filter media	0	10

ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		RC structure	0	80
		Steel structure	0	60
		Tank	0	80
	Control and instrumentation	Telemetry	0	10
	Earthworks	Earthworks	0	100
	Electrical equipment	Control panel	0	50
		Motor	0	15
	External facilities	External lighting	0	30
		Perimeter protection	0	30
	Mechanical equipment	Extraction blower	0	15
		Pump - water	0	15
	Municipal service connections	LV cable	0	60
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Pipe work	Pipe - water	0	80
		Valve - water	0	45
		Water meter	0	10
Workshops / stores	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
Yards / Depots	Buildings	Air conditioning	0	8
		Electrical installation (building)	0	30
		Finishes, fixtures & fittings	0	15



ASSET GROUP TYPE	ASSET TYPE	COMPONENT TYPE	RESIDUAL VALUE (% CRC)	EUL
		Fire protection	0	20
		Floor	0	50
		Plumbing	0	20
		Roof	0	40
		Security system	0	5
		Walls	0	60
	Civil structures	Masonry structure	0	50
		RC structure	0	80
		Steel structure	0	60
		Tank	0	80
		Timber pole structure	0	15
	Drainage	Channel	0	20
		Kerb	0	50
	Earthworks	Earthworks	0	100
	Electrical equipment	Generator	0	20
Yards / Depots	External facilities	Carport	0	7
		External lighting	0	30
		Paving	0	40
		Perimeter protection	0	30
	Mechanical equipment	Pump - water	0	15
	Pavements	Road structural layer	0	80
		Road surface	0	5
	Service connections on site	Electrical service connection	0	50
		Pipe - sewer	0	100
		Pipe - water	0	80

## ANNEXURE B-Expected Useful Lives and Residual Values of Movable, Heritage and Intangible Assets

	Expected	Residual Value
Motor vehicles	4-7	0
Motor cycles	3	0
Fire equipment	10-15	0

Ambulance equipment	5	0
Fire hoses	5	0
Emergency lights	5	0
Household refuse bins	5	0
Bulk containers	8-10	0
Trucks and bakkies	5-7	0
Aircraft	10-15	0
Watercraft	15-20	0
Fire engines	5-10	0
Buses	10-15	0
Graders	10-15	0
Tractors	10-15	0
Mechanical horses	10	0
Farm equipment	5	0
Lawnmowers	2	0
Compressors	3-5	0
Laboratory equipment	5	0
Radio equipment	5	0
Fire arms	5	0
Telecommunication equipment	5	0
Plant and equipment general	5-10	0
Cable cars	15	0
Irrigation systems	15	0
Cremators	15	0
Lathes	15	0

Milling equipment	15	0
Conveyors	15	0
Feeders	15	0
Tippers	7-15	0
Pulverising mills	15	0
Computer hardware	5	0
Chairs	5-7	0
Tables and desks	5-7	0
Cabinets and cupboards	5-7	
Furniture and fittings other	5-7	
Office machines	5	
Monuments	0	
Historic buildings	0	
Works of art	0	

Conservation areas	0	
Other heritage	0	
Servitudes	0	
Water rights	3-7	
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## ANNEXURE C – Financial asset Register fields

<b>Acquisition</b>
• Transaction Date
• Amount
<b>Identification</b>
• Asset class: should facilitate GRAP financial reporting requirements, e.g. PPE, investment property, intangible asset, etc.
• Asset sub-class: Class Level 2 e.g. motor vehicle, furniture, road infrastructure, etc.
• Asset functional group - Class Level 3 e.g. clinic, warehouse, hall
• Asset number: a unique system-generated identifier
• Inventory number: Barcode asset tag
• Asset specific identifiers: e.g. serial numbers, registration number, erf. number
• Asset description: e.g. 2005 Toyota Corolla 140i, brown wooden six-seater boardroom table, etc.
• Location: e.g. Office 123, Store Abe, Erf. Xyz
• GPS: recommended for easy location (where relevant).
<b>Accountability</b>
• Department/ division: (depends upon organisation)
• Section/ unit (depends upon organisation)
• Cost centre
• Custodian: e.g. user of the asset or person responsible for safeguarding the asset in his/her possession: for laptop, custodian is Mr Jones (Financial Manager).
• Transfers: (to record date and transferor)
<b>Performance</b>
• Performance measures (where relevant)
• Condition Assessment (date, rating, person doing assessment, file no -for details)

• Warranties, guaranties or certification
• Useful life: e.g. years/hours/units/mileage, etc. of expected use
• Residual value: to be evaluated annually
<b>Disposal</b>
• Date
• Capacity: at date of disposal

• Condition: e.g. good, fair, bad, etc.
• Remaining useful: if sold earlier than originally planned
• Reason for disposal
<b>Accounting</b>
• Historical cost (or fair value where cost not available for initial recognition)
• Funding source
• Useful life: (original)
• Remaining useful life: (assessed, date of assessment)
• Residual value: (original, assessed and date of assessment)
• Impairment. (amount, date assessed)
• Depreciation: value and rate: current year
• Accumulated depreciation: life to date
• Carrying amount
• Disposal (where relevant): (date, realised amount, details on disposal, Council resolution)

# **SOL PLAATJE LOCAL MUNICIPALITY**



## **SUPPLY CHAIN MANAGEMENT POLICY**

Final Reviewed Version of March 2025

Reviewed by Council May 2025

**MUNICIPAL SUPPLY CHAIN MANAGEMENT POLICY**  
**LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003**

**SUPPLY CHAIN MANAGEMENT POLICY REVIEW AND ADOPTION PROCESS**

<b>SUPPLY CHAIN MANAGEMENT POLICY 2024/2025- 2025/2026</b>				
<b>Item No.</b>	<b>Original Author(s)</b>	<b>Policy status</b>	<b>Council Resolution No</b>	<b>Date of Approval</b>
1	<b>Mrs. Betty Nkoe</b>	16 <sup>th</sup> Review		
2	Name of Speaker Mrs. Dipuo Peters	16 <sup>th</sup> Review		
3	Name of Accounting Officer (MM)	Signature	Date	
4	<b>Mr. SB Matlala</b>			

**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	<p>The process of procurement of goods, work and services and includes the:</p> <ul style="list-style-type: none"><li>▪ Identification of preferential policy objectives;</li><li>▪ Determination of market strategy;</li><li>▪ Application of depreciation rates;</li><li>▪ Application of total cost of ownership principle;</li><li>▪ Compilation of quotation/bid documentation, including conditions;</li><li>▪ Determination of evaluation criteria;</li><li>▪ Publishing of quotes/bids;</li><li>▪ Receiving and opening of quotes/bids;</li><li>▪ Evaluation of quotes/bids and tabling of recommendations;</li><li>▪ Award of quotes/bids;</li><li>▪ Negotiations;</li><li>▪ Compilation and signing of contract documents;</li><li>▪ Access to information;</li><li>▪ Contract administration</li></ul>
Asset	<p>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:</p> <ul style="list-style-type: none"><li>▪ It possesses service potential or future economic benefit that is expected to flow to the municipality;</li><li>▪ It is controlled by the municipality;</li><li>▪ It originates as a result of a past transaction or event.</li></ul>
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: <ul style="list-style-type: none"> <li>▪ Increasing the number of black people that manage, own and control enterprises and productive assets;</li> <li>▪ Facilitating ownership and management of enterprises and productive assets by communities, workers, cooperatives and other collective enterprises;</li> <li>▪ Achieving equitable representation in all occupational categories and levels in the workforce;</li> <li>▪ Preferential procurement;</li> <li>▪ Investment in enterprises that are owned or managed by black people.</li> </ul>
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: <ul style="list-style-type: none"> <li>▪ Suggestions to fictitious lower quotations;</li> <li>▪ Reference to non-existent competition;</li> <li>▪ Exploiting errors in bids;</li> <li>▪ Soliciting bids from bidders whose names appear on the list or restricted bidders/suppliers/persons.</li> </ul>
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.	<ul style="list-style-type: none"> <li>○ Disastrous situation leading to loss or damage to public or private property.</li> <li>○ Life-threatening</li> <li>○ Environmental pollution</li> <li>○ Loss of revenue by the municipality</li> </ul>
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 –	<p>(a) a member of –</p> <ul style="list-style-type: none"> <li>(i) any municipal council;</li> <li>(ii) any provincial legislature; or</li> <li>(iii) the National Assembly or the National Council of Provinces</li> </ul> <p>(b) a member of the board of directors of any municipal entity;</p> <p>(c) an official of any municipality or municipal entity;</p> <p>(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);</p> <p>(e) a member of the accounting authority of any national or provincial public entity; or</p> <p>(f) an employee of Parliament or a provincial legislature;</p>
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 Of 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 31<sup>st</sup> 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 excess 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) The Bid Adjudication Committee makes an award.
  - (iii) Accounting Officer's Approval of the tender process.
  - (iv) Notify successful tenderers and unsuccessful tenderers of the outcome (by publishing information on the municipal website).
  - (v) Sign the contract document.
  - (vi) Formally accept the 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 the value of R 2000 (SCM no longer has physical cash but generates an official order.)	Request one quotation through email.
Written quotation	R 2000 to R 30 000 (Minimum three quotations)	Request a minimum of three quotations 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 a letter stating that they are not the directors of the company but a 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 a 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) Five 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 the 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 the bidders or a 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 the 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 be 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 (1<sup>st</sup> July to 30<sup>th</sup> 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 the 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 the 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 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 expert 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 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 virtually.
  - (n) The BEC must ensure that the recommended bidder(s) are not listed in the National Treasury's Register for tender Defaulters or the 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 EMEs 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 the period stated and the quorum is constituted by the **Chairperson, SCM practitioner, official from the 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 expert 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 expert 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 disagrees 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 the 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 the 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. Minor Breaches in line with the MFMA Circular 68
 

The supply chain management policy may allow the accounting officer to ratify any minor breaches of the procurement process by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.

  - Ratifying these minor breaches shall apply strictly to process-related or administrative aspects and must not, under any circumstances, be used to override, alter, or bypass any applicable legislation, including the Municipal Finance Management Act (MFMA), Treasury Regulations, or any other prescripts governing SCM. This ratification function is strictly limited to issues that do not affect the fairness, transparency, competitiveness, or legality of the procurement process.
  - Under no circumstances may this clause be used to ratify material non-compliance such as irregular awards, conflict of interest, or any act that compromises legal procurement

standards. All ratifications must be documented and reported in accordance with applicable SCM reporting procedures.

Examples of minor technical or administrative breaches may include:

- Use of outdated internal templates or forms (e.g. use of an outdated technical report or listing criteria)
- Omission of non-substantive reference numbers (e.g. tender number or description on paid orders)
- Delayed scanning or uploading of bid documents where no prejudice occurred.
- Minor clerical errors that do not affect the bid outcome or evaluation.

Examples of minor process-related breaches (in the context of the MFMA and SCM regulations) may include:

- Late submission of award details to the municipal website or National Treasury portal, provided the award process was lawful and fair.
- Minor deviations in timelines for bid opening or briefing sessions, where all suppliers were still given fair and equal opportunity.
- Slight delays in submitting procurement plans to the Accounting Officer, without impacting compliance or transparency.
- Late submission of technical reports

The municipality will deal with the minor breaches of the SCM policy as indicated above, contained and guided by the MFMA circular 68 and in the flowchart in Annexure B of the circular 68.

5. 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 compel 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 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 an 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 of 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 the 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-filing.
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 who have 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 (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 spouses, 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 prohibits the 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 complaints must be in writing, addressed to the Accounting Officer of the Municipality.
3. The 14 days period notification for objections 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 Preferential Procurement Policy Framework Act of 2000.
  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 contracts are generally not complex in nature and procurement may be 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 contracts 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 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 cancelled.
  - (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 are received and they are non-responsive they must go through all the Bid committees.
  - (l) The 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 15% in terms of the supply and delivery and not exceed 20% in terms of the construction project and consultants. Any increase above this threshold is considered a contract amendment and should be taken to the 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 the 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 to 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's 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 corruption, 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 effected 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 the 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 a single source (sole provider) by SCM.
3. Single source / sole provider may be appropriate if it presents a clear advantage over the 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, transparently 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 database of an 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 the 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. These 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 an RFQ from the closed tender.
3. The requests for each pool/panel are registered and allocated a 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 combating 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).

<p>80/20 equal to or below R50 million 90/10 above R50 million</p>
--

Ownership - Black		
% Ownership	80/20	90/10
<51%	2	1
>51% <100%	4	3
100%	20	10
Total Points	<b>20</b>	<b>10</b>

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	<b>20</b>	<b>10</b>

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	<b>20</b>	<b>10</b>

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	<b>20</b>	<b>10</b>

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	<b>20</b>	<b>10</b>

**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	<b>20</b>	<b>10</b>

(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	<b>20</b>	<b>10</b>

(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	<b>20</b>	<b>10</b>

(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	<b>20</b>	<b>10</b>

(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	<b>20</b>	<b>10</b>

#### 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

<b>Version No</b>	<b>Adoption and Review</b>	<b>Council Resolution Date</b>	<b>Council Resolution Number</b>
<b>1</b>	Original adoption	17 November 2005	CR500
<b>2</b>	Reviewed and amended	08 February 2006	C26
<b>3</b>	Reviewed and amended	17 February 2010	C75/10
<b>4</b>	Reviewed and amended	02 March 2011	C85/11
<b>5</b>	Reviewed and amended	29 August 2012	C214/12
<b>6</b>	Reviewed and amended	07 August 2013	C175/08/13
<b>7</b>	Reviewed and amended	04 November 2014	C265/11/14
<b>8</b>	Reviewed and amended	24 February 2016	C68/2/16
<b>9</b>	Reviewed and amended	31 May 2018	C38/05/18
<b>10</b>	Reviewed and amended	12 March 2019	C31/04/19
<b>11</b>	Reviewed and amended	30 June 2020	C129/06/20
<b>12</b>	Reviewed and amended	30 March 2021	C36/03/21
<b>13</b>	Reviewed and amended	07 June 2022	C74/06/22
<b>14</b>	Reviewed and amended	04 March 2023	
<b>15</b>	Reviewed and amended	March 2024	
<b>16</b>	Reviewed and amended	March 2025	

# **SOL PLAATJE LOCAL MUNICIPALITY**



## **PREFERENTIAL PROCUREMENT POLICY**

*Final Version of May 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	3 <sup>rd</sup> Review		
2	Name of Speaker Dipuo Peters	Signature	Date	
3	Name of Accounting Officer (MM) BS Matlala	Signature	Date	
4	<b>Mr. SB Matlala</b>			

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## 1. DEFINITIONS AND ACRONYMS

<b>"Act"</b>	means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)
<b>"B-BBEE"</b>	means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act
<b>"B-BBEE status level of contributor"</b>	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
<b>"black designated groups"</b>	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
<b>"black people"</b>	has the meaning assigned to it in section 1 of the Broad Based Black Economic Empowerment Act
<b>"Broad-Based Black Economic Empowerment Act"</b>	means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)
<b>"co-operative"</b>	means a co-operative registered in terms of Section 7 of the Cooperatives Act, 2005 (Act No. 14 of 2005)
<b>"Construction works"</b>	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;

<b>“Council”</b>	Means the Council of the Sol Plaatje Local Municipality;
<b>“designated group”</b>	<p>(a) black designated groups</p> <p>(b) black people</p> <p>(c) women</p> <p>(d) people with disabilities; or</p> <p>(e) small enterprises, as defined in section 1 of the National Small Enterprise Act, 1996 (Act No. 102 of 1996)</p> <p>(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</p>
<b>“designated sector”</b>	means a sector, sub-sector or industry or product designated in terms of regulation 8(1)(a)
<b>“EME”</b>	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
<b>“functionality”</b>	means the ability of a tenderer to provide goods or services in accordance with specifications as set out in the tender documents
<b>“highest acceptable tender”</b>	means a tender that complies with all specifications and conditions of tender and that has the highest price compared to other tenders;
<b>“lowest acceptable tender”</b>	means a tender that complies with all specifications and conditions of tender and that has lowest price compared to other tenders;

<b>“Military veteran”</b>	Means a military veteran in accordance with section 1 of the Military Veterans Act, 2011 (Act No. 18 of 2011)
<b>“Municipality”</b>	Means the Sol Plaatje Local Municipality
<b>National Treasury”</b>	Means National Treasury in accordance section 1 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
<b>“people with disabilities”</b>	has the meaning assigned to it in section 1 of the Employment Equity Act, 1998 (Act No. 55 of 1998)
<b>“price”</b>	means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts.
<b>“Proof of B-BBEE status level of contributor</b>	(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
<b>“QSE”</b>	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
<b>“Rand value”</b>	means the total estimated value of a contract in Rand, calculated at the time of the tender invitation
<b>“rural area”</b>	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
<b>“Specific goals”</b>	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;
<b>“stipulated minimum threshold”</b>	means the minimum threshold stipulated in terms of regulation 8(1)(b)
<b>“tender”</b>	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;
<b>“tender for income generating Contracts”</b>	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.
<b>“township”</b>	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

<b>“treasury”</b>	has the meaning assigned to it in section 1 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
<b>“youth”</b>	has the meaning assigned to it in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008)
<b>“Immovable Capital Assets”</b>	Means any immovable assets such as land, assets or building refer to as capital assets.
<b>“Locality (Doorstep)”</b>	means the local suppliers and/or service providers that reside within the Municipal area
<b>“Proof of locality” means a –</b>	<ul style="list-style-type: none"> <li>(a) municipal account in the name of the tenderer not older than 90 days;</li> <li>(b) lease agreement where the tenderer is the lessee; or</li> <li>(c) an official letter from the bank confirming the registered business address of the tenderer;</li> </ul>
<b>“Municipality”</b>	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: ACQUISITION 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:

$$P_s = 80 \left( 1 - \frac{(P_t - P_{min})}{P_{min}} \right)$$

- i. Where-
  - ii.  $P_s$  = Points scored for price of tender under consideration;
  - iii.  $P_t$  = Price of tender under consideration; and  
 $P_{min}$  = 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:

$$P_s = 90 \left( 1 - \frac{(P_t - P_{min})}{P_{min}} \right)$$

- i) Where-
  - ii)  $P_s$  = Points scored for price of tender under consideration;
  - iii)  $P_t$  = Price of tender under consideration; and  
 $P_{min}$  = 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	<b>20</b>	<b>10</b>

(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	<b>20</b>	<b>10</b>



(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	<b>20</b>	<b>10</b>

(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	<b>20</b>	<b>10</b>

(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	<b>20</b>	<b>10</b>

## 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	<b>20</b>	<b>10</b>

## 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	<b>20</b>	<b>10</b>

#### 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	<b>20</b>	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	<b>20</b>	<b>10</b>

#### 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	<b>20</b>	<b>10</b>

- 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 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	Women	Youth	Disability	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.

- (c) The Municipality may, in accordance with Section 2(1)(f) of the PPPFA, consider objective criteria when determining the final award of a tender.
- (d) Objective Criteria refer to additional, factual and non-preferential considerations that may justify the award of a tender to a bidder who does not score the highest points in terms of the 80/20 or 90/10 preference point system prescribed by the PPPFA, as per section 2(1)(f) of the Act.
- (e) The following objective criteria will be applied for Formal Written Priced Quotation and Competitive bids:
  - 1. Proven Poor Performance on Previous Municipal Contracts - documented evidence of non-performance or substandard performance in prior contracts with the Municipality or other public entities. This includes:
    - a) Late delivery of services/products beyond the contractually agreed timeline.
    - b) Failure to meet key deliverables or technical specifications.
    - c) Consistent quality issues requiring rework or rejection.
    - d) Imposition of penalties or contract termination due to performance breaches.
  - 2. Failure to Deliver on Similar Projects - evidence that the bidder has previously failed to successfully complete projects of a similar nature, scale, or complexity, particularly in local government or public sector contexts. Indicators may include:
    - a) Project abandonment or incomplete delivery.
    - b) Repeated deadline extensions caused by the bidder.
    - c) Substitution of key personnel without approval.
    - d) Negative completion certificates or adverse project audits.
  - 3. Unresolved Disputes or Litigation with the Municipality - Ongoing or unresolved legal proceedings involving the bidder and the Municipality (or any other organ of state), where:
    - a) The dispute relates to previous procurement, contractual obligations, or allegations of fraud, corruption, or misrepresentation.



- b) The matter has reached formal litigation or arbitration stage, and no final resolution has been reached.
  - c) The ongoing nature of the dispute could pose a risk to project continuity or public interest.
- 4. Performance Concerns Confirmed by Project Managers or End-User Departments
  - Formal written concerns or reports issued by responsible project managers or end-user departments regarding the bidder's previous performance, including:
    - a) Submission of project progress reports highlighting non-compliance or delays.
    - b) Official correspondence documenting breach of contract terms.
    - c) Completion reviews reflecting dissatisfaction with service delivery.
    - d) Validated internal memos or evaluation forms capturing service provider weaknesses.

## **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.

## PREFERENTIAL POLICY CHANGES

Page #	Previous information	Changes Made										
12	Proof of Locality: A tenderer must submit proof of locality, Municipal account/lease agreement/affidavit / CSD to claim the point											
14	Tender equal to or below R50 000, the 80/20 points and above R 50 000 90/10 points is applicable											
15	<b>Specific goal</b> Youth was 10 points Women 10 Disability 10 Military Veteran 10	<b>Youth 10 points changed to 20 points</b> <b>Women 10 changed to 20 points</b> <b>Disability 10 changed to 20 points</b> <b>Military Veteran 10 changed to 20 points</b>										
16	New amended	HDI Goals <ul style="list-style-type: none"><li>• Race</li><li>• gender or</li><li>• disability</li></ul>										
18	The locality points were a total of 10	The locality was 10 changed to 20										
21	The Military and Disability specific goals were added.	Formal written Quotation below R30,000 <table border="1"><thead><tr><th>Military veteran</th><th>Disability</th><th>Women</th><th>Youth</th><th>Total</th></tr></thead><tbody><tr><td>5</td><td>5</td><td>5</td><td>5</td><td>20</td></tr></tbody></table> <p>The Military and Disability specific goals were added.</p>	Military veteran	Disability	Women	Youth	Total	5	5	5	5	20
Military veteran	Disability	Women	Youth	Total								
5	5	5	5	20								

## SCM POLICY CHANGES

Page	Changes				
15	Specific goal added: <b>Military veteran</b> and <b>Disability</b> for procurement below R30,000.				
	Military veteran	Women	Youth	Disability	Total
	5	5	5	5	20
23	Definition of non-executive	Non-executive director definition and the non-executive director must furnish the municipality with a letter stating that they are not the directors of the company but a non-executive of the institution, such as a member of the audit committee/ tribunal/ legal advisor, etc			
24	Municipal Account	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.			
29	New amendments	All the tenders must be placed inside the tender box by the bidder or a courier company.			
32	New amendments	Extension of Advert			
34	New amendments	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.			
	New amendments	The BEC must ensure that the recommended bidder(s) are not listed in the National Treasury’s Register for Tender Defaulters or the list of restricted suppliers			
	New amendments	All bidders must complete the declaration of interest accurately and honestly, failure to do so may lead to disqualification.			
	New amendments	All committee members must declare their interests during the introduction of the meeting, either in writing or virtually.			
	New amendments	BEC members must complete the code of conduct on an annual basis.			
39	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 the Francis Baard District	5	3	
	3.	Offices within the Northern Cape Province	3	2	
	4.	Offices within the Republic of South Africa	1	1	

	Previous	Changes
40	New amendments	Ratification of minor breaches
47	It was 90 days	The SCM will notify the end user department six (6) months (180 days) prior to the expiry of the contract
48	New amendments	The SCM will not generate an official order if the service provider is non-compliant as per the CSD report. The bidder will be notified of their non-compliance status. The order will be generated once the tax is compliant.
49	New amendments	Disclose related parties by the bidders on <b>MBD4 - 3.13</b>
51	New amendments	14 14-day period notification preferred bidders marked with {*}
53	New amendments	Local Economic Participation / Contractor Participation Goals
54	New amendments	Validity period: 120 days extension and extension of 30 days only.
56	Annual price increase	<b>Extension of Contract</b> The price increase does not exceed 15%
59	under-quoted price	A comprehensive risk analysis (documentary evidence) should be conducted.
60	Advert days for the closed tender were 7 calendar days.	Close Tender - 5 calendar days

# **SOL PLAATJE LOCAL MUNICIPALITY**

## **INDIGENT MANAGEMENT POLICY**



**APPROVED ON THE \_\_\_\_\_**

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## **PREAMBLE**

Sol Plaatje Municipality recognises its Constitutional obligation to give priority to the basic needs of its community, in terms of Sections 152 and 153 of the Constitution of the Republic of South Africa.

To promote the social and economic development of the community and to ensure that all residents and communities in the Municipality have access to a basic level of municipal services.

The Constitution entitles the Municipality to an equitable share of nationally raised revenue, which will enable it to provide basic levels of essential services to the community; and Sol Plaatje Municipality commits its equitable share to the provision of basic services.

Due to the high level of unemployment and consequent poverty in the jurisdiction of the Municipality, there are households which are unable to pay the normal tariffs for municipal services. The Municipality accordingly adopts this Indigent Management Policy to ensure that these households have access to basic municipal services.



## 1. DEFINITIONS

In this policy, a word or expression derived from a word or expression as defined, has a corresponding meaning unless the context indicates that another meaning is intended:

1.1 “**Municipality**” means Sol Plaatje Local Municipality.

1.2 “**Basic Services**” means that level of services delivered by the Municipality at a reduced cost or at no cost to the Indigent consumer and which the Council has considered reasonable and sustainable within budget constraints.

1.3 “**Child-headed household**” means a household of only minors under the age of 18 years, being a child as defined in Section 28 of the Constitution, and in which a minor has assumed the role of caregiver in respect of the other minor(s) in the household. This is further described in paragraph 6.2.2 of the policy.

1.4 “**Constitution**” refers to the Constitution of the Republic of South Africa, Act 108 of 1996.

1.5 “**Gross household income**” means the total combined earnings of the head of the household and his or her spouse(s) who are not alienated from the household. Any other financial contribution towards the household income by any means, by other dependent(s) or occupant(s) must be taken into consideration. Government grants as received by or for dependent minors or disabled occupants (excluding spouses) will be ignored and not be added as a financial contribution towards the household income.

1.6 “**Household**” means a family unit comprising a head of the family, being a natural person. The family unit may include spouse(s), blood related or adopted dependents. The household may be further extended by other occupants with or without children who reside on the same premises. All the above (including the extended members) will be deemed to be members of such a household.



1.7 "**Indigent**" means the "lacking the necessities of life". In interpreting this for the purpose of this policy a position has to be taken on the 'necessities of life' in a South African context. The Constitution provides a guide in this regard, leading to the view that the following goods and services are considered as necessities for an individual to survive:

- Sufficient water.
- Basic sanitation.
- Refuse removal in denser settlements.
- Environmental health.
- Basic energy.
- Health care.
- Housing.
- Food and clothing.

Anyone who does not have access to these goods and services is considered indigent.

1.8 "**Indigent consumer**" means the person identified as the head of the household who makes a formal written application on the prescribed form required for the indigent subsidy.

1.9 "**Indigent household**" means a household that has applied for, has qualified, and continues to qualify for indigent support as per this Policy.

1.10 "**Indigent subsidy**" means that portion of the overall support or financial assistance to indigent households that has been allocated to a specific indigent household.

1.11 "**Indigent Income Threshold**" means the qualifying monthly income as described in this Policy.

1.12 "**Pre-paid electricity meter**" means an electricity meter that requires consumers to pay for electricity before using it; and which will allow the flow of the purchased amounts of energy in an electrical circuit.



## **2. OBJECTIVES**

- 2.1 Provide a framework within which the Municipality can exercise its executive and legislative authority regarding the identification of indigent households and the implementation of financial aid to such.
- 2.2 To ensure the provision of basic services to indigent households within the jurisdiction of the Municipality in a sustainable manner and within the financial and administrative capacity of the Municipality.
- 2.3 To ensure the establishment of procedures and guidelines for the effective subsidisation of basic services charges to such approved indigent households within budgetary and national grant guidelines.

## **3. SCOPE OF THE POLICY**

Sol Plaatje Municipality adopts this policy in order to provide:

- 3.1 A framework for the provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Municipality;
- 3.2 Procedures and guidelines for the subsidisation of basic services to poor people using the Municipality's budgetary allocation, supported by the equitable share;
- 3.3 Fair criteria and a consistent, transparent and reasonable threshold for qualification of indigent households and appropriate subsidies, consistent with the Municipality's Tariff Policy.

## **4. FAIR ADMINISTRATIVE ACTION**

- 4.1 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.



4.2 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.

4.3 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.

4.4 The Municipality commits itself and its officers to act fairly and justly in an open and transparent manner in implementing this policy.

## **5. SERVICES SUBSIDISED**

5.1 The Municipality will provide free of charge, a basic level of services by subsidising the tariffs applicable thereto in terms of this policy and its Free Basic Services Policy.

5.2 The Municipality may also subsidise assessment rates on immovable properties of below a determined value as provided for herein, owned by persons qualifying for indigent support.

## **6. QUALIFICATION CRITERIA FOR INDIGENT SUPPORT**

Sol Plaatje Municipality recognises five categories of indigent households and organisations aiding the indigent, namely:

- Income Indigent
- Child-headed Households



- Indigent by way of Geographic Area
- Organisation assisting the indigent
- Exceptional Circumstances

The Municipality also recognises the plight of old age homes and in turn offers free basic services as a package in terms of the criteria set out.

The requirements for these categories may vary and overlap as prescribed in the policy.

## 6.1 INCOME INDIGENT

- 6.1.1 Indigent support is provided to a household upon successful application by an individual applicant who is the holder of a municipal account, supported by valid service agreements for the provision of municipal services to the property in which the household resides.
- 6.1.2 A household qualifies for indigent support if the verified total gross monthly income of all occupants in the household over 18 years of age, including all rental income derived from any dwelling on the property, **does not exceed R4500 per month**, or any such other amount as Sol Plaatje Municipality may from time to time set. In the calculation of this household income, all government grants such as pension, child welfare, shall be disregarded.

## 6.2 CHILD-HEADED HOUSEHOLDS

- 6.2.1 A child-headed household is one where the eldest caretaker of the property and its occupants is younger than 18 years.
- 6.2.2 Child-headed households shall qualify for subsidisation in line with this policy. A child shall be any person who is 18 years and younger. Such applicants shall be assisted by the ward Councillor and all documentary proof shall serve as evidence prior to qualification.



Upon reaching the age of majority, their indigent status may be reviewed, also taking into account paragraph 6.2.3 below.

6.2.3 In cases where the person responsible for the family is older than 18 years but less than 21 years, and is unemployed, the beneficiation from indigent subsidisation may be extended further under the criteria as per paragraph 6.2.2 above and 6.6 below.

### **6.3 GEOGRAPHIC AREA**

It is recognised that some areas within Sol Plaatje Municipality have concentrated indigent populations. This is as a result of Low-Cost Housing projects or more affordable housing in certain areas for the low end of the market.

These areas are determined by the following criteria:

- 6.3.1 Approximate / average property valuations
- 6.3.2 Payment ratios for the area
- 6.3.3 Whether or not they pay a flat tariff.

### **6.4 ORGANISATIONS ASSISTING THE INDIGENT**

- 6.4.1 Any organisation incorporated not for gain and reliant on government or other funding, and which may charge the residents a fee which is prescribed by government as a condition of such funding, may qualify for free basic services in terms of this policy and the Free Basic Services Policy.
- 6.4.2 The value of the free basic services package is calculated by the number of rooms or beds available multiplied by the free basic services package. E.g. an old age home which has 15 beds may



qualify, subject to the other criteria listed above, for the free basic services to an amount multiplied by 15.

## **6.5 EXCEPTIONAL CIRCUMSTANCES**

- 6.5.1 This policy attempts to assist our indigent community in general but it is understood that there are sometimes exceptional circumstances which this policy cannot foresee and which ordinarily would not be provided for in the qualification criteria.
- 6.5.2 For this reason, the Municipal Manager may consider individual applications made containing exceptional circumstances which would, ordinarily and by the criteria listed in the policy, overlook such circumstances. For example, pensioners who are members of medical aid schemes, or families looking after disabled children or severely sick persons, may apply for an indigent subsidy. Such applications shall be considered based on these extra-ordinary circumstances and merits.
- 6.5.3 The Indigent Management Section shall liaise with the Department of Health and the Department of Social Development depending on the circumstances so presented in the application. The approval of such application shall be recommended by the CFO to the Municipal Manager.
- 6.5.4 A report of all special cases shall be presented to Council once a quarter.

## **6.6 GENERAL**

- 6.6.1 For a household to qualify for indigent support in respect of services, the applicant must be a full-time occupant and account holder of the property concerned and may not be in receipt of support in respect of another household, whether within or outside the Municipality's jurisdiction.



- 6.6.2 If a household has successfully applied for a rebate on rates for any immovable property owned within the Municipality jurisdiction, they will not qualify for indigent registration.
- 6.6.3 For a household to qualify for a rebate on services, or to benefit from any debt write-off in terms of the Municipality's Debt Write-off Policy, a pre-paid electricity meter must be installed at the subject property. If the applicant refuses the installation of a prepaid service meter the application will be cancelled.
- 6.6.4 A household cannot qualify for indigent registration if a business, whether formal or informal such as a tuck shop or tavern, is being operated from the property in which the household resides.

## **7. APPLICATION PROCEDURE**

An applicant wishing to apply for indigent support for a household must complete an application form attached hereto as annexure "A" which shall be accompanied by at least the following documents:

- 7.1 an affidavit declaring on oath employment status and/or income in respect of all members of the household over 18 years of age and their full names and identity numbers;
- 7.2 documentary proof of income in respect of all such persons (e.g. letter from employer, salary advice, pension slip, affidavit of income if self-employed, letter from SARS);
- 7.3 a copy of the applicant's identity document;
- 7.4 An applicant for indigent support, shall in the application form, authorise the Municipality to verify the information provided therein





through access to the applicant's returns to the South African Revenue Service or through any other agency as the Municipality in its sole discretion shall determine.

- 7.5 An applicant for indigent support, shall in the application form consent to the processing of their personal information by the Municipality, for the approval of the applicant's indigent registration.
- 7.6 The Municipal Manager or his/her delegate must explain to each applicant, the content of this policy, the application form and the consequences of submitting an application for indigent support and counter-sign the application form in certification that the applicant confirmed his/her understanding of such explanation.
- 7.7 The Municipal Manager or his/her delegate may send a representative to the property of an applicant for indigent relief to conduct an on-site audit and verification (investigation) of information provided by the applicant.
- 7.8 An application shall be considered and determined by the Municipal Manager or his/her delegate with due regard to the information contained therein and the report, if any, of an on-site audit and advise the applicant in writing of his/her decision. If an application is not approved, the applicant will be provided with written reasons for the Municipality's refusal.
- 7.9 Such verification shall take place within the validity period of the indigent status (two years). As such, the applicant shall be considered to provisionally qualify for subsidisation upon receipt of all documents required at application stage. The verification shall confirm the status as soon as it is done, within two (2) years from date of provisional qualification.
- 7.10 Should the verification process provide information contrary to the information submitted with the application, the applicant shall be



charged with the value or amount of subsidy given, and these shall be charged against the municipal account of that property **(reversal)** and the Credit Control policy shall apply to recover the loss.

- 7.11 An application shall be approved for a maximum period of 2 (two) years. Thereafter a new application must be made and captured.

## **8. ALTERNATIVE APPLICATION AND QUALIFICATION PROCEDURES**

- 8.1 The Municipality, as an appointed agent of Provincial Department of Cooperative Governance, Human Settlements and Traditional Affairs ("**COGHSTA**"), in the implementation of Low-Cost Housing Development, may utilise the information of all applicants as approved by the Department with regards to housing subsidies.
- 8.2 Due to the qualification criteria for a housing subsidy being in line with the criteria to qualify for indigent households support in the form of free basic services, all housing beneficiaries shall qualify automatically upon completion and handing over of keys. The list of beneficiaries from COGHSTA will be utilised to assist families in opening a municipal account.
- 8.3 In the case of deceased beneficiary/ies before the handing over of keys, the spouse or the children of the beneficiary/ies shall be permitted to open the account provided they meet the criteria as per clause 6 and 7 above.
- 8.4 Verification of applicants who qualified solely using the list of beneficiaries for Housing subsidies shall take place within 2 (two) years from date of qualification.



## 9. BI-ANNUAL RE-APPLICATION

- 9.1 A recipient of indigent support, must re-apply for such support and registration in the Municipality's records as an indigent, on or before the last day of June two years following his/her registration as an indigent, **failing which the Municipality will automatically terminate his/her indigent support.** The Municipality does not warrant that any such re-application will be successful.
- 9.2 The Municipal Manager or his/her delegate will inform an applicant who has re-applied for indigent status on the outcome of his/her re-application and should it not be approved, provide reasons for its refusal.

## 10. BREACH OF OR NON-COMPLIANCE WITH CONDITIONS OF SUBSIDY

- 10.1 If a recipient of indigent support fails to comply with this policy, or breaches or otherwise fails to comply with any condition of the subsidy of such status, or should his/her circumstances or those of the household in respect of which he/she applied for indigent support change materially; the Municipal Manager or his/her delegate, shall be entitled to terminate his/her status as an indigent and the provision of indigent support with immediate effect and such person shall revert to the status of ordinary account holder for the financial year in question.
- 10.2 A recipient of indigent relief bears the onus to inform the Municipal Manager or his/her delegate of any material change in his/her circumstances or those of his/her household, such as would disqualify him/her from receiving such relief and may request de-registration as an indigent at any time.



- 10.3 Without in any way limiting the grounds upon which the Municipality would be entitled to terminate such relief; indigent relief to any recipient will be immediately terminated:
- i. if the recipient fails to comply with this policy or the agreement of grant of such relief;
  - ii. if the supply of electricity and/or water including the meter system in the property of a recipient of indigent relief is in any way tampered with;
  - iii. if the household income of a recipient of indigent relief increases beyond the qualifying threshold;
  - iv. if the recipient of indigent relief (i.e. the applicant) dies;
  - v. if the property of the recipient of indigent relief is used to conduct any business activities;
  - vi. if the recipient of indigent relief ceases to personally occupy the property in respect of which such relief has been granted, or rents or sells the property.
- 10.4 Should it be determined at any time, that a recipient of indigent relief knowingly or fraudulently provided false information to the Municipality in any application or re-application, such person shall immediately be removed from the register of indigents and shall become liable to repay to the Municipality an amount equivalent to the indigent support received by him/her, from date of grant thereof, as well as all debt written-off from said date, and shall not again be considered for indigent relief for a period of 2 (two) years or such other to be determined by Sol Plaatje Municipality from time to time.
- 10.5 If a recipient of indigent relief, whose debt has been written-off consequent upon the grant of indigent support, sells the property in respect of which such support was granted, or conducts a business, or allows a business to be conducted from said property, within a



period of (2) two years with effect from his/her last registration as an indigent then the following shall occur:

- i. the recipient shall become liable to repay to the Municipality the total amount of indigent support received by him/her during the said 2 (two) year period;
- ii. the debts written-off shall immediately become due and payable to the Municipality;
- iii. the provisions of 10.5(ii) above shall also be applicable should the Municipality approve plans for the building of a house or extension to a house on the property during said (2) two-year period;

## **11. PREPARATION AND MAINTENANCE OF AN INDIGENT REGISTER**

- 11.1 The Municipal Manager or his/her delegate will be responsible for the preparation and maintenance of a data base constituting a register of all recipients of indigent support.
- 11.2 The Municipal Manager or his/her delegate will be entitled to visit and enter any property which is the subject of a grant of indigent relief; or to require the recipient of such relief to provide such information as he/she may request: for the purposes of verification or audit of information supplied by the recipient of indigent relief or the current circumstances of the household in question.

## **12. SUBSIDIES MAKING UP INDIGENT SUPPORT**

Indigent support to qualifying households shall consist of a package of subsidies on the tariffs applicable to the services as per the Free Basic Services Policy.



### 13. PROPERTY RATES AND TAXES

- 13.1 Property rates and taxes shall be levied in accordance with the Rates Policy of the Municipality.
- 13.2 Any rebates or subsidies for property rates and taxes shall be determined in terms of the Municipality's Property Rates Policy and in conjunction with the approval of its budget and shall be contained in the budget resolutions.

### 14. ARREAR CHARGES - REGISTRATION AS AN INDIGENT

- 14.1 Accumulated arrears on the municipal account of an indigent accrued prior to his/her registration as such, shall be suspended and subsequently written off.
- 14.2 **An indigent accountholder may only benefit from a write-off once, irrespective of the number of successful subsequent registrations.**

### 15. INDIGENT ACCOUNTS MONITORING

If it is evident that the household is consuming more than the subsidised amount provided for in terms of this policy and such additional amounts are not being paid for by the respective due dates, said applicant will be served with a warning notice stating that:

- their use of services are in excess of what is subsidised;
- such excess is not being paid by the respective due date;
- if the consumption is not within the subsidised amount and an acceptable arrangement has not been made for any arrears, action will be taken in terms of the Credit Control Policy.

## **16. IMPLEMENTATION AND REPORTING**

- 16.1 The Municipal Manager or his/her delegate is responsible and accountable for the implementation of this policy. Sol Plaatje Municipality delegates to the Municipal Manager all the necessary power and authority to effect such implementation, subject to the provisions of this policy.
- 16.2 The Municipal Manager or his/her delegate shall submit a monthly report to the Executive Mayor on the implementation of this policy, containing at least the following information:
- i. the number of households registered as indigent and a brief explanation of any variation in that number since the prior report;
  - ii. the monetary value of subsidies and rebates constituting indigent support for the reporting period and cumulatively for the financial year to date;
  - iii. the amount budgeted for the provision of indigent support and the balance available.
  - iv. The number of households/accounts and value of arrear amounts written off.
- 16.3 The Executive Mayor shall in turn report on the above matters to Sol Plaatje Municipality on a quarterly basis.

## **17. REVIEW OF THIS POLICY**

This policy shall be reviewed annually in conjunction with the Municipality's budget process.



## **18. IMPLEMENTATION DATE**

The amendments contained herein become effective and wholly enforceable from the 1<sup>st</sup> July 2023.





## **ANNEXURE A – APPLICATION / REGISTRATION FORM**

# **SOL PLAATJE LOCAL MUNICIPALITY**

## **FREE BASIC SERVICES POLICY**



**APPROVED ON THE \_\_\_\_\_**

**RESOLUTION NUMBER \_\_\_\_\_**



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## 1. OBJECTIVE

- 1.1. Section 27 of the South African Constitution provides that: *“Everyone has the right to have access to social security, including, if they are unable to support themselves and their dependants, appropriate social assistance. The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of each of these rights”*.
- 1.2. Sol Plaatje Municipality recognises its Constitutional obligation to give priority to the basic needs of its community, to promote the social and economic development of the community and to ensure that all residents and communities in the municipality have access at least to a basic level of municipal services.
- 1.3. The Constitution entitles the Municipality to an equitable share of nationally raised revenue, which will enable it to provide basic levels of essential services to the community and Sol Plaatje Municipality commits its equitable share to the provision of basic services.
- 1.4. Due to the high level of unemployment and consequent poverty in the Municipality's jurisdiction, there are households which are unable to pay the normal tariffs for municipal services. The Municipality accordingly adopts this Free Basic Services Policy to ensure that these households have access to basic municipal services.

## 2. SCOPE OF THE POLICY

This Policy should be read with the Sol Plaatje Municipality Indigent Management Policy.

Sol Plaatje Municipality adopts this policy to provide:

- 2.1 A framework for free basic services;



- 2.2 Procedures and guidelines for the determination of free basic services using the Municipality's budgetary allocation, supported by the equitable share;

### **3. FAIR ADMINISTRATIVE ACTION**

- 3.1 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.
- 3.2 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.
- 3.3 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.
- 3.4 The Municipality commits itself and its officers to act fairly and justly in an open and transparent manner in implementing this policy.



#### 4. FREE BASIC SERVICES SUBSIDISED

4.1 The Municipality will provide free of charge, a basic level of each of the following services by subsidising the tariffs applicable thereto in terms of this policy:

- i. **Free Basic Water** - consists of at least a basic amount of 6 kl (6 000 l) of water per month per household.
- ii. **Free Basic Electricity** - consist of 50kWh per month per household.
- iii. **Free Basic Refuse removal** - 100% subsidy on collection of refuse at least once per week or a bulk refuse container placed within an area.
- iv. **Free Basic Sanitation** - 100% subsidy on sewerage services per month per household.

4.2 Where the Municipality charges a single service or flat tariff and where all or **some** of the services listed below are rendered, the Municipality will subsidise the services rendered using equitable share, the tariff so charged in line with the annual tariffs as per the approved budget. The quantum for metered serves shall be in accordance with the Municipality's Tariff Policy;

- i. Water – stand pipe in the dwelling or stand pipe located within a 200m radius;
- ii. Refuse collection – door to door collection of bags of refuse at least once a week or a bulk refuse container placed within an area;
- iii. Sanitation – waterborne sanitation system, bucket system or ablution facility installed within the area;
- iv. Electricity – install a prepayment service meter.

## **5. SUBSIDIES MAKING UP FREE BASIC SERVICES RELIEF**

Free Basic Services relief to qualifying households shall consist of a package of subsidies on the tariffs applicable to the services set out in this policy as follows:

- 5.1 In respect of the supply of water, Sol Plaatje Municipality shall from time to time determine the quantity of water constituting a basic supply and the amount of the subsidy in respect of the tariff payable for water. The determination by Sol Plaatje Municipality shall be made in conjunction with the approval of its budget and shall be contained in the budget resolutions dealing with tariffs and as otherwise provided for in its Tariff Policy.
- 5.2 In respect of the supply of electricity, Sol Plaatje Municipality shall from time to time determine the quantity of electricity constituting a basic supply and the amount of the subsidy in respect of the tariff payable for electricity. The determination by Sol Plaatje Municipality shall be made in conjunction with the approval of its budget and shall be contained in the budget resolutions dealing with tariffs and as otherwise provided for in its Tariff Policy.
- 5.3 With regards to the provision of the sewerage and refuse removal services, the amount of the subsidy in respect of the tariffs payable for these services shall be determined by Sol Plaatje Municipality in conjunction with the approval of its budget and shall be contained in the budget resolutions dealing with tariffs and as otherwise provided for in its Tariff Policy.
- 5.4 With regards to households with flat rate billing, the total of the flat rate determined by Sol Plaatje Municipality in conjunction with the approval of its budget; and shall be contained in the budget resolutions dealing with tariffs and as otherwise provided for in its Tariff Policy.



## **6. ISSUING OF FREE BASIC ELECTRICITY**

- 6.1 Qualifying households who have a prepaid electricity meter installed at their properties shall receive 50kWh of electricity per month. Free electricity units shall be issued on presentation of the prepaid electricity account number at any municipal service point or electricity sales points across the city once per month.
- 6.2 Unclaimed units of electricity may be claimed within 15 days from the date of the end of prior period. Illustrated by example, free basic electricity units for the month of July must be claimed in July or at the latest by the 15th of the next month, being August.

## **7. FREE BASIC SERVICES ACCOUNTS MONITORING**

Where a beneficiary (accountholder) of Free Basic Services in terms of this policy and the Indigent Management Policy; consumes more than the free basic services quantum, the said beneficiary will be billed for such excess per the respective and corresponding tariffs; and is liable for such amounts in accordance with such billing.

## **8. IMPLEMENTATION AND REPORTING**

- 8.1 The Municipal Manager or his/her delegate is responsible and accountable for the implementation of this policy. Sol Plaatje Municipality delegates to the Municipal Manager or his/her delegate; all the necessary power and authority to effect such implementation, subject to the provisions of this policy.
- 8.2 The Municipal Manager or his/her delegate shall submit a monthly report to the Executive Mayor on the implementation of this policy, containing at least the following information:





- i. the number of households receiving free basic services and a brief explanation of any variation in that number since the prior report;
- ii. the monetary value of subsidies and rebates constituting free basic support for the reporting period and cumulatively for the financial year to date;
- iii. the amount budgeted for the provision of free basic support and the balance available.

8.3 The Executive Mayor shall in turn report on the above matters to Sol Plaatje Municipality on a quarterly basis.

## **9. REVIEW OF THIS POLICY**

This policy shall be reviewed annually in conjunction with the Municipality's budget process.

## **10. IMPLEMENTATION DATE**

This Policy becomes effective and wholly enforceable from the 1<sup>st</sup> of July 2025.

**SECTION 7:**

**BY - LAWS**

## **SOL PLAATJE MUNICIPALITY**

### **ANNEXURE : BUDGET RELATED BYLAWS**

<b>List of Budget related Bylaws</b>	<b>Explanation numbers</b>
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
Residential business, Bed & Breakfast and guesthouse establishment, Creches, childcare centres, Liquor trading and Car Wash enterprises	1
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](http://www.solplaatje.org.za)
2. Bylaws to be approved with final budget process 2025/26

# **SECTION 8:**

## **M F M A CIRCULARS**



## NATIONAL TREASURY

MFMA Circular No.131

Municipal Finance Management Act No. 56 of 2003

### Section 67 of the MFMA: Funds Transferred by Municipalities to Organisations and Bodies Outside the Government

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## 1. Purpose of Circular

The purpose of this Circular is to guide municipalities on the implementation of section 67 in the Municipal Finance Management Act 56 of 2003 (MFMA) relating to instances when municipalities transfer funds to organisations or bodies outside of government, i.e. non-governmental organisations (NGOs), which also includes nonprofit organisation (NPOs). This Circular includes an Annexure, which outlines examples of instances where municipalities must follow procurement processes instead of making a transfer payment as contemplated in terms of section 67 of the MFMA. Note that the provisions of section 67 of the MFMA are not applicable to municipal entities.

## 2. Background

Section 67 of the MFMA outlines a process which must be followed before transferring funds to NGOs in instances where such transfers are not for the actual supply of goods or services. **Where a municipality procures goods and services, even from an NGO, it must comply with the procurement processes as required in terms of section 217 of the Constitution, read with chapter 11 of the MFMA, the Municipal Supply Chain Management (SCM) Regulations and other applicable procurement prescripts, before appointing an NGO to provide goods and services to a municipality.** Section 67 of the MFMA should, therefore, not be used as a mechanism to bypass official public sector procurement legal prescripts as it only enables municipalities to make transfers to NGOs in instances other than through the normal course of providing municipal services.

**A transfer within the context of section 67 of the MFMA refers to instances where a municipality does not buy any item or pay for goods or services, regardless of whether it is in furtherance of a municipal assigned or unassigned function.** Section 67 of the MFMA provides a mechanism for municipalities to make transfers to organisations or bodies outside of government, such as nonprofit organisations (which include non-governmental organisations and community-based organisations), to enable them to support projects and programmes of these organisations.

Municipalities should prioritise budgeting for sufficient service delivery municipal mandates over budgeting for unassigned functions. Irrespective of whether a municipality is performing an assigned or unassigned function, section 217 of the Constitution will apply to any procurement of goods or services in relation to the performance of the assigned or unassigned function. Therefore, section 67 of the MFMA cannot be used to procure goods and services from NGOs for unassigned functions.

In budgeting for section 67 transfers, municipalities must always take cognisance of sections 62(1)(a) of the MFMA, which stipulates that the accounting officer of a municipality is responsible for managing the financial administration of a municipality and must, for this purpose take all reasonable steps to ensure that the resources of the municipality are used effectively, efficiently and economically. Service delivery must always be prioritised.

## 3. Council Policy

Municipalities should develop and approve a policy to transfer funds to NGOs in terms of section 67 of the MFMA to ensure transparency and accountability. This policy must govern how a municipality will provide financial assistance to NGOs. Below are some key elements that should be addressed in a section 67 transfer policy:

- **Purpose and objectives:** Clearly state the purpose, desired outcomes, and impacts that the funding aims to achieve.

- **Eligibility criteria:** Specify the eligibility requirements for potential recipients. These criteria may include jurisdiction, project alignment with funding priorities, and compliance with legal and financial standards.
- **Application process:** Outline the process for NGOs to apply for transfer funding. This should include details on the application form, submission deadlines, and required documentation associated with the application.
- **Selection criteria:** Describe the criteria and evaluation process used to assess transfer applications. Explain how applications will be scored and selected for transfer funding.
- **Funding amounts and duration:** Specify the minimum and maximum transfer amounts that can be awarded and the duration of funding support. Address any conditions or milestones that may affect funding levels.
- **Reporting and accountability:** Define the reporting requirements for transfer funding recipients. Explain how recipients will be held accountable for the spending of transferred funds. Outline the responsibilities of the municipality and the transfer funding recipients in ensuring compliance with the funding terms and conditions. Describe the monitoring processes to ensure funds are used appropriately.
- **Payment and disbursement:** Detail the method of disbursement. Specify how funds can be used. This may include budget categories, allowable expenses, and limitations on administrative costs.
- **Amendment and termination:** Address the circumstances under which a transfer agreement may be amended or terminated and the procedures for doing so.
- **Appeals and grievance procedures:** Establish a process for addressing disputes or grievances related to funding decisions or implementation, which should also include reference to a public process as part of the annual budget approval process.
- **Transparency and public information:** Discuss the level of transparency the municipality will maintain regarding funding decisions, recipients, and outcomes. Clarify how information about the transfer program will be communicated to potential applicants, stakeholders, and the public.
- **Legal and regulatory compliance:** Ensure that the policy aligns with all relevant laws, regulations, and guidelines governing grant-making activities.
- **Evaluation and review:** Specify how the section 67 policy will be periodically reviewed and updated to reflect changing needs, priorities, and best practices.
- **Conflict of interest:** Address conflict of interest guidelines for both the municipality's staff and transfer review committee members.

The municipality's section 67 transfer policy should align with its integrated development plan and legal requirements and be regularly reviewed and updated to meet evolving needs.

#### **4. Meaning of "otherwise, than in Compliance with a Commercial or Other Business Transaction"**

Section 67 of the MFMA makes reference to "otherwise than in compliance with a commercial or other business transaction". These terms have not been defined in the MFMA and should, therefore, be interpreted based on the ordinary meanings of the words within the context of the scope and purpose of section 67 of the MFMA, as well as the overarching principles in the MFMA. The word "commerce" in general, is defined as the exchange of goods and services between two or more persons and "commercial" generally means one is engaged in commerce. The general meaning of "business transaction" is the process of executing a transaction where goods and services are exchanged between two or more parties. Therefore,

this section was never meant to be applied to procuring goods and services for the municipality's own benefit or even in the case where it is not for the municipality's own benefit.

In *Agribee Beef Fund (Pty) Ltd and Another v Eastern Cape Development Agency and Another* [2023] ZACC 6, the Court confirmed that section 217(1) of the Constitution applies to all public procurement, even if the organ of state is not the direct beneficiary of the goods or services. In line with the principle that section 217(1) is "not confined to instances of procurement of goods and services by an organ of state for its own benefit or use," any arrangement in which an organ of state procures goods and services, must be done in terms of section 217(1) of the Constitution.

## **5. Irregular Expenditure due to Incorrect Application of Section 67 of the MFMA**

Chapter 11 of the MFMA, read together with Municipal Supply Chain Management Regulations apply to the procurement of goods and services. In the context of section 67 of the MFMA, where a municipality receives or is due to receive goods or services from an NGO, the payment for those goods or services cannot be made in terms of section 67 of the MFMA. For a transfer to be in line with section 67 of the MFMA, it must be truly unrequited for the municipality in form and in substance - i.e. the municipality should not receive or have not received any goods and services in exchange for the transfer to the NGO.

Therefore, municipalities must not circumvent the procurement processes by procuring goods and services from NGOs under the guise that section 67 of the MFMA is applicable. Where the municipality procures goods and services in terms of section 67 of the MFMA, instead of the applicable procurement processes, the expenditure incurred will be classified as irregular as defined in the MFMA. If a municipality pays an NGO without following procurement processes, this irregular expenditure must be referred to the Municipal Public Accounts Committee (MPAC) for investigation in terms of section 32(2)(b) of the MFMA. MPAC's recommendations must then be tabled at the next available council meeting. Municipalities must, therefore, identify and address transactions where section 67 was incorrectly applied, as required in section 32 of the MFMA.

## **6. Financial Misconduct, Financial Offence and Other Offences**

The irregular expenditure incurred must also be referred to the municipality's disciplinary board for a financial misconduct investigation in line with section 171 of the MFMA, read together with the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014. If there is suspected fraud or the conduct of the officials also amounts to a financial offence in terms of section 173 of the MFMA, then the matter must also be reported to the South African Police Service for investigation. Municipalities must also take cognisance of section 34 of the Prevention and Combating of Corrupt Activities Act 12 of 2004, where there is suspicion of corruption involving an amount of more than R100,000.

## **7. The Requirement to Provide Audited Financial Statements**

Section 67(1)(a)(iv) of the MFMA requires an NGO that will be receiving a transfer in terms of section 67 to submit its audited financial statements to the municipality. Given the various legal forms an NGO can take, not all NGOs are compelled to have audited financial statements. If the organisation is a nonprofit organisation, then the municipality may, subject to compliance with section 67(4) of the MFMA, enter into an agreement with the relevant organisation requiring that organisation to submit financial statements that comply with the requirements of the Nonprofit Organisations Act 71 of 1997 (NPO Act) instead of submitting audited financial statements as required by section 67(1)(a)(iv) of the MFMA. Note that the possible exemption from submitting audited financial statements is limited to NGOs serving the poor, as contemplated in and subject to section 67(4) of the MFMA.



## **8. General Budgeting Requirements of Section 67 Transfers**

Section 67 of the MFMA read with section 17(3)(j)(iv) of the MFMA, requiring that an annual budget tabled under section 16(2) of the MFMA includes details of proposed allocations to NGOs. Consequently, the municipal council approves NGO transfers as part of the budget, contingent on affordability. The accounting officer, empowered by section 67 of the MFMA, implements these transfers according to the approved budget. Municipalities must ensure that the proposed NGO transfers are clearly indicated in the budget submission to the council, including names of NGOs intended to receive funds.

Municipalities should start the section 67 process by July of the preceding financial year, ensuring provisional NGO allocations are disclosed during consultations on the draft budget. The section 67 policy must state that NGO allocations are provisional and subject to public participation. If objections arise, NGOs must be given a chance to respond to objections, but if the municipality deems their response inadequate, no transfer should be made to an NGO.

## **9. NGOs Serving the Poor/ Indigent**

NGOs serving the poor/ indigent are exempted from compliance with section 67(1)(a) of the MFMA as stated in section 67(4) of the MFMA, subject to the following:

- If the transfer does not exceed a prescribed limit;
- If the accounting officer takes all reasonable steps to ensure that the targeted beneficiaries receive the benefit of the transferred funds; and
- If the accounting officer certifies to the Auditor-General that compliance by that NGO with subsection (1)(a) is uneconomical or unreasonable.

Although section 67(4) of the MFMA might appear to fully exempt municipalities from section 67(1)(a), this exemption is limited and applies only to specific NGO agreement requirements. A funding agreement with the NGO remains necessary, and if compliance is relaxed, the accounting officer must certify in writing to the Auditor-General of South Africa (AGSA) why such compliance would be uneconomical or unreasonable. The certification contemplated in section 67(4) refers to at least a letter to the AGSA.

The minimum considerations that must be included in the AGSA certification are the following:

- The relevant factors behind the accounting officer's conclusion;
- Why compliance with section 67(1)(a) of the MFMA is deemed uneconomical or unreasonable; and
- The compensatory compliance measures the municipality will require from the NGO.

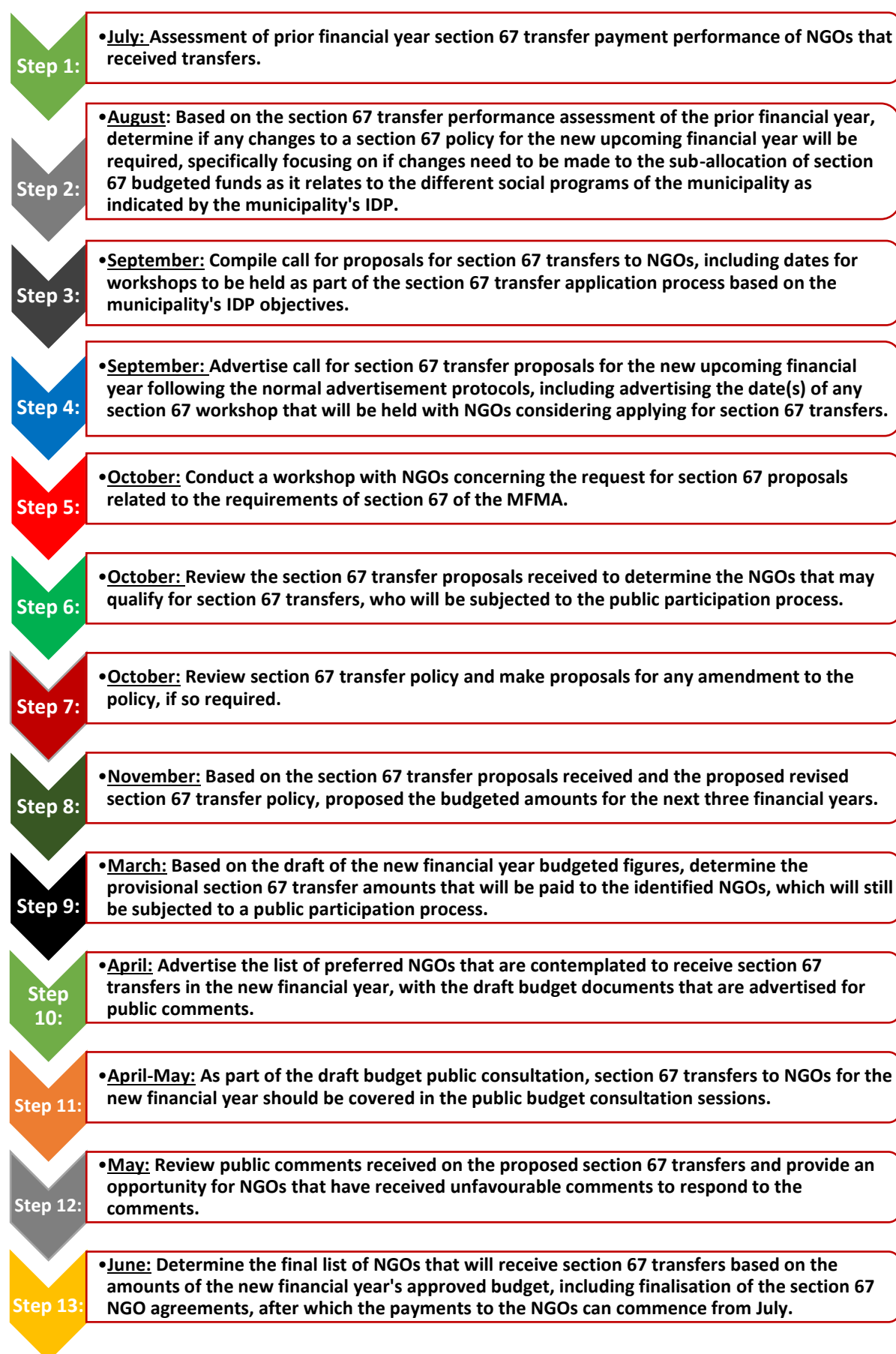
The accounting officer's conclusion must be justifiable, reasonable and fact-specific.

While section 67(4) does not prescribe a limit on the total transfer amount per year, municipalities must consider their budget constraints. Despite relaxed compliance requirements under section 67(1)(a), the accounting officer must ensure internal controls confirm that funds reach intended beneficiaries.

## **10. Section 67 Application Process Timeline**

Transfers in terms of section 67 of the MFMA should be effected in terms of a budget-related policy, and should, therefore, follow a municipality's typical budget process. The following minimum steps are relevant to consider as part of a full-cycle section 67 transfer process.

**Figure 1: Steps in a typical section 67 transfer full-cycle process:**



## 11. Conclusion

The municipality's accounting officer must ensure that this Circular, including the Annexure to this Circular, are tabled in the next available Municipal Council meeting by submitting the Circular to the municipality's Speaker as an Annexure to a Council item. The contemplated Council item should explain the Circular and the impact of the Circular on the municipality's operations and policies. The Circular must also be brought to the attention of officials within the municipality, including the municipality's disciplinary board and the audit committee.

All clarification requests concerning this Circular should be emailed to [mfma@treasury.gov.za](mailto:mfma@treasury.gov.za).

## Contact



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**Mr W McComans**  
**Chief Director: MFMA Implementation**  
**31 March 2025**

**Annexure:** Examples of NGO payments that do not qualify as section 67 transfers

## **Annexure: Examples of NGO payments that do not qualify as section 67 transfers**

The National Treasury has observed certain payments made to NGOs in terms of section 67 of the MFMA for goods and services provided to municipalities by the NGO. Below are examples of section 67 payments that should have been subjected to a proper supply chain management process.

The following examples are covered in this Annexure:

- Payments to NGOs providing local tourism promotion/ facilities for the accommodation, care and burial of animal services for which municipalities are responsible;
- Payments to NGOs in the furtherance of crime prevention, including initiatives to support the South African Police Service;
- Sponsorships to sports teams;
- Payments to NGOs/ NPOs operating special rating areas/ City Improvement Districts (CIDs);
- Ward projects; and
- Festivals/ events.

### ***Payments to NGOs providing local tourism promotion/ facilities for the accommodation, care and burial of animal services for which municipalities are responsible***

Municipalities have a constitutional mandate to promote local tourism (Schedule 4B) and to provide facilities for the accommodation, care, and burial of animals (Schedule 5B). The National Treasury has noted that some municipalities outsource these services to NGOs in terms of section 67 of the MFMA instead of following a procurement process as required by section 217 of the Constitution. Where tourism promotion and animal care functions are outsourced in this manner, any expenditure incurred should be disclosed as irregular expenditure if not procured through the prescribed supply chain management processes.

### ***Payments to NGOs in the furtherance of crime prevention, including initiatives to support the South African Police Service***

Where provincial and national functions have not been assigned to municipalities, such as crime prevention services, and a municipality partners with security firms to procure, maintain, and operate cameras under crime prevention objectives (mandated to the South African Police Services), these services must be procured through a procurement process. Paying any service provider in terms of section 67 of the MFMA without following the legally required procurement process—constitutes non-compliance and must be disclosed as irregular expenditure.

### ***Sponsorships to sports teams or sports organisers***

National Treasury has observed that municipalities sponsor sports teams in terms of section 67 of the MFMA for various reasons, including promoting local economic development and tourism. In some instances, irrespective of whether the sports team uses municipal facilities or its own, in order to receive a sponsorship, there will be an obligation to advertise and market the municipality. This is the procurement of a service, and it must follow the necessary procurement process.

When a municipality sponsors a sports team, the sports team or sports organiser's may provide complimentary tickets (including food and beverages) to councillors and officials, which constitutes fringe benefits not covered by the upper limits of councillor remuneration or salary agreements. This non-compliance triggers irregular expenditure and contravenes Regulation 10 of the Municipal Cost Containment Regulations, 2019.

### ***Payments to NGOs/ NPOs operating special rating areas/ City Improvement Districts (CIDs)***

Section 22 of the Municipal Property Rates Act 6 of 2004 allows municipalities to designate special rating areas and levy additional rates to fund extra services exceeding the standard level of service in a specific municipal area. Once a special rating area is established, the municipality collects additional rates from property owners in that area. It then pays the collected additional rate over to a nonprofit company (NPC) managing the area.

Payments to the NPC are not section 67 transfers as such payments are made in the normal course of business, e.g. paying a service provider for municipal waste collection or paying a security firm to provide security services for residents/organisations in the special rating area from the additional rates charged. As a result, the payment to the NPC is part of a standard business transaction, much like any other municipal service arrangement.

### ***Ward projects***

The basis of budgeting for ward projects lies in the municipality's Integrated Development Plan (IDP), with each ward identifying and prioritising local needs through its ward committee and councillor. These needs, such as youth camps, outreach programmes, and events for the elderly, are communicated to the municipal council as part of the budgeting process. Once the budget is approved, resources are allocated based on overall budgetary constraints, project priorities, and equitable distribution across the municipality.

Where the municipality appoints an NGO to implement ward projects, the required procurement processes must be followed to appoint the NGO. However, if the municipality donates funds to an organisation whose primary objective is to pursue social purposes, compliance with section 67 of the MFMA is required.

### ***Festivals/ events***

It has been observed that municipalities host annual events, such as festivals of lights and other cultural and heritage celebrations. Where a municipality appoints an NGO to execute the event, the NGO must be appointed via a procurement process before any payment is made to the NGO for the event services rendered. The municipality cannot simply pay the NGO via section 67 of the MFMA.

Where a municipality procures artists' or bands' services to perform at the festival or event, the artists or bands must be procured following a procurement process before any payment is made to the artist or band for the event services rendered. The municipality cannot simply pay the artist or band via section 67 of the MFMA.