

SOL PLAATJE LOCAL MUNICIPALITY



DRAFT ANNUAL BUDGET

2026/27 MTREF

(2026/27 - 2028/29)

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

List of acronyms

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

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

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1. Mayor's Speech

To be tabled in the Council meeting scheduled for 31 March 2026.

2. Council Resolution

Tabling of the Annual Budget for 2026/27 MTREF

Executive Mayor Cllr M Bartlett

19 March 2026

Purpose

Tabling of the Annual Budget of the Sol Plaatje Local Municipality for the financial year 2026/27 and indicative allocations for the two projected outer years 2027/28 and 2028/29, including policies and tariffs.

For noting / for decision by

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

- Council

The item/report has NOT been considered by a portfolio committee.

This item is for decision by Council.

Background

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

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

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

Annexures

Budget Part 1 and 2

Budget Annexures

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

Motivation

None

Personnel Implications

None

Financial Implications

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

Legal Authority and Implications

MFMA Section 16
Municipal Budget and Reporting Regulations
MFMA Circulars

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

Consultation

Executive Mayor – Cllr M Bartlett
Municipal Manager – Mr BS Matlala
Chief Financial Officer – Ms. EL Rapodile
Budget Steering Committee
Executive Management Team
Mayoral Committee

Contact Person

Ms. EL Rapodile
Chief Financial Officer
Contact number: 053-830-6502

Mr. J Chisango (BTO) Tel 053-830-6522
Ms. O Gopane (IDP) Tel 053-830-6682

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

RECOMMENDATION:

That Council resolves as follows:

1. That in terms of section 16 of the Municipal Finance Management Act, 56 of 2003, the Annual Budget of the municipality for the financial year 2025/26; and indicative allocations for the two projected outer years 2026/27 and 2027/28, and the multi-year single year capital appropriations are noted as set out in the Annual Budget in the following tables:
 - 1.1 Budgeted Financial Performance (revenue and expenditure by Functional classification) Section 5/Annexure 1 – Table A2;
 - 1.2 Budgeted Financial Performance (revenue and expenditure by municipal vote) Section 5/Annexure 1 - Table A3;
 - 1.3 Budgeted Financial Performance (Revenue by Source and Expenditure by type) Section 5/Annexure 1 – Table A4 and
 - 1.4 Multi-year and single year capital appropriations by municipal vote and Standard classification and associated funding by source. Section 5/ Annexure 1 - Table A5.
2. That the financial position, cash flow, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are noted as set out in the following tables:
 - 2.1 Budgeted Financial Position: Section 5/Annexure 1 – Table A6;
 - 2.1 Budgeted Cash Flow: Section 5/Annexure 1 – Table A7;
 - 2.2 Cash backed reserves and accumulated surplus reconciliation: Section 5/Annexure 1 – Table A8;
 - 2.3 Asset Management: Section 5/Annexure 1 – Table A9; and
 - 2.4 Basic service delivery measurement: Section5/Annexure1–Table A10.
3. That in terms of sections 74 and 75A of the Local Government: Municipal Systems Act, Act 32 of 2000 as amended, the tariffs for the supply of water, electricity, waste removal services, sanitation services, property rates and all other tariffs as set out in Annexure 2, are noted by Council.
4. That Council notes the draft reviewed Integrated Development Plan reflected in Annexure
5. That Council notes the draft Service Delivery and Budget Implementation Plan for 2025/26 as per Annexure 5.
6. That Council take note that the public participation in respect of the annual budget, the draft IDP and the draft SDBIP will commence in April to gain inputs and comments from the community and other stakeholders and the timetable for these meetings will deliberated upon by the IDP and Budget Office through directive from the office of the Executive Mayor, Speaker and the Municipal Manager. The Mayor's office is responsible to arrange and co-ordinate the public participation meetings.
7. That due to mSCOA Reporting requirements, the schedules may change from what is presented here, with the totals remaining the same, that Council gives the Municipal Manager and the CFO permission to effect, all necessary corrections as a result of reporting requirements.
8. That Council resolves to authorise the Acting Chief Financial Officer to make administrative and technical error corrections identified in the Annual Budget and such corrections be in the Final Adopted Annual Budget.

3. Executive Summary

Introduction

The municipality completed its review of the IDP which covers the period from 1 July 2022 to 30 June 2027. 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 2026/27 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 to communities

“President Cyril Ramaphosa delivered the 2026 State of the Nation Address (SONA) on February 12, 2026, at Cape Town City Hall, focusing on driving inclusive growth, reducing the cost of living, and building a capable state. Key highlights included ending load shedding, accelerating infrastructure development, strengthening anti-corruption measures, and launching a National Dialogue to define a 30-year vision.

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 2026/27 and outer years 2027/28 and 2028/29 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 for 2025/26 will be finalised by the end of April 2026.
- 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 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 83.4% as at end the end of February 2026. The lower collection rate is not assisting the municipality to step out of its liquidity woes. The municipality needs an average collection rate of 95% or more, to improve the liquidity issues and dealing with accumulated creditors. 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. 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.

Drastic and progressive recovery and turnaround strategies have to be 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.

The Budget Overview

The fifth 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 low average collection rate of 83.4% at the end of February 2026. The collection rate is lower than the norm of 95% as set out by National Treasury. The current projected 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 month. 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 2025/26 Mid-year engagement was held with National Treasury on 01 and 02 February 2026. All arrears based on the four pillars were assessed, namely Institutional Arrangements (Fragile), Financial Health (Decline), Financial Governance (Decline) 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 2026/27 MTREF, where appropriate.

This report aims to table the Operational Revenue, Operational Expenditure and Capital Expenditure Framework for the 2026/27 MTREF covering a three-year period, with 2025/26 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 February 2026. The municipality received the first third of the debt to be written off, amounting to R248 million. The municipality is in breach of the conditions and run the risk of forfeiting the second and 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 made partial payments due to Eskom and defaulted on the current accounts due to the Department of Water and Sanitation. Another serious breach is the low quarterly collection rate that is lower than the 95% 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 2024/25 and 2025/26 financial year. It is of paramount importance to be in good standing with ESKOM. To be in good standing with ESKOM, the municipality has an obligation to settle **R524,711,488.26**, as indicated in Table 2.1 below. Arrears on the outstanding invoices including interest amounts to R410,811,488.26 and the arrears on the payment arrangement amounts to R113,900,000.00. It should be noted that the payment arrangement should have been settled at the end of January 2026.

Month	Invoice Amount incl Interest	Paid Amount	Balance due incl Interest	Arrear instalments Payment Arrangement	Total Due to be in Good standing	Interest
Jul-24	R 148,333,011.78	R 148,333,011.78	R -	R -	R -	R 273,911.75
Aug-24	R 127,600,942.44	R 127,600,942.44	R -	R 6,700,000.00	R 6,700,000.00	R 154,610.92
Sept-24	R 71,086,942.52	R 71,086,942.52	R -	R 6,700,000.00	R 6,700,000.00	R 1,749,230.28
Oct-24	R 73,507,839.50	R 73,507,839.50	R -	R 6,700,000.00	R 6,700,000.00	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 71,858,904.48	R -	R 6,700,000.00	R 6,700,000.00	R 1,729,759.80
Jan-25	R 75,731,838.36	R 75,731,838.36	R -	R 6,700,000.00	R 6,700,000.00	R 1,878,529.97
Feb-25	R 68,070,392.81	R 68,070,392.81	R -	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 -	R 6,700,000.00	R 6,700,000.00	R 1,733,370.12
Apr-25	R 68,058,315.40	R 68,058,315.40	R -	R 6,700,000.00	R 6,700,000.00	R 1,809,020.57
May-25	R 77,292,217.25	R 77,292,217.25	R -	R 6,700,000.00	R 6,700,000.00	R 2,094,272.25
Jun-25	R 131,969,878.88	R -	R 131,969,878.88	R 6,700,000.00	R 138,669,878.88	R 1,975,092.68
Jul-25	R 146,873,234.81	R 100,000,000.00	R 46,873,234.81	R 6,700,000.00	R 53,573,234.81	R 5,423,957.99
Aug-25	R 129,313,188.86	R -	R 129,313,188.86	R 6,700,000.00	R 136,013,188.86	R 4,112,190.15
Sept-25	R 81,800,313.25	R 81,800,313.25	R -	R 6,700,000.00	R 6,700,000.00	R 4,263,618.92
Oct-25	R 86,065,807.73	R 86,065,807.73	R -	R 6,700,000.00	R 6,700,000.00	R 7,374,557.04
Nov-25	R 80,364,895.03	R 60,000,000.00	R 20,364,895.03	R 6,700,000.00	R 27,064,895.03	R 4,431,994.83
Dec-25	R 83,316,482.56	R 46,000,000.00	R 37,316,482.56	R 6,700,000.00	R 44,016,482.56	R 6,844,494.51
Jan-26	R 88,134,880.12	R 88,134,880.12	R -	R -	R -	R 5,284,126.22
TOTAL ESKOM	R 1,751,459,917.40	R 1,340,648,429.14	R 410,811,488.26	R 113,900,000.00	R 524,711,488.26	R 57,124,362.44

2. Indicated in Table below is the arrear debt payable to DWS. Another serious non-compliance to the conditions, is the non-payment of October, November, December 2024, January, June, July, August, October, November, December 2025 and January 2026 account for Water. The February, March and September 2025 accounts are settled in full. The municipality had insufficient cash to settle the respective accounts. It is of great concern that the municipality could not manage to settle the debt repayment instalment to DWS. The total amount due and payable to DWS is **R218,054,940.48** to remain on the Department's Debt Incentive Programme. If the municipality fails to pay the outstanding arrear debt, the municipality will forfeit the interest write-off of R14 million and the Department will resume in charging interest on overdue accounts, leading to an escalation in Fruitless and Wasteful expenditure and further impede on the municipality's financial recovery.

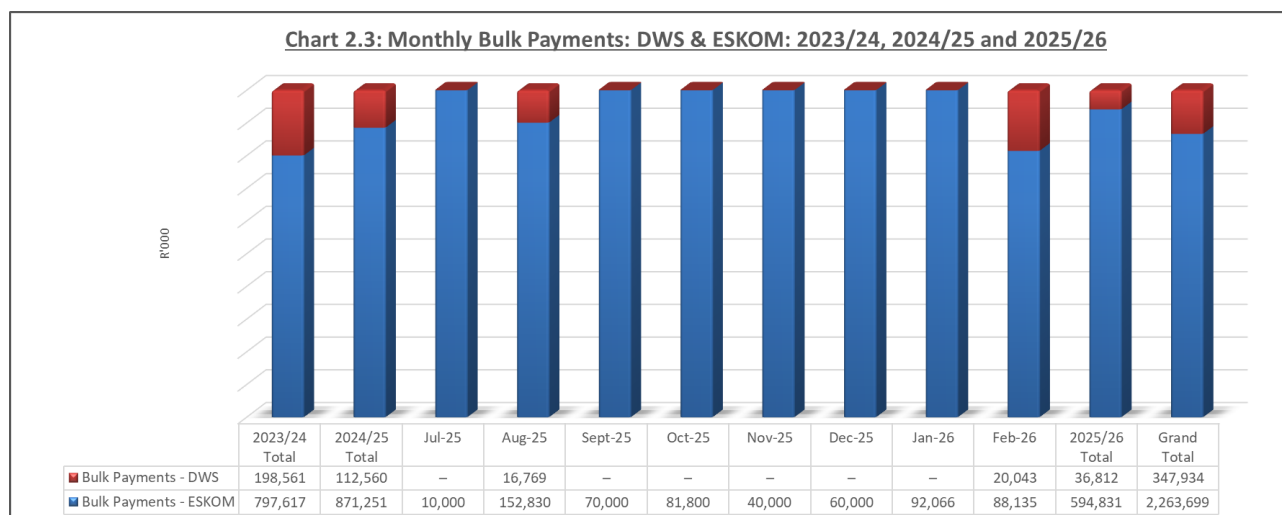
Month	Invoice Amount	Paid Amount	Balance due	Less potential interest write-off	Total Due to be in Good standing	Interest
Arrears	R 54,656,466.48	R 17,098,078.18	R 37,558,388.30	-R 14,703,680.46	R 22,854,707.84	R -
Oct-24	R 17,504,048.73	R -	R 17,504,048.73	R -	R 17,504,048.73	R -
Nov-24	R 17,504,048.73	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 16,769,310.95	R 0.00	R -	R 0.00	R -
Jun-25	R 3,179,334.42	R -	R 3,179,334.42	R -	R 3,179,334.42	R -
Jul-25	R 21,433,972.20	R -	R 21,433,972.20	R -	R 21,433,972.20	R -
Aug-25	R 14,866,090.79	R -	R 14,866,090.79	R -	R 14,866,090.79	R -
Sept-25	R 20,043,140.87	R 20,043,140.87	R -	R -	R -	R -
Oct-25	R 24,801,206.74	R -	R 24,801,206.74	R -	R 24,801,206.74	R -
Nov-25	R 14,866,092.88	R -	R 14,866,092.88	R -	R 14,866,092.88	R -
Dec-25	R 14,866,092.88	R -	R 14,866,092.88	R -	R 14,866,092.88	R -
Jan-26	R 30,102,686.72	R -	R 30,102,686.72	R -	R 30,102,686.72	R -
TOTAL WATER	R 304,997,065.15	R 72,238,444.21	R 232,758,620.94	-R 14,703,680.46	R 218,054,940.48	R -

3. Municipal Debt Relief Benefit

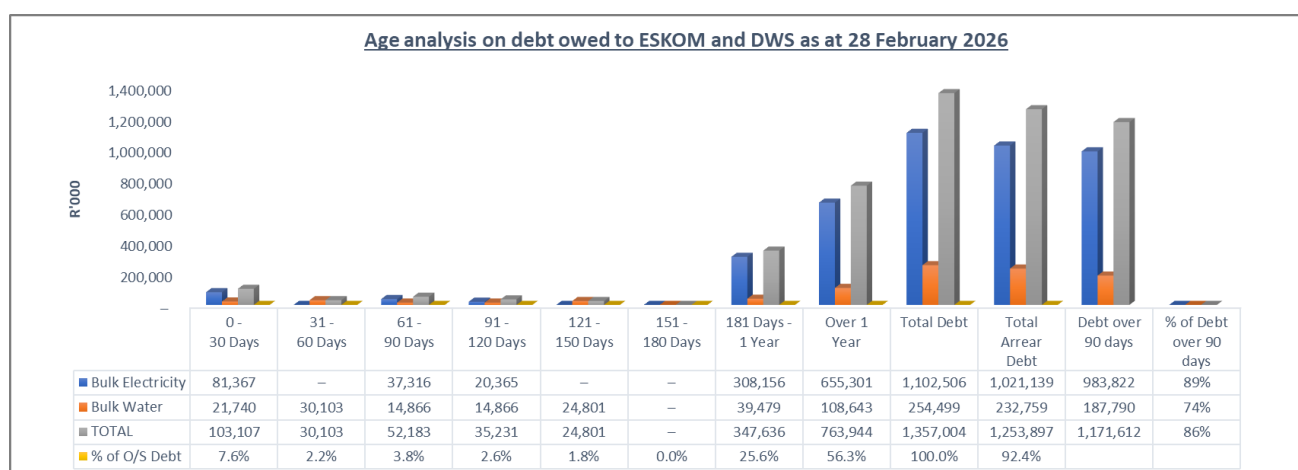
The total debt eligible for write-off, over the 3-year period amounts to **R744,384,421.59**. National Treasury approved the write-off of one third (1/3) of the municipal debt amounting to **R248,128,140.53**. Should the municipality fail to comply with the conditions and fail to settle the accumulative arrears, the debt relief benefit that the municipality will forfeit is R496 million. 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, 2024/25 and 2025/26 financial year as at 28 February 2026. The total payments made to DWS amount to R347,934 million. The total payments made to Eskom amounts to R2,263,699 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 R1,035,498 billion and R144,069 million is owed to DWS. Overall, 89% of the total debt is overdue for more than 90 days.



The table below presents the consolidated overview of 2026/27 MTREF.

Consolidated Overview of the 2026/27 MTREF	2026/27 Medium Term Revenue & Expenditure Framework						
	Adjustment	Budget Year	Year-on-year %	Budget Year +1	Year-on-year %	Budget Year +2	Year-on-year %
	Budget 2025/26	2026/27	Increase (Decrease)	2027/28	Increase (Decrease)	2028/29	Increase (Decrease)
	R'000	R'000	%	R'000	%	R'000	%
Operational revenue and expenditure budget							
Total Operating Revenue (excl Capital transfers)	3,228,733	3,351,621	3.81%	3,568,029	6.46%	3,779,061	5.91%
Total Operating Expenditure	3,484,060	3,344,486	-4.01%	3,548,295	6.09%	3,697,601	4.21%
Operating Surplus	(255,327)	7,135	-102.79%	19,734	176.56%	81,459	312.79%
Capital transfers and contributions	684,166	696,383	1.79%	567,214	-18.55%	333,894	-41.13%
Total Revenue (incl Capital transfers)	3,912,899	4,048,004	3.45%	4,135,242	2.16%	4,112,955	-0.54%
Surplus (incl Capital transfers)	428,839	703,519	64.05%	586,947	-16.57%	415,354	-29.23%
Capital expenditure budget							
Capital transfers and contributions	595,392	605,551	2%	494,889	-18.27%	292,078	-40.98%
Internally generated funds	37,389	25,348	-32%	32,783	29.33%	37,130	13.26%
Total Capital expenditure	632,781	630,898	0%	527,672	-16.36%	329,208	-37.61%

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. 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, R108,329 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 R3,228,733 billion (Adjusted budget 2025/26) to R3,351,621 billion (2026/27), constituting a 3.81% increase year on year when compared to Adjustment budget. The operating expenditure is estimated at R3,344,486 billion in 2026/27, with a decrease of operational expenditure of 4.01% from the Adjusted budget 2025/26. After having considered all the factors, the budget for 2026/27 MTREF shall generate operating surpluses. 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 R630,898 million for the 2026/27 financial year. Over the MTREF the municipality projects to spend close to R1.5 billion which is predominantly for Bulk water BFI projects. Capital grants and subsidies recognised, are all conditional grants gazetted as per the DoRA 2026.

4. Annual budget tables

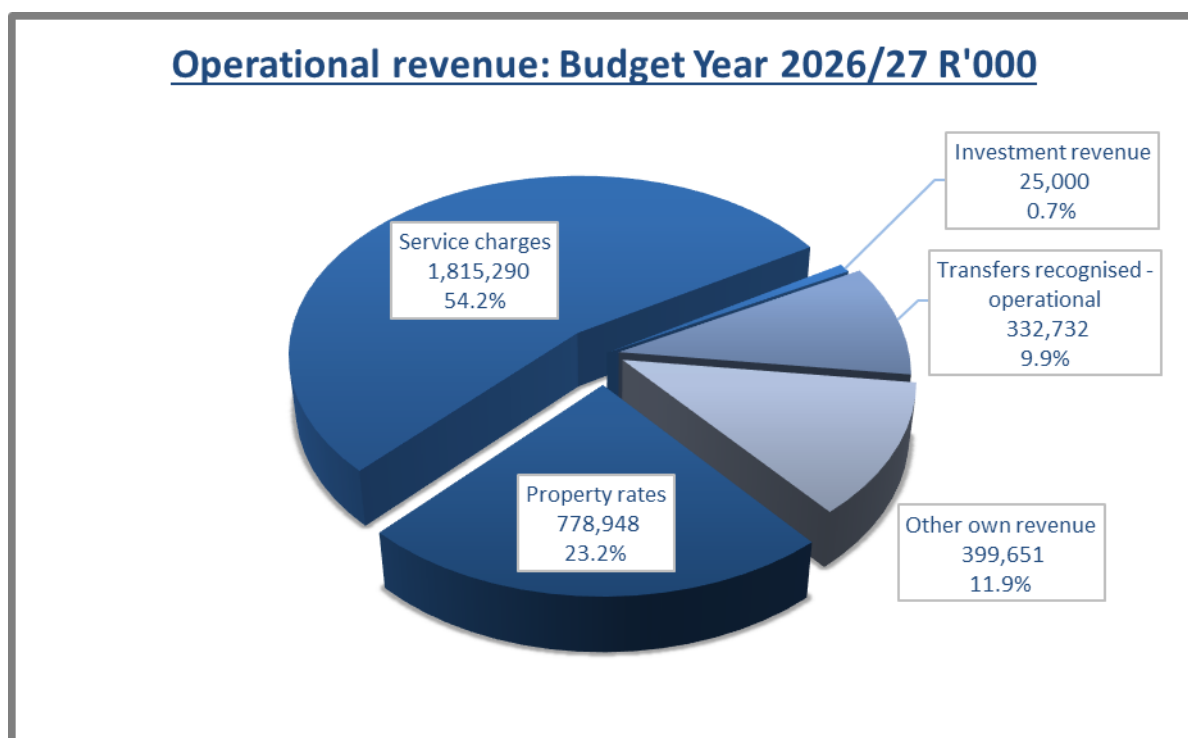
The A-schedules are included as an annexure under Section 1: Budget Schedules and supporting tables. Various reference is made to the A-schedules through-out this Budget document.

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 2026/27.



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 2026/27 MTREF classified by revenue source.

Description (R thousand)	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework									
	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2026/27	% Contribution	% Growth 2025/26 (Original) to 2026/27	% Growth 2025/26 (Adjusted) to 2026/27	Budget Year +1 2027/28	% Contribution	% Growth 2026/27 to 2027/28	Budget Year +2 2028/29	% Contribution	% Growth 2027/28 to 2028/29
Revenue By Source														
Exchange Revenue														
Service charges - Electricity	1,218,923	37.69%	1,219,183	37.76%	1,208,285	36.05%	-0.87%	-0.89%	1,340,815	37.58%	10.97%	1,474,895	39.03%	10.00%
Service charges - Water	362,722	11.22%	363,126	11.25%	409,032	12.20%	12.77%	12.64%	422,409	11.84%	3.27%	435,689	11.53%	3.14%
Service charges - Waste Water Management	106,274	3.29%	106,317	3.29%	109,297	3.26%	2.85%	2.80%	114,331	3.20%	4.61%	118,784	3.14%	3.89%
Service charges - Waste Management	73,593	2.28%	77,807	2.41%	88,676	2.65%	20.50%	13.97%	90,462	2.54%	2.01%	93,880	2.48%	3.78%
Non-Exchange Revenue														
Property rates	717,920	22.20%	717,920	22.24%	778,948	23.24%	8.50%	8.50%	804,653	22.55%	3.30%	830,402	21.97%	3.20%
Surcharges and Taxes	-	0.00%	-	0.00%	-	0.00%			-	0.00%		-	0.00%	
Fines, penalties and forfeits	34,743	1.07%	34,743	1.08%	36,890	1.10%	6.18%	6.18%	38,550	1.08%	4.50%	40,092	1.06%	4.00%
Licences or permits	8,200	0.25%	8,200	0.25%	9,100	0.27%	10.98%	10.98%	9,510	0.27%	4.50%	9,890	0.26%	4.00%
Transfer and subsidies - Operational	323,676	10.01%	331,406	10.26%	332,732	9.93%	2.80%	0.40%	355,965	9.98%	6.98%	364,846	9.65%	2.49%
Interest	117,020	3.62%	102,540	3.18%	123,500	3.68%	5.54%	20.44%	129,052	3.62%	4.50%	134,236	3.55%	4.02%
Fuel Levy	-	0.00%	-	0.00%	-	0.00%			-	0.00%		-	0.00%	
Operational Revenue	58,250	1.80%	11,005	0.34%	11,050	0.33%	-81.03%	0.41%	11,690	0.33%	5.79%	12,405	0.33%	6.11%
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%	
Total Revenue (excluding capital transfers and contributions)	3,234,188	100.00%	3,228,733	100.00%	3,351,621	100.00%	3.63%	3.81%	3,568,029	100.00%	6.46%	3,779,061	100.00%	5.91%
Capital Transfers & subsidies	684,166	17.46%	684,166	17.48%	696,383	17.20%	1.79%	1.79%	567,214	13.72%	-18.55%	333,894	8.12%	-41.13%
Total Revenue (including capital transfers and contributions)	3,918,354	-	3,912,899	-	4,048,004	-	3.31%	3.45%	4,135,242	-	2.16%	4,112,955	-	-0.54%

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, negatively affects operations. 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 36.05% of total revenue in 2026/27. 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 23.24% of total revenue. There is an improvement in the synergy of processes between building inspectorate and valuations department. Transfers and subsidies Operational contribute 9.93% to operational revenue.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)								
Description (R'000)	Current Year 2025/26		2026/27 Medium Term Revenue & Expenditure Framework					
<u>Financial Performance</u>	Adjusted Budget	% Contribution	Budget Year 2026/27	% Contribution	Budget Year +1 2027/28	% Contribution	Budget Year +2 2028/29	% Contribution
Service charges - Electricity	1,219,183	69%	1,208,285	67%	1,340,815	68%	1,474,895	69%
Service charges - Water	363,126	21%	409,032	23%	422,409	21%	435,689	21%
Service charges - Waste Water Management	106,317	6%	109,297	6%	114,331	6%	118,784	6%
Service charges - Waste Management	77,807	4%	88,676	5%	90,462	5%	93,880	4%
Total	1,766,433	100%	1,815,290	100%	1,968,017	100%	2,123,249	100%

The table above reflects the contribution of each utility service to the total service charges to be billed in 2026/27 financial year. As can be seen, electricity is by far the biggest item billed and it is 67% of all service charges combined, followed by water at 23%, sanitation at 6% and refuse removal at 5%. The contribution per service remains relatively consistent over the MTREF.

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.

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 2026/27 at 3.7% and two outer years at 3.3% and 3.2% respectively:

Macro-economic performance and projections, 2023 - 2029							
Fiscal year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Actual	Estimate	Forecast		
CPI Inflation	6.9%	5.9%	4.4%	3.3%	3.7%	3.3%	3.2%

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 2026.

An average Eskom price increase of 9.01% has been approved by NERSA applicable as from 1 July 2026. The estimated municipal increase based on the cost including bulk purchases to run the service was determined at 8.00%.

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	2025/26	2026/27	2027/28	2028/29
	Tariffs increases			
Property Rates	4.40%	3.70%	3.30%	3.20%
Electricity	9.60%	8.00%	10.97%	10.00%
Water	4.40%	3.70%	3.27%	3.14%
Waste water (Sanitation)	4.40%	3.70%	4.61%	3.89%
Waste management (Refuse removal)	4.40%	3.70%	2.01%	3.78%
Average tariff increases/Municipal CPI	6.90%	4.56%	4.83%	4.80%

Setting cost reflective tariffs

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

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

The municipality hereby include the Tariff tool in the draft budget and it shows that the tariffs are not cost reflective, due to departmental charges that must be recovered for each service. These cost recoveries will have to phased 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. 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.

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 A1 Budget Summary									
Description (R'000)	Current Year 2025/26		2026/27 Medium Term Revenue & Expenditure Framework						Total revenue over the MTREF
	Adjusted Budget	% Contribution	Budget Year 2026/27	% Contribution	Budget Year +1 2027/28	% Contribution	Budget Year +2 2028/29	% Contribution	
Property rates	717,920	22.2%	778,948	23.2%	804,653	22.6%	830,402	22.0%	2,414,003

Projected revenue from Property rates amounts to R778,948 million for 2026/27 financial year and is influenced by the General Valuation (GV) 2023 outcome and the supplementary valuation roll for the 2025/26 financial year which will be finalised by 31 March 2026. 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 TARIFFS	PROPOSED TARIFFS 2026/07/01
	R	R
Residential Property	0.012646	0.013114
Vacant Residential Property	0.018969	0.019671
Industrial Property	0.037938	0.039342
Vacant Industrial	0.044262	0.045899
Business and Commercial Property	0.037938	0.039342
Vacant Business and Commercial Property	0.044262	0.045899
Agricultural Property	0.003162	0.003278
Mining Property	0.075877	0.078683
Public Service Property	0.051849	0.053767
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	0.012646	0.013114
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.

Sale of electricity

The municipality has applied the assumptions as guided from NERSA which informed the tariff increases for 2026/27. The municipality has noted the minimum percentage increase of 9.01% for municipalities. CPI inflation for 2026/27 is projected at 3.7% as per MFMA Circular 132 issued by National Treasury. The proposed municipal tariff increase for Electricity is 8.00%. The domestic tariff is structured as follows.

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

TARIFF DESCRIPTION	APPROVED TARIFFS 2025/26		PROPOSED TARIFFS 2026/27		PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	excl VAT	incl VAT	excl VAT	incl VAT		
Domestic Tariff (Conventional and Prepaid) = 20 Amps						
Block 1 (0 - 350 Kwh)	2.7434	3.1549	2.9629	3.4073	3.7208	4.0631
Block 2 (> 350 Kwh)	3.4689	3.9893	3.7465	4.3084	4.7048	5.1377
Indigents Tariff (Prepaid) = 20 Amps						
Block 1 (0 - 50 Kwh) (subsidised)	2.5719	2.9577	2.7776	3.1943	3.4881	3.8090
Block 2 (51 - 350 Kwh)	2.5719	2.9577	2.7776	3.1943	3.4881	3.8090
Block 3 (> 351 Kwh)	3.5885	4.1268	3.8756	4.4569	4.8670	5.3147
Domestic Tariff (Conventional and Prepaid) > 20 Amps						
Basic charge (Rand per month)	90.6173	104.2099	97.8667	112.5467	122.90	134.21
Capacity charge (Rand/Amp/phase/month)	4.1758	4.8021	4.5098	5.1863	5.66	6.18
Block 1 (0 - 350 Kwh)	2.5595	2.9434	2.7642	3.1788	3.4713	3.7907
Block 2 (> 350 Kwh)	2.8984	3.3331	3.1302	3.5998	3.9310	4.2926

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 two previous years and the current financial year this is being resolved.

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 81.08% of the total cost to run the service and it is therefore paramount that the municipality recover this and other costs in full. Currently Electricity is running at a loss, due to the high electricity losses.

Trading service (Amount in Rand)	Sum of 2026/27	% Weighting	Sum of 2027/28	Sum of 2028/29
2880 - ELECTRICITY	95,127,325.00		81,259,608.00	14,343,554.00
1 - REVENUE	-1,246,384,786.00		-1,381,743,784.00	-1,518,882,207.00
101 - INTEREST NON - EXCHANGE REVENUE	-800,000.00	0.06%	-844,000.00	-890,420.00
105 - SERV CHG NON-EXCHANGE	-3,300,000.00	0.26%	-3,630,000.00	-3,993,000.00
117 - OPERATIONAL : MONETARY	-13,000,000.00	1.04%	-14,300,000.00	-15,730,000.00
132 - SERVICE CHARGES	-1,208,284,786.00	96.94%	-1,340,814,784.00	-1,474,895,262.00
134 - INTEREST ON RECEIVABLES	-21,000,000.00	1.68%	-22,155,000.00	-23,373,525.00
2 - EXPENDITURE	1,341,512,111.00		1,463,003,392.00	1,533,225,761.00
201 - EMPLOYEE RELATED COST	70,365,636.00	5.25%	74,031,292.00	77,888,344.00
225 - CONTRACTED SERVICES	19,130,000.00	1.43%	23,186,600.00	25,179,274.00
230 - OPERATIONAL COST	3,267,880.00	0.24%	3,436,357.00	3,613,541.00
232 - INVENTORY	55,552,000.00	4.14%	58,332,560.00	61,252,312.00
234 - BULK PURCHASES	1,087,700,000.00	81.08%	1,195,382,300.00	1,255,151,415.00
236 - INTEREST DIVIDENDS AND RENT ON LAND	9,692,373.00	0.72%	7,999,849.00	6,092,020.00
272 - DEPRECIATION & AMORTISATION	8,000,000.00	0.60%	8,440,000.00	8,904,200.00
350 - IMPAIRMENT LOSS	87,804,222.00	6.55%	92,194,434.00	95,144,655.00

Sale of water, sanitation and refuse removal

Water is metered and should be 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.

Water (Normal tariff structure)	2025/26	2026/27	2027/28	2028/29
Schools, Sports fields and Parks	25.80	26.75	28.33	30.12
Charities/Churches	25.80	26.75	28.33	30.12
Business - Commercial	43.79	45.41	48.09	51.12
Business - Industrial	35.78	37.10	39.29	41.77
Indigents (0 - 6 KI)	8.42	8.73	9.24	9.83
Residential (0 - 6 KI)	8.42	8.73	9.24	9.83
Residential (7 - 20 KI)	35.76	37.09	39.28	41.75
Residential (21 - 40 KI)	40.25	41.74	44.21	46.99
Residential (41 - 60 KI)	42.58	44.15	46.76	49.70
Residential (more than 60 KI)	45.49	47.17	49.96	53.10

Indicated in the table below is the projected revenue and cost drivers for Water. The total Employee costs is constituting 19.10% of the total cost to run the service. 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.

Trading service (Amount in Rand)	Sum of 2026/27	% Weighting	Sum of 2027/28	Sum of 2028/29
2860 - WATER	-109,890,764.00		-114,034,808.00	-121,351,293.00
1 - REVENUE	-494,482,823.00		-511,278,293.00	-528,557,114.00
101 - INTEREST NON - EXCHANGE REVENUE	-700,000.00	0.14%	-728,000.00	-760,760.00
105 - SERV CHG NON-EXCHANGE	-1,650,000.00	0.33%	-1,716,000.00	-1,793,220.00
117 - OPERATIONAL : MONETARY	-8,000,000.00	1.62%	-8,320,000.00	-8,694,400.00
132 - SERVICE CHARGES	-409,031,823.00	82.72%	-422,409,293.00	-435,689,054.00
134 - INTEREST ON RECEIVABLES	-75,100,000.00	15.19%	-78,104,000.00	-81,618,680.00
142 - OTHER REVENUE	-1,000.00	0.00%	-1,000.00	-1,000.00
2 - EXPENDITURE	384,592,059.00		397,243,485.00	407,205,821.00
201 - EMPLOYEE RELATED COST	73,465,080.00	19.10%	77,367,416.00	81,455,031.00
225 - CONTRACTED SERVICES	1,520,000.00	0.40%	1,610,800.00	1,707,136.00
230 - OPERATIONAL COST	65,516,024.00	17.04%	68,797,149.00	71,904,537.00
232 - INVENTORY	107,333,000.00	27.91%	112,429,820.00	117,918,414.00
236 - INTEREST DIVIDENDS AND RENT ON LAND	2,503,657.00	0.65%	2,061,287.00	1,562,746.00
272 - DEPRECIATION & AMORTISATION	9,000,000.00	2.34%	9,360,000.00	9,781,200.00
350 - IMPAIRMENT LOSS	67,254,298.00	17.49%	70,617,013.00	72,876,757.00
380 - NON-REVENUE WATER LOSSES	58,000,000.00	15.08%	55,000,000.00	50,000,000.00

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

	2025/26	2026/27	2027/28	2028/29
Residential				
Payable by the owner for one regular removal of refuse per week - the tariff shall be	155.37	161.12	170.47	180.45
Non - Residential				
Payable by the owner for one regular removal of refuse per week- -the tariff shall be	914.82	948.67	1,003.69	1,062.50
Flats				
Tariff only applicable to Municipal flats	77.69	80.56	85.23	90.23
Availability charge				
A basic monthly charge - Residential	77.69	80.56	85.23	90.23
- Non - Residential	462.37	479.48	507.29	537.02
SANITATION TARIFFS (SERVICES & INFRASTRUCTURE)				
Sewerage				
Private dwelling houses and premises (excluding flats, semi-detached dwellings, hotels, boarding and lodging houses and hostels):				
Basic monthly charge for indigents	221.98	230.20	243.98	257.26
Basic monthly charge (two sanitary convenience)	221.98	230.20	243.98	257.26
Additional monthly charge (each additional connection, excluding private dwellings)	133.21	138.14	146.41	154.38
Flats and semi-detached dwellings:				
Basic monthly charge (first living unit)	221.98	230.19	243.98	257.25
Additional monthly charge (each additional unit)	133.21	138.14	146.41	154.38

Indicated in the table below is the projected revenue and cost drivers for Sanitation. The proposed tariff increase for Sanitation was calculated at 3.7%. The biggest cost drivers is Employee related costs (51.72%) and Inventory (22.72%) of the total cost to run the service. Overtime expenditure is also an area of concern. The absorption of contract workers put additional strain on the operational expenditure budget. For 2026/27 financial year the municipality allocated an additional R7.5 million for Repairs and maintenance, these are much-needed funds to ensure that the municipality addresses the service delivery challenges.

Trading service (Amount in Rand)	Sum of 2026/27	% Weighting	Sum of 2027/28	Sum of 2028/29
2850 - SEWERAGE	-9,268,687.00		-9,697,054.00	-10,646,345.00
1 - REVENUE	-163,297,441.00		-170,491,326.00	-177,471,659.00
101 - INTEREST NON - EXCHANGE REVENUE	-1,000,000.00	0.61%	-1,040,000.00	-1,086,800.00
105 - SERV CHG NON-EXCHANGE	-4,000,000.00	2.45%	-4,160,000.00	-4,347,200.00
117 - OPERATIONAL : MONETARY	-25,000,000.00	15.31%	-26,000,000.00	-27,170,000.00
132 - SERVICE CHARGES	-109,297,441.00	66.93%	-114,331,326.00	-118,784,459.00
134 - INTEREST ON RECEIVABLES	-24,000,000.00	14.70%	-24,960,000.00	-26,083,200.00
2 - EXPENDITURE	154,028,754.00		160,794,272.00	166,825,314.00
201 - EMPLOYEE RELATED COST	79,656,428.00	51.72%	83,270,672.00	86,684,277.00
225 - CONTRACTED SERVICES	30,000.00	0.02%	31,350.00	32,604.00
230 - OPERATIONAL COST	2,873,353.00	1.87%	3,002,609.00	3,123,419.00
232 - INVENTORY	35,002,000.00	22.72%	36,576,990.00	38,040,174.00
236 - INTEREST DIVIDENDS AND RENT ON LAND	1,417,049.00	0.92%	1,182,730.00	918,342.00
272 - DEPRECIATION & AMORTISATION	14,500,000.00	9.41%	15,152,500.00	15,758,600.00
350 - IMPAIRMENT LOSS	20,549,924.00	13.34%	21,577,421.00	22,267,898.00

Indicated in the table below is the projected revenue and cost drivers for Refuse removal. Total Employee costs constitute 57.18% of the total cost to run the service. The absorption of contract workers put additional strain on the operational expenditure budget. Inventory makes up 18.09% 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 refuse compactors, in the outer years of the 2026/27 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.

Trading service (Amount in Rand)	Sum of 2026/27	% Weighting	Sum of 2027/28	Sum of 2028/29
2480 - REFUSE	-17,039,290.00		-15,534,600.00	-16,078,530.00
1 - REVENUE	-126,776,283.00		-130,085,716.00	-135,089,144.00
101 - INTEREST NON - EXCHANGE REVENUE	-1,000,000.00	0.79%	-1,040,000.00	-1,081,600.00
105 - SERV CHG NON-EXCHANGE	-2,100,000.00	1.66%	-2,184,000.00	-2,271,360.00
117 - OPERATIONAL : MONETARY	-17,000,000.00	13.41%	-17,680,000.00	-18,387,200.00
132 - SERVICE CHARGES	-88,676,283.00	69.95%	-90,461,716.00	-93,880,184.00
134 - INTEREST ON RECEIVABLES	-18,000,000.00	14.20%	-18,720,000.00	-19,468,800.00
142 - OTHER REVENUE	-	0.00%	-	-
2 - EXPENDITURE	109,736,993.00		114,551,116.00	119,010,614.00
201 - EMPLOYEE RELATED COST	62,752,990.00	57.18%	65,344,071.00	68,031,441.00
230 - OPERATIONAL COST	2,484,816.00	2.26%	2,591,359.00	2,695,017.00
232 - INVENTORY	19,847,000.00	18.09%	20,737,390.00	21,566,886.00
272 - DEPRECIATION & AMORTISATION	1,300,000.00	1.18%	1,358,500.00	1,412,840.00
350 - IMPAIRMENT LOSS	23,352,187.00	21.28%	24,519,796.00	25,304,430.00

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

Capital expenditure per funding source per project	Budget 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29	Sum of Total over MTREF
CAPITAL SPARES-ACQ-PREPAID METERS	1,000	2,000	-	3,000
DSITRBUTION-ACQ-WAT METER REPLACEME	-	2,000	2,000	4,000

Operational Budget

Description (Amount is rand)	Sum of 2026/27	Sum of 2027/28	Sum of 2028/29	Sum of Total over MTREF
ELECTRICITY METERS	18,000,000	18,900,000	19,845,000	56,745,000
WATER METERS	5,000,000	5,300,000	5,618,000	15,918,000
Grand Total	23,000,000	24,200,000	25,463,000	72,663,000

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, councillors remuneration 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 2026/27 MTREF. Grants and subsidies made comprises of Equitable share in the amount of R319,064 million for 2026/27, R336,425 million for 2027/28 and R342,319 million for 2028/29. Other minor grants and subsidies received are as per the table below:

	Adjusted Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Total over the MTREF	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)
TRANSFERS & SUBSIDIES - OPERATIONAL (R'000)								
EXPANDED PUBLIC WORKS GRANT (EPWP)	4,442	3,409	–	–	3,409	-23.26%	-100.00%	-
NATIONAL REVENUE FUND: EQUITABLE SHARE	301,722	319,064	336,425	342,319	997,808	5.75%	5.44%	1.75%
FRANCES BAARD DISTRICT MUNICIPALITY (O&M)	2,500	–	–	–	–	-100.00%	-	-
FRANCES BAARD DISTRICT MUNICIPALITY (ENVIRONMENTAL HEALTH)	4,500	–	–	–	–	-100.00%	-	-
INTEGRATED URBAN DEVELOPMENT GRANT (IUDG)	2,305	3,259	3,259	3,259	9,776	41.38%	-	-
INFRASTRUCTURE SKILLS DEVELOPMENT GRANT (ISDG)	4,400	5,000	4,500	7,000	16,500	13.64%	-10.00%	55.56%
NON-PROF: OTHER NON-PROFIT INSTITUTIONS\Libraries	9,300	–	9,681	10,068	19,749	-100.00%	-	4.00%
LOCAL GOV FINANCIAL MANAGEMENT GRANT (FMG)	1,800	2,000	2,100	2,200	6,300	11.11%	5.00%	4.76%
COGHSTA - HOUSING ACCREDITATION	437	–	–	–	–			
TOTAL TRANSFERS & SUBSIDIES - OPERATIONAL	331,406	332,732	355,965	364,846	1,053,542	0.40%	6.98%	2.49%

Cost of Free Basic Services and the Social Package

As per the Indigent Households Policy, the municipality provides free basic services (FBS) to the qualifying households and is funded from Equitable share allocation. The cost of FBS is regarded as revenue forgone and is deducted from the income of the relevant service. Various grants and rebates are allocated to service customers based on their socio-economic circumstances and these are conditional. The funding is provided from the EQS allocation per annum. FBS are contained in Table A10 of the Budget Statement. The municipality has adopted an Indigent Policy and maintains a register as such. There is a fully-fledged section as per the staff establishment, whose core function is to approve indigent applications, maintain the indigent households register and monitors consumption as such, and request inspections where consumption is excessive. Indigent Households are on prepaid electricity metering once approved. Free basic services are issued per

month to those who qualified by crediting their accounts with the recovered costs from equitable share grant. For electricity, each beneficiary bears the responsibility to claim free basic electricity (FBE) at the nearest service point. FBE for each month are valid until the 15th of the next month and cannot be accumulated beyond this date. The municipality also annually budget under the Indigent Relief vote for the provision of chemical toilets in informal settlements. The indigent qualifying income threshold is R4,500.

NC091 Sol Plaatje - Table A10 Basic service delivery measurement				
Description	2026/27 Medium Term Revenue & Expenditure Framework			
	Level of Service	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Budgeted No of Indigents		11,800	11,800	11,800
		R'000	R'000	R'000
Cost of Free Basic Services provided (R'000)				
Water (6 kilolitres per household per month)	The first 6kl of water is free to all registered and approved indigent households	8,000	8,320	8,694
Sanitation (free sanitation service) (Fixed Rate)	The service is fully subsidised	25,000	26,000	27,170
Electricity/other energy (50kwh per household per month)	50 units of electricity is free to all registered and approved indigent households	10,980	15,400	16,940
Refuse (removed once a week) (Fixed Rate)	The service is fully subsidised	10,000	12,680	13,387
Sanitation	Indigent relief (Provision of chemical toilets)	5,600	6,000	6,000
Total cost of FBS provided (minimum social package)		59,580	68,400	72,192

.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, capacity charges at 60 amp.
- affordable range: 500 kWh of electricity and 25 kl of water, capacity charges at 30 amp.
- 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	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27 % incr.	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		597.29	595.48	623.13	649.70	649.70	649.70	3.7%	673.73	720.89	760.54
Electricity: Basic levy		–	66.80	82.68	90.62	90.62	90.62	8.0%	97.87	108.44	118.20
Electricity: Consumption		2,317.04	2,488.62	2,536.28	2,779.76	2,779.76	2,779.76	8.0%	3,002.13	3,340.84	3,641.51
Water: Basic levy											
Water: Consumption		637.51	671.30	714.94	746.39	746.39	746.39	3.7%	774.01	820.99	870.42
Sanitation		147.56	154.79	166.40	173.73	173.73	173.73	3.7%	180.15	191.21	202.11
Refuse removal		105.34	110.92	116.47	121.60	121.60	121.60	3.7%	126.09	135.82	145.47
Other		–	184.80	228.60	250.55	250.55	250.55	8.0%	270.59	296.77	324.07
sub-total		3,804.74	4,272.71	4,468.50	4,812.35	4,812.35	4,812.35	6.5%	5,124.57	5,614.96	6,062.32
VAT on Services		481.12	551.59	542.52	586.81	586.81	586.81	6.9%	627.04	687.42	744.29
Total large household bill:		4,285.86	4,824.30	5,011.02	5,399.16	5,399.16	5,399.16	6.5%	5,751.61	6,302.38	6,806.61
% increase/-decrease		–	12.6%	3.9%	7.7%	–	–	(15.7%)	6.5%	9.6%	8.0%
Monthly Account for Household - 'Affordable Range'											
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		422.90	421.62	441.19	460.00	460.00	460.00	3.7%	477.02	510.41	538.48
Electricity: Basic levy		–	66.80	82.68	90.62	90.62	90.62	8.0%	97.87	108.44	118.20
Electricity: Consumption		1,031.00	1,146.12	1,214.03	1,330.58	1,330.58	1,330.58	8.0%	1,437.01	1,599.14	1,743.07
Water: Basic levy											
Water: Consumption		502.98	529.64	564.06	588.88	588.88	588.88	3.7%	610.67	647.74	686.73
Sanitation		147.56	154.79	166.40	173.73	173.73	173.73	3.7%	180.15	191.21	202.11
Refuse removal		105.34	110.92	116.47	121.60	121.60	121.60	3.7%	126.09	135.82	145.47
Other		–	92.40	114.30	125.27	125.27	125.27	8.0%	135.29	148.38	162.04
sub-total		2,209.78	2,522.29	2,699.13	2,890.68	2,890.68	2,890.68	6.0%	3,064.10	3,341.14	3,596.10
VAT on Services		268.03	315.10	321.55	345.81	345.81	345.81	6.4%	367.77	401.31	433.20
Total small household bill:		2,477.81	2,837.39	3,020.68	3,236.49	3,236.49	3,236.49	6.0%	3,431.87	3,742.45	4,029.30
% increase/-decrease		–	14.5%	6.5%	7.1%	–	–	(15.5%)	6.0%	9.0%	7.7%
Monthly Account for Household - 'Indigent' Household receiving free basic services											
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		248.51	247.76	259.26	270.31	270.31	270.31	3.7%	280.31	293.99	307.60
Electricity: Basic levy											
Electricity: Consumption		460.85	530.43	583.83	639.87	639.87	639.87	8.0%	691.05	736.20	780.52
Water: Basic levy											
Water: Consumption		334.69	352.43	375.33	391.85	391.85	391.85	3.7%	406.35	437.68	468.80
Sanitation											
Refuse removal											
Other		–	–	–	–	–	–	–	–	–	–
sub-total		1,044.05	1,130.62	1,218.42	1,302.03	1,302.03	1,302.03	5.8%	1,377.71	1,467.87	1,556.92
VAT on Services		119.33	132.43	143.87	154.76	154.76	154.76	6.4%	164.61	175.60	186.89
Total small household bill:		1,163.38	1,263.05	1,362.29	1,456.79	1,456.79	1,456.79	5.9%	1,542.32	1,643.47	1,743.81
% increase/-decrease		–	8.6%	7.9%	6.9%	–	–	(15.4%)	5.9%	6.6%	6.1%

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)

Table A6 - Budgeted Financial Performance (Revenue and Expenditure by Municipal Vote)										
Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue by Vote	1									
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		503,511	549,361	1,146,927	1,067,130	1,080,640	1,080,640	1,124,656	1,009,610	787,514
Vote 03 - Municipal Manager		-	-	2,759	2,305	2,305	2,305	3,259	3,259	3,259
Vote 04 - Corporate Services		5,432	5,391	6,263	6,110	6,110	6,110	6,934	6,523	9,103
Vote 05 - Community Services		124,394	134,820	149,002	148,586	164,631	164,631	158,989	173,428	180,166
Vote 06 - Financial Services		670,519	701,887	714,281	742,122	742,122	742,122	804,930	831,814	858,665
Vote 07 - Strategy Econ Development And Planning		6,867	26,098	8,419	10,003	10,703	10,703	9,771	10,211	10,619
Vote 08 - Infrastructure And Services		1,223,713	1,666,568	1,545,949	1,942,098	1,906,388	1,906,388	1,939,466	2,100,398	2,263,631
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	2,534,437	3,084,125	3,573,599	3,918,354	3,912,899	3,912,899	4,048,004	4,135,242	4,112,955

6. Operating Expenditure Framework

The municipality's expenditure for the 2026/27 budget and MTREF is informed by the following:

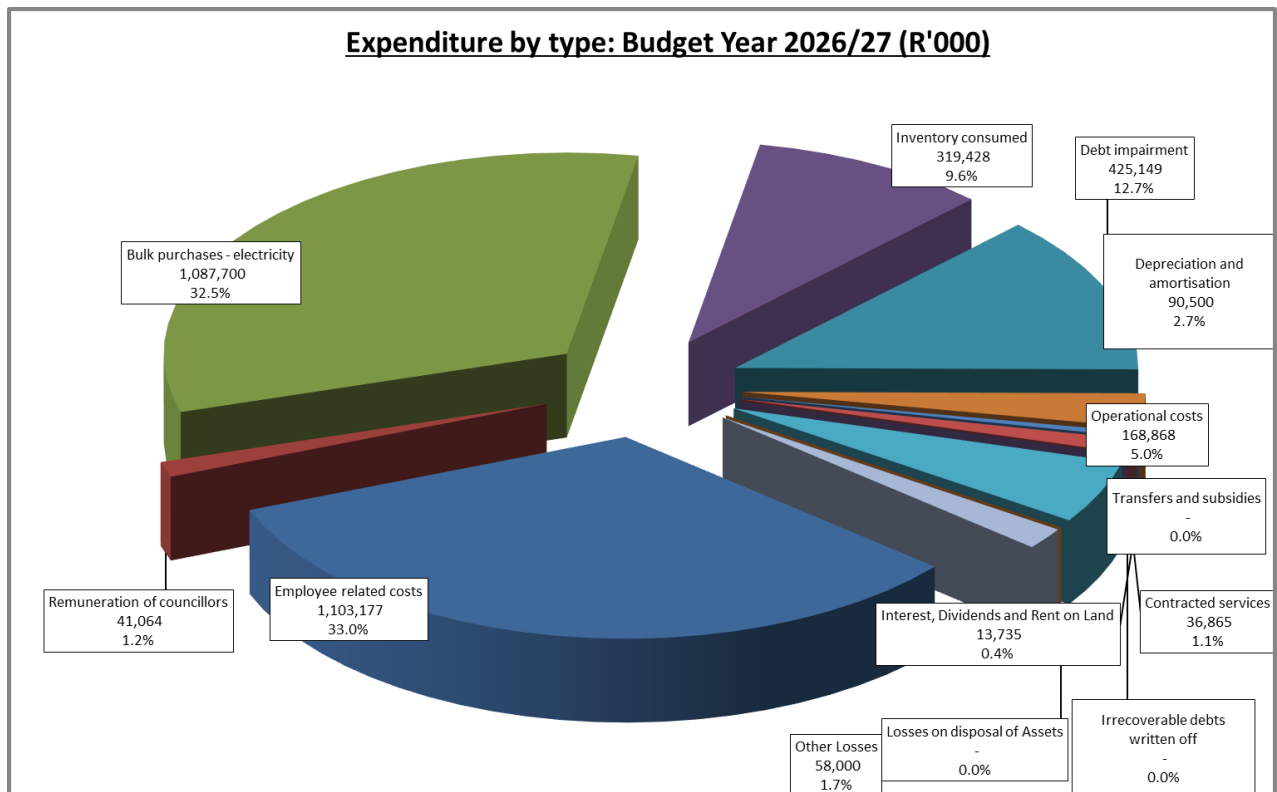
- The municipality's current financial position
- The lower collection rate, which necessitated an increase in Debt impairment
- Modelling of feasible and sustainable budgets over the medium term,
- Cognisance of international, national and local economic- and fiscal conditions,
- Expenditure limits 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 2026/27 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 2025/26				2025/26 Medium Term Revenue & Expenditure Framework									
R thousand	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2026/27	% Contribution	% Growth 2025/26 (Original) to 2026/27	% Growth 2025/26 (Adjusted) to 2026/27	Budget Year +1 2027/28	% Contribution	% Growth 2026/27 to 2027/28	Budget Year +2 2028/29	% Contribution	% Growth 2027/28 to 2028/29
Expenditure By Type														
Employee related costs	1,004,532	31.3%	1,024,295	29.4%	1,103,177	33.0%	9.8%	7.7%	1,154,302	32.5%	4.6%	1,202,769	32.5%	4.2%
Remuneration of councillors	37,083	1.2%	37,083	1.1%	41,064	1.2%	10.7%	10.7%	42,912	1.2%	4.5%	44,843	1.2%	4.5%
Bulk purchases - electricity	1,000,000	31.1%	1,000,000	28.7%	1,087,700	32.5%	8.8%	8.8%	1,195,382	33.7%	9.9%	1,255,151	33.9%	5.0%
Inventory consumed	331,852	10.3%	363,475	10.4%	319,428	9.6%	-3.7%	-12.1%	329,308	9.3%	3.1%	343,398	9.3%	4.3%
Debt impairment	437,149	13.6%	526,399	15.1%	425,149	12.7%	-2.7%	-19.2%	444,705	12.5%	4.6%	458,935	12.4%	3.2%
Depreciation and amortisation	90,200	2.8%	90,200	2.6%	90,500	2.7%	0.3%	0.3%	94,608	2.7%	4.5%	98,565	2.7%	4.2%
Interest	15,880	0.5%	85,900	2.5%	13,735	0.4%	-13.5%	-84.0%	11,315	0.3%	-17.6%	8,589	0.2%	-24.1%
Contracted services	45,856	1.4%	50,356	1.4%	36,865	1.1%	-19.6%	-26.8%	42,038	1.2%	14.0%	46,977	1.3%	11.7%
Transfers and subsidies	4,300	0.1%	4,450	0.1%	–	0.0%	-100.0%	-100.0%	–	0.0%		–	0.0%	
Irrecoverable debts written off	–	0.0%	–	0.0%	–	0.0%			–	0.0%		–	0.0%	-
Operational costs	176,654	5.5%	197,555	5.7%	168,868	5.0%	-4.4%	-14.5%	178,725	5.0%	5.8%	188,374	5.1%	5.4%
Losses on disposal of Assets	–	0.0%	–	0.0%	–	0.0%			–	0.0%		–	0.0%	-
Other Losses	69,000	2.1%	104,346	3.0%	58,000	1.7%	-15.9%	-44.4%	55,000	1.6%	-5.2%	50,000	1.4%	-9.1%
Total Expenditure	3,212,506	100.0%	3,484,060	100.0%	3,344,486	100.0%	4.1%	-4.01%	3,548,295	100.0%	6.1%	3,697,601	100.0%	4.2%

The total operating expenditure budget amounts to R3,344,486 billion for 2026/27 financial year. The overall budget decreases by 4.1% when compared to 2025/26 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 2026/27 MTREF.

The above table further indicates the percentage contribution of each expenditure by type against overall expenditure budget. The Employee costs is 33% of the total operational budget, whilst Inventory consumed and Contracted services amounts to 9.6% and 1.1% respectively, and Bulk purchases with a weighting of 32.5% and Debt impairment with a weighting of 12.7%. Operational costs comprise 5% the budget.



Indicated in the pie chart above is the weighting per expenditure type for 2026/27 financial year: The major operational expenditure budget allocations include:

Employee related costs

Employee related costs amounting to R1,103,177 million equates to 33% of the total operating budget. The 2026/27 cost of living increase was budgeted at 5%. The salary and wage collective agreement approved a 4.75% increase. Municipalities are expected to implement the agreement with effect as from 1 July 2026. In respect of the 2026/27 financial year, all employees covered by this agreement shall receive, with effect from 1 July 2026, an increase of 4.75 percent.

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.
Councillors	3							
Speaker	4		992,702		129,354			1,122,056
Chief Whip								-
Executive Mayor			1,240,882	40,000	49,354			1,330,236
Deputy Executive Mayor								-
Executive Committee			9,306,602	1,040,000	793,542			11,140,144
Total for all other councillors			22,310,906	1,640,000	3,520,773			27,471,679
Total Councillors	8	-	33,851,092	2,720,000	4,493,023			41,064,115

Bulk purchases

Bulk purchases for this MTREF on refers to electricity with the total budget of R1,087 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 of 9.01% for bulk purchases which was based on the 2024/25 actuals of R901 million. Bulk purchase cost increase based on the assessment of the proposed Municflex tariff which comes to 8.77%. Costs of bulk constitutes 32.5% of operating expenditure budget.

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

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

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand											
Bulk Purchases - Electricity											
ESKOM		672,362	787,457	901,045	1,000,000	1,000,000	1,000,000	638,965	1,087,700	1,195,382	1,255,151

Interest

Interest consists of repayment of interest on long term borrowing. The amount budgeted for 2026/27 is R13.735 million, equivalent to 0.4% of the total operating expenditure budget. The substantial decrease from the 2025/26 Adjusted budget relates to the provision of interest on overdue accounts for the 2025/26 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)

New South Wales - Table A5 Budgeted Financial Performance (Revenue and Expenditure)														
Description	Current Year 2025/26				2025/26 Medium Term Revenue & Expenditure Framework									
	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2026/27	% Contribution	% Growth 2025/26 (Original) to 2026/27	% Growth 2025/26 (Adjusted) to 2026/27	Budget Year +1 2027/28	% Contribution	% Growth 2026/27 to 2027/28	Budget Year +2 2028/29	% Contribution	% Growth 2027/28 to 2028/29
R thousand														
Expenditure By Type														
Interest	15,880	0.5%	85,900	2.5%	13,735	0.4%	-13.5%	-84.0%	11,315	0.3%	-17.6%	8,589	0.2%	-24.1%

Contracted services

Contracted services allocation is R36,865 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)

2025/26 Medium Term Revenue & Expenditure Framework														
Description	Current Year 2025/26				2025/26 Medium Term Revenue & Expenditure Framework									
R thousand	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2026/27	% Contribution	% Growth 2025/26 (Original) to 2026/27	% Growth 2025/26 (Adjusted) to 2026/27	Budget Year +1 2027/28	% Contribution	% Growth 2026/27 to 2027/28	Budget Year +2 2028/29	% Contribution	% Growth 2027/28 to 2028/29
Expenditure By Type														
Contracted services	45,856	1.4%	50,356	1.4%	36,865	1.1%	-19.6%	-26.8%	42,038	1.2%	14.0%	46,977	1.3%	11.7%

Inventory consumed

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

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

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand											
Repairs and Maintenance by Expenditure Item	8										
Employee related costs		146,483	170,576	168,743	174,443	199,689	199,689	131,230	201,800	211,311	221,166
Inventory Consumed (Project Maintenance)		154,393	156,327	164,154	188,927	208,512	208,512	101,925	197,894	206,863	216,398
Contracted Services		6,391	(929)	72,337	3,180	2,930	2,930	830	3,200	3,367	3,535
Operational Costs		5,302	5,952	5,452	7,195	7,287	7,287	3,563	7,108	7,428	7,754
Total Repairs and Maintenance Expenditure	9	312,569	331,925	410,686	373,745	418,418	418,418	237,548	410,001	428,970	448,852

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

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand											
Water Losses											
Apparent Losses											
Customer Meter Inaccuracies		24 221	35 815	21 077	22 000	57 346	57 346	33 452	28 000	25 000	20 000
Unauthorised Consumption		-	-	-	-	-	-	-	-	-	-
Total Apparent Losses		24 221	35 815	21 077	22 000	57 346	57 346	33 452	28 000	25 000	20 000
Data Transfer and Management Errors		-	-	-	-	-	-	-	-	-	-
Real Losses											
Leakage and Overflows at Storage Tanks/Reservoirs		10 840	6 291	16 925	10 000	10 000	10 000	5 833	6 000	6 000	6 000
Leakage on Service Connections up to the point of Customer Meter		12 106	12 832	16 925	11 000	11 000	11 000	6 417	7 000	7 000	7 000
Leakage on Transmission and Distribution Mains		15 986	5 074	16 925	10 000	10 000	10 000	5 833	6 000	6 000	6 000
Total Real Losses		38 931	24 197	50 774	31 000	31 000	31 000	18 083	19 000	19 000	19 000
Unavoidable Annual Real Losses		14 796	25 369	21 961	16 000	16 000	16 000	9 333	11 000	11 000	11 000
Total Water Losses		77 948	85 381	93 812	69 000	104 346	104 346	60 868	58 000	55 000	50 000

Inventory consumed - Water, is budgeted at R58,000 million and Inventory consumed – Other is budgeted at R410,001 million for 2026/27 financial year.

Repairs and maintenance by Asset class

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

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

The municipality has a major Sewerage Treatment Plant and other small sewerage treatment plants across the city including Ritchie and pump stations. As such boilermakers, fitters and turners as well as mechanical 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	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand										
EXPENDITURE OTHER ITEMS		384,400	408,685	510,671	463,945	508,618	508,618	500,501	523,577	547,418
Depreciation	7	71,830	76,760	99,985	90,200	90,200	90,200	90,500	94,608	98,565
Repairs and Maintenance by Asset Class	3	312,569	331,925	410,686	373,745	418,418	418,418	410,001	428,970	448,852
Roads Infrastructure		55,439	71,854	80,076	74,566	99,575	99,575	82,216	85,596	89,113
Storm water Infrastructure		5,457	7,340	5,224	3,200	3,200	3,200	3,200	3,328	3,461
Electrical Infrastructure		63,100	65,143	148,936	89,489	96,193	96,193	95,700	100,451	105,405
Water Supply Infrastructure		70,657	60,170	56,957	60,459	61,108	61,108	68,561	72,630	76,942
Sanitation Infrastructure		41,842	45,814	46,114	53,233	64,040	64,040	65,183	68,141	70,914
Solid Waste Infrastructure		19,737	17,321	15,836	23,345	23,549	23,549	23,505	24,562	25,548
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		256,231	267,642	353,142	304,291	347,664	347,664	338,365	354,709	371,383
Community Facilities		505	4,153	2,830	2,840	2,644	2,644	2,150	2,521	2,622
Sport and Recreation Facilities		446	1,053	1,001	650	750	750	1,050	370	385
Community Assets		951	5,206	3,831	3,490	3,394	3,394	3,200	2,891	3,008
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		8,614	9,491	9,420	11,014	11,301	11,301	12,720	13,249	13,801
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		8,614	9,491	9,420	11,014	11,301	11,301	12,720	13,249	13,801
Operational Buildings		13,115	15,379	14,234	14,942	19,882	19,882	12,672	13,237	13,778
Housing		-	-	-	-	-	-	-	-	-
Other Assets		13,115	15,379	14,234	14,942	19,882	19,882	12,672	13,237	13,778
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		963	778	930	1,326	1,777	1,777	1,328	1,387	1,443
Machinery and Equipment		27,357	28,485	25,706	28,125	26,062	26,062	31,007	32,287	33,756
Transport Assets		5,338	4,943	3,423	10,557	8,338	8,338	10,710	11,209	11,684
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		384,400	408,685	510,671	463,945	508,618	508,618	500,501	523,577	547,418

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 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.
- The municipality must implement stricter control measures on Overtime expenditure and apply the Overtime Policy prescribing time off in lieu of overtime.
- A moratorium on the sale of leave was instated during the 2025/26 financial year.

- A moratorium on the filling of vacancies was in place 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	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Expenditure by Vote to be appropriated	1									
Vote 01 - Executive & Council		58,395	60,372	57,033	61,221	61,955	61,955	65,966	68,936	71,913
Vote 02 - Municipal And General		434,595	401,673	495,160	464,832	536,992	536,992	451,595	468,737	486,724
Vote 03 - Municipal Manager		22,369	24,274	29,886	30,614	31,271	31,271	31,606	33,075	34,440
Vote 04 - Corporate Services		68,169	71,184	73,335	81,513	89,312	89,312	53,796	55,493	60,034
Vote 05 - Community Services		299,548	322,236	320,158	363,848	381,544	381,544	428,459	448,242	465,821
Vote 06 - Financial Services		131,248	134,722	143,187	173,366	183,603	183,603	184,419	193,782	201,569
Vote 07 - Strategy Econ Development And Planning		57,573	60,672	55,692	76,090	78,020	78,020	72,462	75,706	78,743
Vote 08 - Infrastructure And Services		1,524,086	1,712,736	1,963,535	1,961,023	2,121,363	2,121,363	2,056,182	2,204,323	2,298,357
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	2,595,982	2,787,870	3,137,984	3,212,506	3,484,060	3,484,060	3,344,486	3,548,295	3,697,601

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.

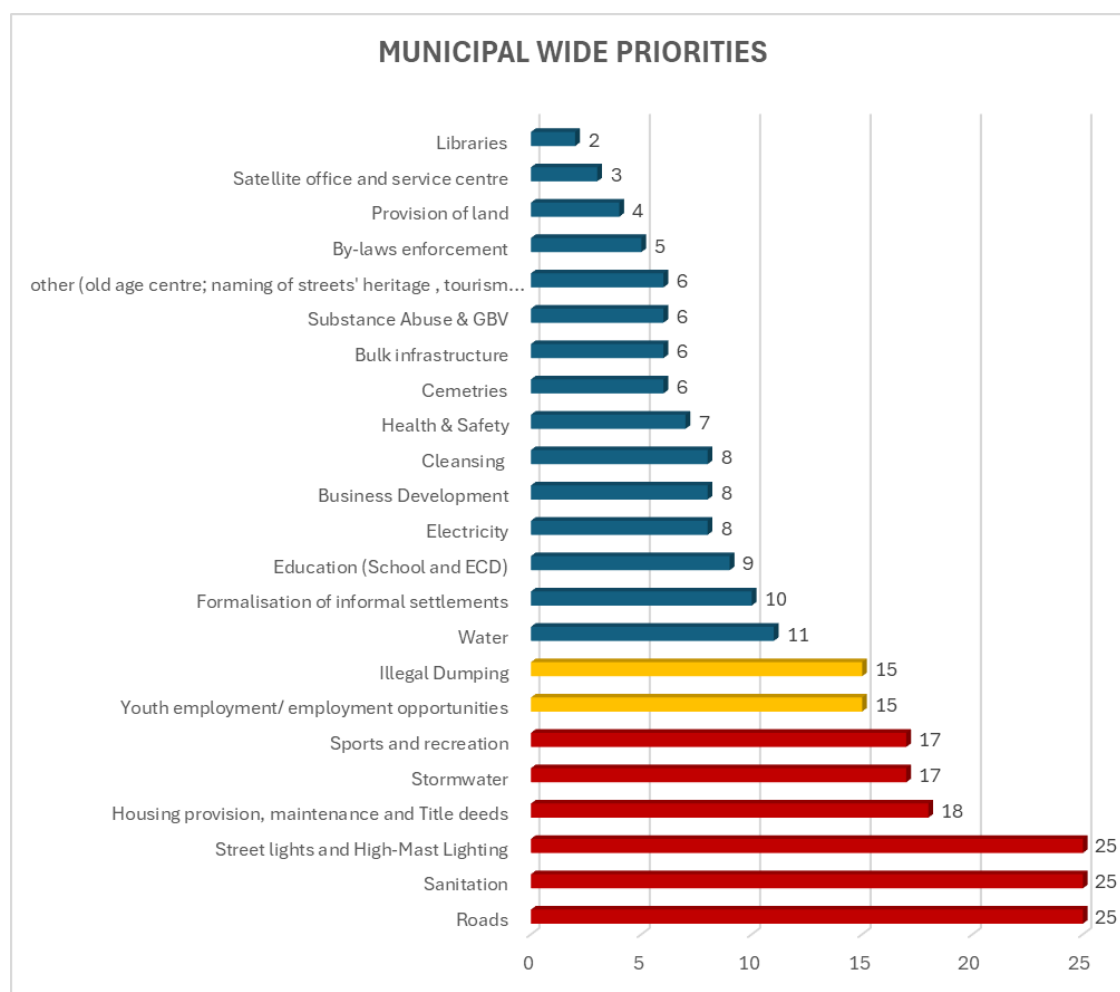
PART 2: SUPPORTING DOCUMENTATION

7. Overview of IDP and Annual Budget Process

The Integrated Development Plan (IDP) 2026/27 of the Sol Plaatje Municipality is the last of the 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 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 2026/27 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 and the annual budget 2026/27 MTREF.

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 25 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.

Measures to address some of the concerns:

- ❖ Provision is made for the high-masts lights to the tune of R9,500 million over the MTREF. An amount of R5,000 is availed for the retrofitting of streetlights and high-mast lights and streetlight maintenance is budgeted at R10,500 million for 2026/27 and R31,000 million over the MTREF.
- ❖ Capital budget for Roads and lining of stormwater canals amounts to R86,338 million over the MTREF, whilst the total operational expenditure budget for Roads amounts to R282,750 million over the 2026/27 MTREF.
- ❖ Sanitation is provided for on the capital budget amounting to R77,208 million for the 2026/27 MTREF. The total operational expenditure budget for Sanitation amounts to R417,253 million over the 2026/27 MTREF.
- ❖ Fleet replacement programme is budgeted from Internally generated funds at R32,000 million over the MTREF. A budget of R14,000 million over the MTREF is availed from IUDG for specialised fleet.

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 is expected to adopt the Process Plan in August 2023. This has not transpired due to referral of the process plan to the sub-committee. 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 2026/27 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 2025/26, and the key priorities as set out for 2025/26 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 mandates 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 2026/27 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 2025/26 financial year was used as a base for prioritization. Projects with contractual commitments were given priority with funding being allocated to committed projects in the first instance. The line departments had to specify how the capital projects in their individual budgets were split among the five key focus areas i.e. social, economic, rehabilitation, environmental and administration. While the overall capital required was significantly more than the capital funding available, it was useful to analyse the difference in allocation between these categories. It is also prudent that an in-depth costing must be done on the entire IDP priorities and coupled with this the exercise to source funding must be prioritised. It is also imperative that we start thinking out of the box and gain the best value from the limited funds that are available.

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

The Political oversight

Section 53(1) (a) of the MFMA, states that, the Mayor of a municipality must provide political guidance over the budget process and the priorities that must guide the preparation of the budget. The Executive Management Team and the Budget steering and Mayoral Committee advise Council accordingly. Political oversight of the budget process allows government, and in particular, the municipality to manage the tension between competing policy priorities and fiscal realities. The key to strengthening the link between priorities and spending plans lies in enhancing political oversight of the budget process. Strengthening the link between government's priorities and spending plans is not an end in itself, but the goal should be enhanced service delivery aimed at improving the quality of life for all people within the municipal jurisdiction. The Executive Management Team has a significant role to play in the financial planning process and accountability in the spending of public funds.

Public participation and consultations with stakeholders

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

In order to strengthen public participation, the municipality must improve in its outreach programme to all wards led by the office of the Executive Mayor. Accordingly, the draft budget will be tabled via a council meeting scheduled for 31 March 2026. The tabled budget data strings will be uploaded onto GoMuni and National Treasury draws the information from GoMuni. In terms of the Municipal Systems Act and in conjunction with the Municipal Finance Management Act, hearings on the budgets will be held during April and May 2026.

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 2026/2027 – 2028/2029 for the Sol Plaatje Municipality will be tabled to Council on 31 March 2026. Copies of these documents will be available at all municipal libraries for public inspection. The information will also be published on the Municipality's website – www.solplaatje.org.za

Interested parties, local community and stakeholders will be invited and urged to submit representations, comments and inputs regarding the draft IDP and Draft budget 2026/27 MTREF. Written submissions must be handed in at the Civic Centre (Mayor's Office).

Proposed programme

DATE	WARDS	VENUE	TIME	COUNCILLORS
08 APRIL 2026	Wards 14 & 28	Colville Hall	17H00	Cllr. Joseph Cllr. White
	Wards 23 & 24	Jimmy Summers		Cllr. Louw Cllr. Whittaker
09 APRIL 2026	Wards 20 & 21	City Hall	17H00	Cllr. Moses Cllr. Greeff
	Ward 14	Civic Centre Florianville		Cllr Joseph
13 APRIL 2026	Wards 33	Bantu Hall	17H00	Cllr. Tau Cllr. Mofokeng
	Ward 6	Motswako Open Space		Cllr. Riet
14 APRIL 2026	Wards 12,13 & 19	Recreation Hall	17H00	Cllr. Ruiter Cllr. Molatudi Cllr. Lekoma
	Ward 5 & 7	St Peters Primary School		Cllr. Noliye Cllr. Diphahe
15 APRIL 2026	Ward 17 & 31	Apostle Graces Church	17H00	Cllr. Shwababa Cllr. Lephoi
	Ward 30	Mayo's Open Space		Cllr. Kok
16 APRIL 2026	Ward 10 & 11	Isago Primary School Platfontein School	17H00	Cllr. Molale Cllr. Kgadiete
	Ward 3	Homelite Swedish Hall		Cllr. Korkie
20 APRIL 2026	Wards 15, 16, 32	Vuyolwethu School	17H00	Cllr. Nkukana Cllr. Rammutle Cllr. Banda
	Wards 25 & 28	William Gardener		Cllr. Fourie Cllr. White
21 APRIL 2026	Ward 4	Seochoareng Old Age	17H00	Cllr. Bopape
	Ward 29	Riverton		Cllr. Aaron

22 APRIL 2026	Ward 26 & 27	Motswedimosa Hall	17H00	Cllr. Mokwang Cllr. Wagter
	Ward 18	Bantu Hall		Cllr. Mofokeng
23 APRIL 2026	Wards 1 & 32	Platfontein School	17H00	Cllr. Ludick Cllr. Banda
	Wards 8, 18 & 19	Housing Support Centre		Cllr. Sonyoni Cllr. Mofokeng Cllr. Lekoma
28 APRIL 2026	Wards 22 & 26	Greenpoint High School	17H00	Cllr. Pietersen Cllr. Mokwang
	Wards 1 & 2	Roman Catholic Church		Cllr. Ludick Cllr. Brown
29 APRIL 2026	Ward 9	Dr EP Lekhela School	17H00	Cllr. Dioka
	Ward 29	Pastor Moses's Church		Cllr. Aaron
6 MAY 2026	Stakeholders	City Hall	10H00am	Executive Mayor, Cllr. Bartlett Honourable Speaker, Cllr. Peters

Schedule of key deadlines

The IDP Review and the Budget time schedule for the compilation of the 2026/27 budget cycle was submitted for the Council meeting scheduled for 26 August 2025, but the item was referred to the IDP, Budget and Performance Management Committee for further discussions. The IDP, Budget and Performance Management Committee recommended the Process Plan for approval by the Executive Mayor as per resolution IDP11/10/25. During the Special Mayco meeting held on the 3rd of December 2025 as per resolution EM343/12/25, it was resolved that due to time constraints, all IDP, Budget & PM portfolio committee items be held in abeyance for a Special MAYCO meeting which will only take place on the 4th of February 2026

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

Steps in IDP Review Process	
Activity description in Process Plan¹	Identified output
August 2025	
Approval of IDP and Budget Process Plan	Approval.

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

Steps in IDP Review Process	
Activity description in Process Plan ¹	Identified output
September 2025 - ANALYSIS	
Commencement of IDP analysis of institutional services and infrastructure provision, backlogs and priorities.	Compile Assessment Report (or Situational Analysis) including (1) priority issues, (2) gaps in IDP 2022-2027, (3) alignment with higher-order policy, and (4) engagement with stakeholders.
Councillor IDP induction.	Discuss (1) roles of IDP structures, (2) municipal development agenda and (3) municipal performance management.
October 2025 - STRATEGIES	
Liaise with provincial and national sector departments to align priorities and budgets.	Vertically align priorities, projects, and budgets between the three tiers of government.
1 st Strategic planning session of council.	- Consider Assessment Report: including (1) to finalise priority issues, (2) review strategic objectives for service delivery and development and (4) align with higher-order policy. - Review financial and non-financial performance, i.e. identify gaps between planned and actual performance. - Determine financial position and assess financial/human resource capacity available for implementation.
November 2025 – STRATEGIES / PROJECTS	
Public participation, i.e. meetings in 33 wards	Determine priority needs by ward
Budget discussions with each Directorate.	Consider IDP priority issues, ward priorities and complete draft budget.
February 2026 – PROJECTS / INTEGRATION	
Planning sessions with municipal structures.	Present draft IDP 2025/26 as first review with priorities linked to budget allocations.
Conduct annual performance assessments	Performance Assessment Reports.
Consider national and provincial budget allocations for inclusion.	Incorporate national and provincial budget allocations in municipal budget.
Ensure alignment between draft capital budget, IDP strategic objectives and KPIs.	Draft 3-year capital programme aligned to IDP key priority issues including ward priorities.
March 2026	
Draft operational budget submitted to EMC.	Draft 3-year operational budget aligned to IDP key priority issues.
Conduct mid-year (2025/26) performance assessments.	Performance Assessment Reports.
Present and discuss draft IDP 2026/27 and Draft Budget 2026/27 with municipal stakeholders.	Obtain input and finalise draft IDP 2025/26
Table draft IDP 2026/27 and Budget 2026/27 at Council.	Council approves draft IDP 2026/27 and Draft Budget 2026/27 for public consultation purposes.
Make public the draft IDP 2026/27 and Draft Budget 2026/27	Draft IDP 2026/27 and Budget 2026/27 made public and submitted to relevant stakeholders for consultation purposes.
April 2025	

Steps in IDP Review Process	
Activity description in Process Plan ¹	Identified output
Conduct public hearings on the draft IDP 2026/27 and Budget 2026/27.	Consult and receive input from community and stakeholder groupings regarding the draft IDP 2026/27 and Budget 2026/27.
Conclude public hearings on the draft IDP 2026/27 and Budget 2026/27.	Include public input in draft IDP 2026/27 and Budget 2026/27.
Discuss adjusted draft IDP 2026/27 and Budget 2026/27.	Inform Mayoral Committee of public input and adjustments to draft IDP 2026/27 and Budget 2026/27.
National Treasury benchmarking exercise.	
May 2025 - APPROVAL	
Finalise IDP 2026/27 and Budget 2026/27 for submission to Council.	Finalise IDP 2026/27 and budget 2026/27 for submission to Council.
Present IDP 2026/27 and Budget 2026/27 to municipal structures.	Present IDP 2026/27 and Budget 2026/27 to municipal structures.
Council adopts IDP 2026/27 and Budget 2026/27.	Approved IDP 2026/27 and Adopted Budget 2026/27
June 2025	
Notify public of approved IDP 2026/27 and Budget 2026/27.	

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

indicated below are the key development 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.

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 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	72,462	75,706	78,743
Strategic Objective 2: Improved Service Delivery	2,056,182	2,204,323	2,298,357
Strategic Objective 3: Good, clean and transparent Governance and Public Participation	151,368	157,504	166,387
Strategic Objective 4: Establishment of healthy financial management	160,844	169,146	175,947
Strategic Objective 5: Improved Institutional Management	475,170	493,374	512,346
Strategic Objective 6: Community Health and Safety	428,459	448,242	465,821
Total Operational Expenditure	3,344,486	3,548,295	3,697,601

Medium Term Capital Budget			
Capital expenditure by Strategic objective	2026/27 (R'000)	2027/28 (R'000)	2028/29 (R'000)
Municipal Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	6,652	7,130	8,435
Municipal Strategic Objective 2: Improved Service Delivery	602,507	500,976	303,826
Municipal Strategic Objective 3: Good, clean and transparent Governance and Public Participation			
Municipal Strategic Objective 4: Establishment of healthy financial management			
Municipal Strategic Objective 5: Improved Institutional Management	2,174	5,652	6,087
Municipal Strategic Objective 6: Community Health and Safety	19,565	13,913	10,860
Total Capital Expenditure - Funding source	630,898	527,672	329,208

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 2026/27 financial year. This will be included in the Draft SDBIP.

Performance Management

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

It is further expected that Senior Managers enter into performance contracts with the Divisional Managers (Managers reporting to Senior managers). The performance system should be 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 must be implemented in line with the Staff regulations.

The Municipal Manager, Senior Manager's and divisional heads are to be 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
Audit Committee Charter	1 & 2	30-May-25	C53/05/25	March 2026
Audit Manual Review	1 & 2	NEW		March 2026
Asset Management Policy	1	30-May-25	C53/05/25	March 2026
Budget and Virements Policy	1	31-Mar-23	C32/03/23	March 2026
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	March 2026
Cash Management and Investment Policy	1	27-Mar-24	C79/03/24	March 2026
Consumer Deposit Policy	1	27-May-15	C100/05/15	March 2026
Contracts Performance Management Policy	1	25-Mar-25	C17/03/25	March 2026
Customer Services Credit Control Debt Collection Policy	1	31-May-24	C89/05/24	March 2026
Debt Write-Off Policy	1	31-May-24	C89/05/24	March 2026
Deviation Procedures	1	31-Mar-22	C39/03/22	March 2026
Disposal of Movable Asset Policy	1	31-Jan-23	C12/01/23	March 2026
EFT Policy	1 & 2	31-Mar-22	C39/03/22	March 2026
Enterprise Risk Management Policy Framework	1	06-Feb-17	CR298/10	March 2026
Fraud Prevention and Anti-Corruption Policy	1	20-Oct-20	C175/10/20	March 2026
Fraud Prevention and Anti-Corruption Plan	1	21-Oct-20	C175/10/21	March 2026
Fraud Prevention and Anti-Corruption Strategy	1	22-Oct-20	C175/10/22	March 2026
Free Basic Services Policy	1	30-May-25	C53/05/25	March 2026
Funding and Reserve Policy	1	25-May-16	C148/05/16	March 2026
Indigent Management Policy	1	30-May-25	C53/05/25	March 2026
Internal Audit Charter	1 & 2	30-May-25	C53/05/25	March 2026
Internal Audit Strategy	1 & 2	30-May-25	C53/05/25	March 2026
Long Term Financial Planning Policy	1	27-May-15	C100/05/15	March 2026
Preferential Procurement Policy	1	30-May-25	C53/05/25	March 2026
Property Rates Policy	1	25-Mar-25	C17/03/2025	March 2026
Revenue Enhancement Strategy	1	27-May-15	C100/05/15	March 2026
Risk Management Policy	1	17-Nov-05	CR500	March 2026
Short and Long Term Borrowing Policy	1	29-May-13	C81/05/13	March 2026
Small Scale Embedded Generation Photovoltaic Policy	1	31-May-17	C60/05/17	March 2026
Smart Metering and Installation Management Policy	1	31-May-24	C89/05/24	March 2026
Sol Plaatje Materiality and Significance Framework	1	31-May-18	C38/05/18	March 2026
Supply Chain Management Policy	1	30-May-25	C53/05/25	March 2026
Tariff Policy	1	25-Mar-25	C17/03/25	March 2026
UIFW Expenditure Policy	1	07-Jun-22	C74/06/22	March 2026
Variation Order Procedures	1	31-Mar-22	C39/03/22	March 2026
Water Restrictions Policy	1	31-May-17	C60/05/17	March 2026

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 - 2029							
Fiscal year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Actual	Estimate	Forecast		
CPI Inflation	6.9%	5.9%	4.4%	3.3%	3.7%	3.3%	3.2%

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 2026/27 financial year, the average interest rate for all investments are projected interest rate of between 6% to 7% 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.

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 2025/26		Budget Year 2026/27		Budget Year +1 2027/28		Budget Year +2 2028/29	
	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting
Own Generated Funds	2,897,327	75.12%	3,018,889	73.90%	3,212,064	76.90%	3,414,215	82.07%
Transfer recognised - Operational	331,406	8.59%	332,732	8.14%	355,965	8.52%	364,846	8.77%
Transfer recognised - Capital	574,597	14.90%	696,383	17.05%	567,214	13.58%	333,894	8.03%
Borrowing	–	0.00%	–	0.00%	–	0.00%	–	0.00%
Internally generated funds	53,540	1.39%	37,265	0.91%	41,845	1.00%	47,000	1.13%
Total Revenue and Financing	3,856,870	100.00%	4,085,269	100.00%	4,177,087	100.00%	4,159,955	100.00%
Total Grants & Subsidies	906,003	23.49%	1,029,115	25.19%	923,178	22.10%	698,740	16.80%

Indicated in the table above is a summary of the revenue and financing activities. For 2026/27 financial year Own generated funds constitutes 73.90% of the total funding requirement. Transfer recognised – Operational and Transfer recognised – capital contributes 8.14% and 17.05% to the total funding mix, respectively. Internally generated funds only contributes 0.91%, to the total financing activities. Totals grants and subsidies amounts to R1,029,115 billion for the 2026/27 financial year which combines relates to 25.19% contribution to the funding mix of the municipality.

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, however during the Benchmark engagement, National Treasury performs their own assessment of whether the budget is funded or unfunded. Indicated in the table below are the budgeted cash and cash equivalents over the MTREF.

NC091 Sol Plaatje - Table A7 Budgeted Cash

Description		Ref	2026/27 Medium Term Revenue & Expenditure Framework		
R thousand			Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
CASH FLOW FROM OPERATING ACTIVITIES					
Receipts					
Property rates			662,106	683,955	705,842
Service charges			1,877,024	2,046,350	2,209,747
Other revenue			437,486	441,987	427,866
Transfers and Subsidies - Operational	1		332,732	355,965	364,846
Transfers and Subsidies - Capital	1		696,383	567,214	333,894
Interest			54,275	52,446	56,793
Dividends			-	-	-
Payments					
Suppliers and employees			(3,309,089)	(3,532,601)	(3,700,073)
Finance charges			(13,735)	(11,315)	(8,589)
Transfers and Subsidies	1		-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES			737,181	604,000	390,326
CASH FLOWS FROM INVESTING ACTIVITIES					
Receipts					
Proceeds on disposal of PPE			-	-	-
Decrease (increase) in non-current receivables			-	-	-
Decrease (increase) in non-current investments			-	-	-
Insurance Refund - Capital			800	836	869
Interest on Short Term Investment (Greater than 90 days) and Long Term Investments			-	-	-
Payments					
Capital assets			(725,533)	(609,322)	(381,089)
Retention (Capital)			-	-	-
NET CASH FROM/(USED) INVESTING ACTIVITIES			(724,733)	(608,486)	(380,220)
CASH FLOWS FROM FINANCING ACTIVITIES					
Receipts					
Short term loans			-	-	-
Borrowing long term/refinancing			-	-	-
Increase (decrease) in consumer deposits			-	-	-
Payments					
Repayment of borrowing			(16,688)	(18,832)	(20,000)
NET CASH FROM/(USED) FINANCING ACTIVITIES			(16,688)	(18,832)	(20,000)
NET INCREASE/ (DECREASE) IN CASH HELD			(4,240)	(23,319)	(9,894)
Cash/cash equivalents at the year begin:	2		78,493	74,253	50,934
Cash/cash equivalents at the year end:	2		74,253	50,934	41,040

13. Expenditure on allocations and grant programmes

Indicated in the table below is the total operational grants for the 2026/27 MTREF. From 2025/26 to 2026/27, operational grants increase by 0.40%. The increase from 2026/27 to 2027/28 is 6.98% and 2.49% from 2027/28 to 2028/29. The total operational grants over the MTREF amounts to R1,015,938 billion.

TRANSFERS & SUBSIDIES - OPERATIONAL (R'000)	Adjusted Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Total over the MTREF	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)
EXPANDED PUBLIC WORKS GRANT (EPWP)	4,442	3,409	—	—	3,409	-23.26%	-100.00%	-
NATIONAL REVENUE FUND: EQUITABLE SHARE	301,722	319,064	336,425	342,319	997,808	5.75%	5.44%	1.75%
FRANCES BAARD DISTRICT MUNICIPALITY (O&M)	2,500	—	—	—	—	-100.00%	-	-
FRANCES BAARD DISTRICT MUNICIPALITY (ENVIRONMENTAL HEALTH)	4,500	—	—	—	—	-100.00%	-	-
INTEGRATED URBAN DEVELOPMENT GRANT (IUDG)	2,305	3,259	3,259	3,259	9,776	41.38%	-	-
INFRASTRUCTURE SKILLS DEVELOPMENT GRANT (ISDG)	4,400	5,000	4,500	7,000	16,500	13.64%	-10.00%	55.56%
NON-PROF: OTHER NON-PROFIT INSTITUTIONS\libraries	9,300	—	9,681	10,068	19,749	-100.00%	—	4.00%
LOCAL GOV FINANCIAL MANAGEMENT GRANT (FMG)	1,800	2,000	2,100	2,200	6,300	11.11%	5.00%	4.76%
COGHSTA - HOUSING ACCREDITATION	437	—	—	—	—	—	—	—
TOTAL TRANSFERS & SUBSIDIES - OPERATIONAL	331,406	332,732	355,965	364,846	1,053,542	0.40%	6.98%	2.49%

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 and other commitments.

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 was received from the Department of Sports and Culture for the operations of libraries within the Sol Plaatje jurisdiction. However, this grant has been stopped commencing from 2026/27 financial year. The outer years' allocation is an error and will be corrected with the final budget. 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.

TRANSFERS & SUBSIDIES - CAPITAL (R'000)	Adjusted Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Total over the MTREF	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)
REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)	574,000	579,000	490,000	254,000	1,323,000	0.87%	-15.37%	-48.16%
ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT (EEDSM)	5,000	—	—	—	—	-100.00%	—	—
INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)	19,000	25,521	12,724	13,299	51,544	34.32%	-50.14%	4.52%
INTEGRATED URBAN DEVELOPMENT GRANT (IUDG)	76,066	86,862	64,489	66,595	212,947	14.19%	-25.76%	3.27%
NEIGHBOUR DEVELOPMENT PARTNERSHIP GRANT (NDPG)	100	—	—	—	—	—	—	—
WATER SERV INFRASTRUCTURE GRANT (WSIG)	10,000	5,000	—	—	5,000	-	-100.00%	-
TOTAL TRANSFERS & SUBSIDIES - CAPITAL	684,166	696,383	567,214	333,894	1,597,491	1.79%	-18.55%	-41.13%

Indicated in the table above is the total capital grants for the 2026/27 MTREF. From 2025/26 to 2026/27, capital grants increase by 1.79%, grants decrease by 18.55% from 2026/27 to 2027/28 and decrease of 41.13% 2027/28 to 2028/29. The total capital grants over the MTREF amounts to R1,597,491 billion. The municipality is still facing some 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.

14. Allocations and grants made by the municipality

NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality										
Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28
R thousand										
Monetary Transfers to Organisations										
Non-Prof Oth Inst/Grants&Don Diam & Dor		-	-	-	750	750	750	-	-	-
Non-Prof Oth Inst/Grants&Don Oth Pub Gra		169	-	288	800	800	800	-	-	-
Non-Prof Oth Institut/Gariep		-	-	-	-	-	-	-	-	-
Non-Prof Oth Institut/Sport Council		-	-	-	-	-	-	-	-	-
Non-Prof Other Institutions/Spca		2,300	2,400	2,500	2,600	2,600	2,600	1,300	-	-
Total Monetary Transfers To Organisations		2,469	2,400	2,788	4,150	4,150	4,150	1,300	-	-
Hh Oth Trans: Housing - Individual Supp		-	-	-	-	-	-	-	-	-
Hh Ssp Soc Ass: Grant In Aid		130	126	20	150	300	300	67	-	-
Total Monetary Transfers To Groups Of Individuals:		-	-	-	-	-	-	-	-	-
TOTAL Monetary TRANSFERS AND GRANTS	6	2,469	2,400	2,788	4,150	4,150	4,150	1,300	-	-

Due to cash flow constraints the municipality did not budget for monetary transfers and grants.

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

On the other hand, councillors are remunerated based on the upper limits gazette for the remuneration of public office bearers. There municipality operates with an Executive Mayor system, with Mayoral Committee advising the Executive Mayor on specific issues as per the terms of references of committees established for this purpose. There are section 79 committees which report directly to council such as Ward Participatory Committee, the SPELUM Committee, Councillor Disciplinary Committee and Municipal Public Accounts Committees. The chairpersons of these committee do not serve in any other committee for 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
Councillors (Political Office Bearers plus Other)	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
Sub Total - Councillors		30,737	32,224	33,869	37,077	37,077	37,077	37,083	38,937	41,079
% increase	4		4.8%	5.1%	9.5%	–	–	0.0%	5.0%	5.5%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		8,265	6,702	4,942	8,791	8,791	8,791	8,743	9,216	9,684
Pension and UIF Contributions		1,086	969	433	1,316	1,316	1,316	1,351	1,425	1,497
Medical Aid Contributions		222	233	192	117	117	117	140	147	154
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	1,849	1,534	1,065	2,005	2,005	2,005	2,113	2,227	2,341
Cellphone Allowance	3	157	132	101	198	198	198	198	209	219
Housing Allowances	3	26	28	22	9	9	9	24	26	27
Other benefits and allowances	3	–	–	–	–	–	–	–	–	–
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		67	44	14	15	15	15	31	33	35
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–	–
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–
Acting and post related allowance		–	–	–	–	–	–	–	–	–
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Municipality		11,671	9,643	6,769	12,452	12,452	12,452	12,601	13,283	13,957
% increase	4		(17.4%)	(29.8%)	84.0%	–	–	1.2%	5.4%	5.1%
Other Municipal Staff										
Basic Salaries and Wages		417,872	433,826	460,448	509,499	506,061	506,061	538,612	569,988	600,029
Pension and UIF Contributions		74,736	79,050	83,850	96,851	96,851	96,851	99,661	105,039	110,681
Medical Aid Contributions		49,309	50,925	54,500	63,693	63,693	63,693	69,790	73,571	77,507
Overtime		52,688	69,383	90,602	53,982	54,982	54,982	58,301	61,453	64,874
Performance Bonus		28,946	30,249	30,591	38,317	38,317	38,317	39,432	41,563	43,794
Motor Vehicle Allowance	3	42,071	42,089	43,767	51,151	51,332	51,332	50,362	53,064	55,833
Cellphone Allowance	3	1,401	1,456	1,631	1,551	1,631	1,631	1,740	1,835	1,932
Housing Allowances	3	2,636	2,737	2,856	2,887	2,887	2,887	3,152	3,323	3,498
Other benefits and allowances	3	19,998	20,261	38,029	26,598	30,580	30,580	32,935	34,663	36,571
Payments in lieu of leave		10,507	14,403	7,128	20,000	20,000	20,000	25,000	26,375	27,694
Long service awards		24,418	27,890	30,958	29,981	29,981	29,981	31,845	33,557	35,368
Post-retirement benefit obligations	6	36,522	39,393	43,162	43,900	43,900	43,900	49,900	52,645	55,277
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–
Acting and post related allowance		–	–	–	–	–	–	–	–	–
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Other Municipal Staff		761,106	811,663	887,522	938,410	940,215	940,215	1,000,731	1,057,076	1,113,058
% increase	4		6.6%	9.3%	5.7%	0.2%	–	6.4%	5.6%	5.3%
Total Parent Municipality		803,514	853,530	928,160	987,939	989,744	989,744	1,050,415	1,109,296	1,168,094
			6.2%	8.7%	6.4%	0.2%	–	6.1%	5.6%	5.3%
TOTAL SALARY, ALLOWANCES & BENEFITS		803,514	853,530	928,160	987,939	989,744	989,744	1,050,415	1,109,296	1,168,094
% increase	4		6.2%	8.7%	6.4%	0.2%	–	6.1%	5.6%	5.3%
TOTAL MANAGERS AND STAFF	5,7	772,777	821,306	894,291	950,863	952,667	952,667	1,013,332	1,070,358	1,127,015

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

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

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.				2.
Councillors	3							
Speaker	4		992,702		129,354			1,122,056
Chief Whip								-
Executive Mayor			1,240,882	40,000	49,354			1,330,236
Deputy Executive Mayor								-
Executive Committee			9,306,602	1,040,000	793,542			11,140,144
Total for all other councillors			22,310,906	1,640,000	3,520,773			27,471,679
Total Councillors	8	-	33,851,092	2,720,000	4,493,023			41,064,115
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1,716,721	272,822	362,741			2,352,284
Chief Finance Officer			1,164,468	195,606	484,607			1,844,681
SM D01			1,228,500	271,495	331,464			1,831,459
SM D02			1,492,619	256,456	476,824			2,225,899
SM D03			1,524,187	292,006	364,386			2,180,579
SM D04			1,362,612	254,440	213,600			1,830,652
Total Senior Managers of the Municipality	8,10	-	8,489,107	1,542,825	2,233,622	-		12,265,554
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	-	42,340,199	4,262,825	6,726,645	-		53,329,669

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	2024/25			Current Year 2025/26			Budget Year 2026/27			
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 2026/27												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand																
Revenue																
Exchange Revenue																
Service charges - Electricity		100,690	100,690	100,690	100,690	100,690	100,690	100,690	100,690	100,690	100,690	100,690	100,690	1,208,285	1,340,815	1,474,895
Service charges - Water		34,086	34,086	34,086	34,086	34,086	34,086	34,086	34,086	34,086	34,086	34,086	34,086	409,032	422,409	435,689
Service charges - Waste Water Management		9,108	9,108	9,108	9,108	9,108	9,108	9,108	9,108	9,108	9,108	9,108	9,108	109,297	114,331	118,784
Service charges - Waste Management		7,390	7,390	7,390	7,390	7,390	7,390	7,390	7,390	7,390	7,390	7,390	7,390	88,676	90,462	93,880
Sale of Goods and Rendering of Services		1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	1,568	18,813	19,661	20,447
Agency services																
Interest		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Interest earned from Receivables		13,425	13,425	13,425	13,425	13,425	13,425	13,425	13,425	13,425	13,425	13,425	13,425	161,100	167,974	175,541
Interest earned from Current and Non Current Assets		2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000	22,000	25,000
Dividends		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Rent on Land																
Rental from Fixed Assets		2,887	2,887	2,887	2,887	2,887	2,887	2,887	2,887	2,887	2,887	2,887	2,887	34,645	36,204	38,012
Licence and permits		63	63	63	63	63	63	63	63	63	63	63	63	750	784	815
Special rating levies																
Construction Contract Revenue																
Development Charges																
Operational Revenue		317	317	317	317	317	317	317	317	317	317	317	317	3,803	3,969	4,128
Non-Exchange Revenue																
Property rates		64,912	64,912	64,912	64,912	64,912	64,912	64,912	64,912	64,912	64,912	64,912	64,912	778,948	804,653	830,402
Surcharges and Taxes																
Fines, penalties and forfeits		3,074	3,074	3,074	3,074	3,074	3,074	3,074	3,074	3,074	3,074	3,074	3,074	36,890	38,550	40,092
Licences or permits		758	758	758	758	758	758	758	758	758	758	758	758	9,100	9,510	9,890
Transfer and subsidies - Operational		27,728	27,728	27,728	27,728	27,728	27,728	27,728	27,728	27,728	27,728	27,728	27,728	332,732	355,965	364,846
Interest		10,292	10,292	10,292	10,292	10,292	10,292	10,292	10,292	10,292	10,292	10,292	10,292	123,500	129,052	134,236
Fuel Levy																
Operational Revenue		921	921	921	921	921	921	921	921	921	921	921	921	11,050	11,690	12,405
Gains on disposal of Fixed and Intangible Assets		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other Gains		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Discontinued Operations																
Total Revenue (excluding capital transfers and contributions)		279,302	279,302	279,302	279,302	279,302	279,302	279,302	279,302	279,302	279,302	279,302	279,302	3,351,621	3,568,029	3,779,061
Expenditure																
Employee related costs		91,931	91,931	91,931	91,931	91,931	91,931	91,931	91,931	91,931	91,931	91,931	91,931	1,103,177	1,154,302	1,202,769
Remuneration of councillors		3,422	3,422	3,422	3,422	3,422	3,422	3,422	3,422	3,422	3,422	3,422	3,422	41,064	42,912	44,843
Bulk purchases - electricity		90,642	90,642	90,642	90,642	90,642	90,642	90,642	90,642	90,642	90,642	90,642	90,642	1,087,700	1,195,382	1,255,151
Inventory consumed		26,619	26,619	26,619	26,619	26,619	26,619	26,619	26,619	26,619	26,619	26,619	26,619	319,428	329,308	343,398
Debt impairment		35,429	35,429	35,429	35,429	35,429	35,429	35,429	35,429	35,429	35,429	35,429	35,429	425,149	444,705	458,935
Depreciation, amortisation and impairment		7,542	7,542	7,542	7,542	7,542	7,542	7,542	7,542	7,542	7,542	7,542	7,542	90,500	94,608	98,565
Interest, Dividends and Rent on Land		1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	13,735	11,315	8,589
Contracted services		3,072	3,072	3,072	3,072	3,072	3,072	3,072	3,072	3,072	3,072	3,072	3,072	36,865	42,038	46,977
Transfers and subsidies		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Irrecoverable debts written off		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Operational costs		14,072	14,072	14,072	14,072	14,072	14,072	14,072	14,072	14,072	14,072	14,072	14,072	168,868	178,725	188,374
Disposal of Fixed and Intangible Assets		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other Losses		4,833	4,833	4,833	4,833	4,833	4,833	4,833	4,833	4,833	4,833	4,833	4,833	58,000	55,000	50,000
Total Expenditure		278,707	278,707	278,707	278,707	278,707	278,707	278,707	278,707	278,707	278,707	278,707	278,707	3,344,486	3,548,295	3,697,601
Surplus/(Deficit)		595	595	595	595	595	595	595	595	595	595	595	595	7,135	19,734	81,459
Transfers and subsidies - capital (monetary allocations)		58,032	58,032	58,032	58,032	58,032	58,032	58,032	58,032	58,032	58,032	58,032	58,032	696,383	567,214	333,894
Transfers and subsidies - capital (in-kind)		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) after capital transfers & contributions		58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	703,519	586,947	415,354
Income Tax																
Surplus/(Deficit) after income tax		58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	703,519	586,947	415,354
Share of Surplus/Deficit attributable to Joint Venture																
Share of Surplus/Deficit attributable to Minorities																
Surplus/(Deficit) attributable to municipality		58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	703,519	586,947	415,354
Share of Surplus/Deficit attributable to Associate																
Intercompany/Parent subsidiary transactions																
Surplus/(Deficit) for the year	1	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	703,519	586,947	415,354

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

Description	Ref	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand																
Revenue by Vote																
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		93,721	93,721	93,721	93,721	93,721	93,721	93,721	93,721	93,721	93,721	93,721	93,721	1,124,656	1,009,610	787,514
Vote 03 - Municipal Manager		272	272	272	272	272	272	272	272	272	272	272	272	3,259	3,259	3,259
Vote 04 - Corporate Services		578	578	578	578	578	578	578	578	578	578	578	578	6,934	6,523	9,103
Vote 05 - Community Services		13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	13,249	158,989	173,428	180,166
Vote 06 - Financial Services		67,077	67,077	67,077	67,077	67,077	67,077	67,077	67,077	67,077	67,077	67,077	67,077	804,930	831,814	858,665
Vote 07 - Strategy Econ Development And Planning		814	814	814	814	814	814	814	814	814	814	814	814	9,771	10,211	10,619
Vote 08 - Infrastructure And Services		161,622	161,622	161,622	161,622	161,622	161,622	161,622	161,622	161,622	161,622	161,622	161,622	1,939,466	2,100,398	2,263,631
Vote 09 -																
Vote 10 -																
Vote 11 -																
Vote 12 -																
Vote 13 -																
Vote 14 -																
Vote 15 - Other																
Total Revenue by Vote		337,334	337,334	337,334	337,334	337,334	337,334	337,334	337,334	337,334	337,334	337,334	337,334	4,048,004	4,135,242	4,112,955
Expenditure by Vote to be appropriated																
Vote 01 - Executive & Council		5,497	5,497	5,497	5,497	5,497	5,497	5,497	5,497	5,497	5,497	5,497	5,497	65,966	68,936	71,913
Vote 02 - Municipal And General		37,633	37,633	37,633	37,633	37,633	37,633	37,633	37,633	37,633	37,633	37,633	37,633	451,595	468,737	486,724
Vote 03 - Municipal Manager		2,634	2,634	2,634	2,634	2,634	2,634	2,634	2,634	2,634	2,634	2,634	2,634	31,606	33,075	34,440
Vote 04 - Corporate Services		4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	53,796	55,493	60,034
Vote 05 - Community Services		35,705	35,705	35,705	35,705	35,705	35,705	35,705	35,705	35,705	35,705	35,705	35,705	428,459	448,242	465,821
Vote 06 - Financial Services		15,368	15,368	15,368	15,368	15,368	15,368	15,368	15,368	15,368	15,368	15,368	15,368	184,419	193,782	201,569
Vote 07 - Strategy Econ Development And Planning		6,039	6,039	6,039	6,039	6,039	6,039	6,039	6,039	6,039	6,039	6,039	6,039	72,462	75,706	78,743
Vote 08 - Infrastructure And Services		171,348	171,348	171,348	171,348	171,348	171,348	171,348	171,348	171,348	171,348	171,348	171,348	2,056,182	2,204,323	2,298,357
Vote 09 -																
Vote 10 -																
Vote 11 -																
Vote 12 -																
Vote 13 -																
Vote 14 -																
Vote 15 - Other																
Total Expenditure by Vote		278,707	278,707	278,707	278,707	278,707	278,707	278,707	278,707	278,707	278,707	278,707	278,707	3,344,486	3,548,295	3,697,601
Surplus/(Deficit) before assoc.		58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	703,519	586,947	415,354
Income Tax																
Share of Surplus/Deficit attributable to Minorities																
Intercompany/Parent subsidiary transactions																
Surplus/(Deficit)	1	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	58,627	703,519	586,947	415,354

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

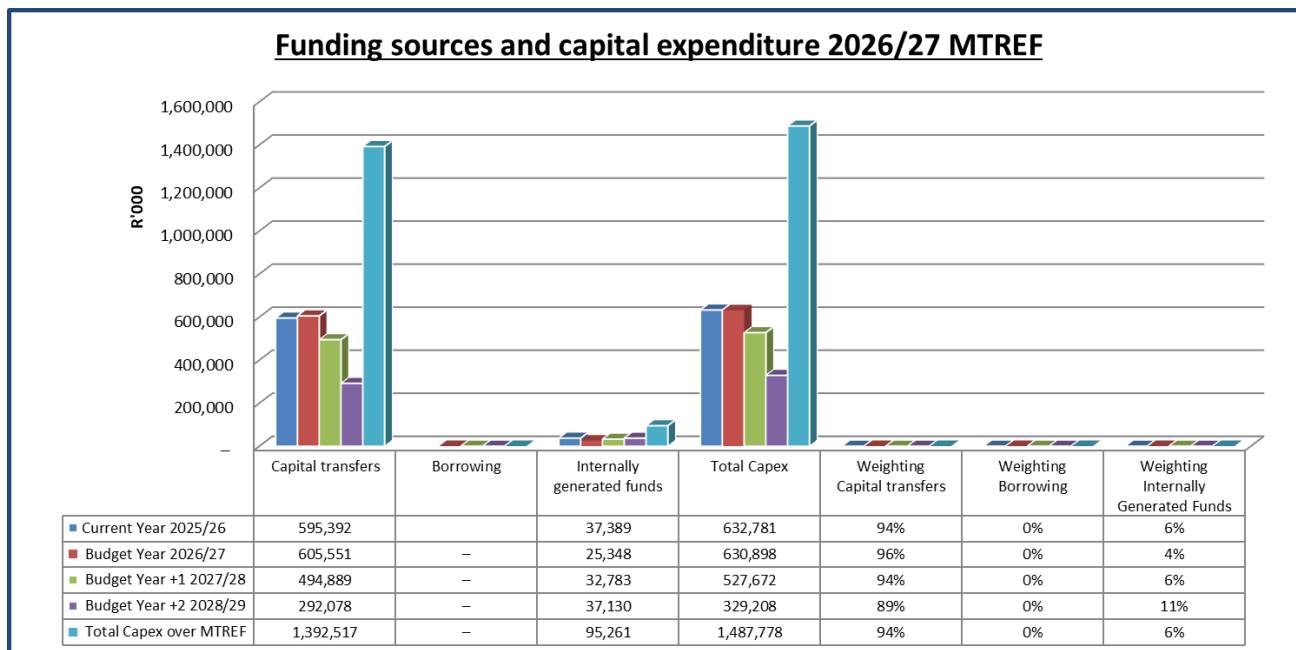
Description	Ref	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand																
Multi-year expenditure to be appropriated	1															
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 02 - Municipal And General		725	725	725	725	725	725	725	725	725	725	725	725	8,696	-	5,430
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 05 - Community Services		978	978	978	978	978	978	978	978	978	978	978	978	11,739	13,478	2,609
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 07 - Strategy Econ Development And Planning		196	196	196	196	196	196	196	196	196	196	196	196	2,348	4,522	5,826
Vote 08 - Infrastructure And Services		42,764	42,764	42,764	42,764	42,764	42,764	42,764	42,764	42,764	42,764	42,764	42,764	513,169	437,115	273,597
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-			
Capital multi-year expenditure sub-total	2	44,663	44,663	44,663	44,663	44,663	44,663	44,663	44,663	44,663	44,663	44,663	44,663	535,951	455,115	287,462
Single-year expenditure to be appropriated																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 02 - Municipal And General		688	688	688	688	688	688	688	688	688	688	688	688	8,261	20,435	25,217
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 05 - Community Services		72	72	72	72	72	72	72	72	72	72	72	72	870	3,043	5,430
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 07 - Strategy Econ Development And Planning		214	214	214	214	214	214	214	214	214	214	214	214	2,565	-	-
Vote 08 - Infrastructure And Services		6,938	6,938	6,938	6,938	6,938	6,938	6,938	6,938	6,938	6,938	6,938	6,938	83,251	49,078	11,099
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-			
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-			
Capital single-year expenditure sub-total	2	7,912	7,912	7,912	7,912	7,912	7,912	7,912	7,912	7,912	7,912	7,912	7,912	94,947	72,556	41,746
Total Capital Expenditure	2	52,575	52,575	52,575	52,575	52,575	52,575	52,575	52,575	52,575	52,575	52,575	52,575	630,898	527,672	329,208

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand															
Cash Receipts By Source													1		
Property rates	55,175	55,175	55,175	55,175	55,175	55,175	55,175	55,175	55,175	55,175	55,175	55,175	662,106	683,955	705,842
Service charges - electricity revenue	106,112	106,112	106,112	106,112	106,112	106,112	106,112	106,112	106,112	106,112	106,112	106,112	1,273,349	1,422,520	1,564,770
Service charges - water revenue	33,481	33,481	33,481	33,481	33,481	33,481	33,481	33,481	33,481	33,481	33,481	33,481	401,778	414,932	428,004
Service charges - sanitation revenue	9,400	9,400	9,400	9,400	9,400	9,400	9,400	9,400	9,400	9,400	9,400	9,400	112,801	117,960	122,592
Service charges - refuse revenue	7,425	7,425	7,425	7,425	7,425	7,425	7,425	7,425	7,425	7,425	7,425	7,425	89,096	90,938	94,380
Rental of facilities and equipment	2,887	2,887	2,887	2,887	2,887	2,887	2,887	2,887	2,887	2,887	2,887	2,887	34,645	36,204	38,012
Interest earned - external investments	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000	22,000	25,000
Interest earned - outstanding debtors	2,440	2,440	2,440	2,440	2,440	2,440	2,440	2,440	2,440	2,440	2,440	2,440	29,275	30,446	31,793
Dividends received															
Fines, penalties and forfeits	3,074	3,074	3,074	3,074	3,074	3,074	3,074	3,074	3,074	3,074	3,074	3,074	36,890	38,550	40,092
Licences and permits	821	821	821	821	821	821	821	821	821	821	821	821	9,850	10,293	10,705
Agency services															
Transfers and Subsidies - Operational	27,728	27,728	27,728	27,728	27,728	27,728	27,728	27,728	27,728	27,728	27,728	27,728	332,732	355,965	364,846
Other revenue	903	903	903	903	903	903	903	903	903	903	903	903	10,837	7,395	6,765
Cash Receipts by Source	251,530	251,530	251,530	251,530	251,530	251,530	251,530	251,530	251,530	251,530	251,530	251,530	3,018,358	3,231,158	3,432,801
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	58,032	58,032	58,032	58,032	58,032	58,032	58,032	58,032	58,032	58,032	58,032	58,032	696,383	567,214	333,894
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)															
Proceeds on Disposal of Fixed and Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans															
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vat Control (receipts)	28,772	28,772	28,772	28,772	28,772	28,772	28,772	28,772	28,772	28,772	28,772	28,772	345,264	349,545	332,292
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments															
Insurance Refund - Capital	67	67	67	67	67	67	67	67	67	67	67	67	800	836	869
Interest on Short Term Investment (Greater than 90 days) and Long Term Investments															
Total Cash Receipts by Source	338,400	338,400	338,400	338,400	338,400	338,400	338,400	338,400	338,400	338,400	338,400	338,400	4,060,805	4,148,752	4,099,857
Cash Payments by Type															
Employee related costs	91,931	91,931	91,931	91,931	91,931	91,931	91,931	91,931	91,931	91,931	91,931	91,931	1,103,177	1,154,302	1,202,769
Remuneration of councillors	3,422	3,422	3,422	3,422	3,422	3,422	3,422	3,422	3,422	3,422	3,422	3,422	41,064	42,912	44,843
Finance charges	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	13,735	11,315	8,589
Bulk purchases - Electricity	104,238	104,238	104,238	104,238	104,238	104,238	104,238	104,238	104,238	104,238	104,238	104,238	1,250,855	1,374,690	1,443,424
Acquisition inventory - water and other inventory	10,381	10,381	10,381	10,381	10,381	10,381	10,381	10,381	10,381	10,381	10,381	10,381	124,568	123,433	120,391
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	45,506	45,506	45,506	45,506	45,506	45,506	45,506	45,506	45,506	45,506	45,506	45,506	546,068	572,399	602,670
Cash Payments by Type	256,622	256,622	256,622	256,622	256,622	256,622	256,622	256,622	256,622	256,622	256,622	256,622	3,079,466	3,279,051	3,422,686
Other Cash Flows/Payments by Type															
Capital assets	52,575	52,575	52,575	52,575	52,575	52,575	52,575	52,575	52,575	52,575	52,575	147,210	725,533	609,322	381,089
Retention (Capital)															
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	20,280	20,280	20,280	20,280	20,280	20,280	20,280	20,280	20,280	20,280	20,280	20,280	243,358	264,866	285,976
Total Cash Payments by Type	330,868	330,868	330,868	330,868	330,868	330,868	330,868	330,868	330,868	330,868	330,868	425,502	4,065,045	4,172,071	4,109,751
NET INCREASE/(DECREASE) IN CASH HELD	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	(87,101)	(4,240)	(23,319)	(9,894)
Cash/cash equivalents at the month/year begin:	78,493	86,026	93,559	101,092	108,624	116,157	123,690	131,223	138,756	146,289	153,822	161,354	78,493	74,253	50,934
Cash/cash equivalents at the month/year end:	86,026	93,559	101,092	108,624	116,157	123,690	131,223	138,756	146,289	153,822	161,354	74,253	74,253	50,934	41,040

17. Capital expenditure details

Indicated in the chart below is the funding sources and capital expenditure for the 2026/27 MTREF. The total capital plan for the MTREF is R1,487,778 billion. The total capital budget for 2026/27 amounts to R630,898 million funded by Capital transfers of R605,551 million (96%) and Internally generated funds of R25,348 million (4%). The capital budget is VAT exclusive.



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

The INEP grant primarily funds Upgrading of Bulk Electricity Infrastructure as well as the electrification of households. The Upgrading and Refurbishment of the Galeshewe Transformer Project is deemed necessary to stabilise the electricity network in the Galeshewe and surrounding areas. Furthermore, 310 households are targeted to be electrified in the areas of Marikana, Platfontein, Tswaragano and Waterloo.

RBIG

The RBIG grant was sought to improve the municipality's aging infrastructure, the quality of potable water and the sustainable supply to residents. The R1.3 billion allocation gazetted for the MTREF will fund the Replacement of the bulk pipeline from Riverton to Midstation, Ritchie Waste Water Treatment Plant, new clarifiers, sand filters and backwash systems, build works and the refurbishment . This project will also expand the municipality's water storage capacity and fix major leaks. The expected outcome is sustainable clean uninterrupted water supply for the decades to come.

WSIG

The WSIG's R5 million allocation will fund Phase 2 of the Caters glen Pumpstation.

IUDG

The IUDG's R211.7 million allocation over the 3 year MTREF is targeted to address infrastructure issues, raised in the IDP Community engagements. Sewer and Sanitation came out as a top priority, therefore funding will be directed to Lining of Stormwater Channels, Provision of Toilets , Beaconsfield Waste Water Treatment Works, Gogga Pumpstation and Lerato Park Sewer. Additional High Mast Lights will be erected to address to community's safety concerns. Roads infrastructure, community halls in Riverton and RC Elliot will be prioritized and sport facilities will be enhanced in Ritchie to keep the youth out of drug and alcohol abuse.

Below is a list of capital expenditure per funding source and by project for 2026/27 to 2028/29.

Capital projects per funding source (R'000)	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Integrated National Electrification Programme	22,192	12,724	13,299
ELECTRIFICATION OF MARIKANA	1,314		
ELECTRIFICATION OF TSWARAGANO	1,087		
ELECTRIFICATION OF WEST END	3,261		
GALESHEWE TRANSFORMER	11,095		
LV NETWORKS ACQ-ELECTRIFICAT OF HOUSES	-	12,724	13,299
NETWORKS ACQ - ELECTR PLATFONTEIN	1,087		
STREETLIGHTS AND HIGH MAST RETROFITTING	4,348		
Integrated Urban Development Grant	75,532	56,078	57,909
BEACONSFIELD WASTE WATER TREATMENT WORKS	8,696	2,425	8,696
BUSINESS DEVELOPMENT CENTRE	-	2,609	2,609
CONSTRUCTION OLD SINK TOILETS	4,348		
DEVELOPMENT OF RIVERTON HALL	5,652		
EXTENSION OF ROODEPAN CEMETERY	870	3,043	
FENCING OF CEMETRIES	-		5,430
GOGGA PUMP SEWER NORTHERN REGION	8,696		
HIGH MAST LIGHTS	2,174	4,348	1,739
LERATOPARK SEWER UPGRAD DOWNSTREAM INFRA	13,913		
LINING OF STORMWATER CHANNELS WARD 16	2,696	4,957	7,261
P-CIER RDS ROADS	8,696	13,043	10,222
REDEVELOPMENT OF RC ELLIOT HALL	4,348	10,870	
SPECIALISED FLEET REPLACEMENT	-	6,087	6,087
UPGRADE GRAVEL ROADS WARDS VARIOUS	6,749	8,696	10,435
UPGRADE OF RITCHIE SPORTS GROUNDS	8,696		5,430
Internally generated funds	25,348	32,783	37,130
ACQ-COMPUTER EQUIPMENT REPLACEMENT	1,304	3,913	4,348
ACQ-FLEET REPLACEMENT	6,087	8,696	13,043
ACQ-FURNITURE AND OFFICE EQUIP REPLACEM	870	1,739	1,739
CAPITAL SPARES-ACQ-PREPAID METERS	870	1,739	
DSITRBUTION-ACQ-WAT METER REPLACEME	-	1,739	1,739
PHDA PLANNING & SURVEYING	-		870
PROJECT MANAGEMENT	870	1,739	1,739
PROP CADASTRAL RECTIFIC/SURV IN NO 2	609	609	609
REFURBISHMENT OF CITY HALL	1,739	2,609	2,609
REFURBISHMENT OF HOMEVALE WWTW	8,696	8,696	8,696
RUFURBISHMENT OF THE VINTAGE TRAM	1,696		
TOWNSHIP ESTABLISHMENT	1,739	1,304	1,739
TOWNSHIP REVITALISATION	870		
Regional Bulk Infrastructure Grant	503,478	426,087	220,870
FIN KIMBERLEY SSONE S/METER INST RD LINK	-	2,648	1,303
KBY/RITCHIE BULK METERS/PRESSURE MANAGE	533		
KBY/RITCHIE NETWORK LEAK DETECT/REPAIR	42,266	36,904	664
NEWTON AND RIVERTON WWTW	187,726	129,624	3,569
REFURBISHMENT/REPLACEMENT BULK PIPELINE	260,650	250,235	186,755
UPGRADE EXISTING/NEW RESERVOIR CONSTRUCT	12,304	6,676	28,579
Water Services Infrastructure grant	4,348		
ACQ - CARTERS GLEN SEWER PUMP STATION	4,348		
Grand Total	630,898	527,672	329,208

18. Contracts having future budgetary implications

The municipality entered into a banking services contract which is valid for five 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 2025/26	2026/27 Medium Term Revenue & Expenditure Framework			Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Forecast 2033/34	Forecast 2034/35	Forecast 2035/36	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29	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)		4,219	3,000	2,600	2,717	2,826	-	-	-	-	-	-	-	15,361
Total Operating Expenditure Implication		4,219	3,000	2,600	2,717	2,826	-	-	-	-	-	-	-	15,361
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		4,219	3,000	2,600	2,717	2,826	-	-	-	-	-	-	-	15,361

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 7.1 for 2026/27 on the financial system is finalised and the use of A-schedules aligned to version 7.1 has been implemented successfully.

2. Internship programme

The municipality is participating in the Municipal Financial Management Internship programme and aims to employ 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 2026 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 2024/2025 was not compiled with in terms of the MFMA requirements.

7. Annual Financial Statement

Annual Financial Statements for the year ended 30 June 2025 was submitted on 31 August 2025, as per the prescribed due date.

8. Auditor-General Opinion 2024/2025

The municipality received a qualified opinion for the year ending 30 June 2025. The audit outcome has been stagnant mainly as a result of repeat findings which requires strict remedial action to improve on results.

20. Service Delivery Agreements

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

21. Municipal manager's quality certification

Quality Certificate

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

Print Name: BS Matlala

Municipal Manager of Sol Plaatje Local Municipality (NC091)

Signature: 

Date: 30/03/2026

**MARCH
2026/27
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 7.1

[Click for Instructions!](#)

Accountability

Transparency

**Information &
service delivery**



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Contact details:

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

Preparation Instructions

Municipality Name: NC091 Sol Plaatje ▼

CFO Name:

Tel: Fax:

E-Mail:

Budget for MTREF starting: 2026 ▼

Budget Year: 2026/27

Does this municipality have Entities? No ▼

If YES: Identify type of report: Parent Municipality ▼

LGDB Export

Name Votes & Sub-Votes

Printing Instructions

Showing / Hiding Columns

Showing / Clearing Highlights

Important documents which provide essential assistance

[MFMA Budget Circulars](#)

[Click to view](#)

[MBRR Budget Formats](#)

[Click to view](#)

[Dummy Budget Guide](#)

[Click to view](#)

[Funding Compliance Guide](#)

[Click to view](#)

[MFMA Return Forms](#)

[Click to view](#)

Organisational Structure Votes		Complete Votes & Sub-Votes	Select Org. Structure
Vote 01 - Executive & Council	Vote 01	Executive & Council	
Vote 02 - Municipal And General	01.1	Councillor's Expenses	01.1 - Councillor's Expenses
Vote 03 - Municipal Manager	01.2	Executive Mayor Admin	01.2 - Executive Mayor Admin
Vote 04 - Corporate Services	01.3	Speakers Office Admin	01.3 - Speakers Office Admin
Vote 05 - Community Services	Vote 02	Municipal And General	
Vote 06 - Financial Services	02.1	Municipal And General	02.1 - Municipal And General
Vote 07 - Strategy Econ Development And Planning	02.2	Mun : Insurance Fund - Short Term	02.2 - Mun : Insurance Fund - Short Term
Vote 08 - Infrastructure And Services	02.3	Mun : Workmen's Compensation Fund	02.3 - Mun : Workmen's Compensation Fund
Vote 09 -	Vote 03	Municipal Manager	
Vote 10 -	03.1	Municipal Manager - Admin	03.1 - Municipal Manager - Admin
Vote 11 -	03.2	Internal Investigations	03.2 - Internal Investigations
Vote 12 -	03.3	Internal Audit	03.3 - Internal Audit
Vote 13 -	03.4	Idp Unit	03.4 - Idp Unit
Vote 14 -	03.5	Project Management Unit - Pmu	03.5 - Project Management Unit - Pmu
Vote 15 - Other	Vote 04	Corporate Services	
	04.1	Corporate Services - Admin	04.1 - Corporate Services - Admin
	04.2	Office Services And Archives	04.2 - Office Services And Archives
	04.3	H R - Management	04.3 - H R - Management
	04.4	H R - Recruitment And Benefits	04.4 - H R - Recruitment And Benefits
	04.5	H R - Training And Development	04.5 - H R - Training And Development
	04.6	H R - Local Authority Training	04.6 - H R - Local Authority Training
	04.7	Publicity And Media Coordination	04.7 - Publicity And Media Coordination
	04.8	Risk Management	04.8 - Risk Management
	04.9	Security And Protection	04.9 - Security And Protection
	Vote 05	Community Services	
	05.1	Community Services - Admin	05.1 - Community Services - Admin
	05.2	Emergency Services	05.2 - Emergency Services
	05.3	Biodiversity And Landscape	05.3 - Biodiversity And Landscape
	05.4	Security And Protection	05.4 - Security And Protection
	05.5	Libraries	05.5 - Libraries
	05.6	Road Traffic Regulations	05.6 - Road Traffic Regulations
	05.7	Vehicle Licensing And Testing	05.7 - Vehicle Licensing And Testing
	05.8	Community Parks	05.8 - Community Parks
	05.9	Sport Grounds And Stadiums	05.9 - Sport Grounds And Stadiums
	05.10	Community Halls And Facilities	05.10 - Community Halls And Facilities
	05.11	Swimming Pools	05.11 - Swimming Pools
	05.12	Cemetries	05.12 - Cemetries
	05.13	Resorts And Camping Sites Inside Spm	05.13 - Resorts And Camping Sites Inside Spm
	05.14	Resorts And Camping Sites Outside Spm	05.14 - Resorts And Camping Sites Outside Spm
	05.15	Resort Transka	05.15 - Resort Transka
	05.16	Health - Admin	05.16 - Health - Admin
	05.17	Health - Clinics	05.17 - Health - Clinics
	05.18	Health - Inspections	05.18 - Health - Inspections
	05.19	Health - Commonage And Pound	05.19 - Health - Commonage And Pound
	05.20	Refuse - Polution Control/Collection	05.20 - Refuse - Polution Control/Collection
	05.21	Refuse - Landfill Sites	05.21 - Refuse - Landfill Sites
	05.22	Refuse - Maintenance	05.22 - Refuse - Maintenance
	Vote 06	Financial Services	
	06.1	Financial Services Admin	06.1 - Financial Services Admin
	06.2	Financial Management Grant	06.2 - Financial Management Grant
	06.3	Asset And Risk	06.3 - Asset And Risk
	06.4	Budget And Financial Reporting	06.4 - Budget And Financial Reporting
	06.5	Expenditure Creditors/Payroll	06.5 - Expenditure Creditors/Payroll
	06.6	Information Technology	06.6 - Information Technology
	06.7	Billing Finance	06.7 - Billing Finance
	06.8	Property Rates And Valuations	06.8 - Property Rates And Valuations
	06.9	Real Estate & Property Management	06.9 - Real Estate & Property Management
	06.10	Debt Collection	06.10 - Debt Collection
	06.11	Supply Chain Management	06.11 - Supply Chain Management
	Vote 07	Strategy Econ Development And Planning	
	07.1	Sedp Admin	07.1 - Sedp Admin
	07.2	Tourism	07.2 - Tourism
	07.3	Properties Services	07.3 - Properties Services
	07.4	Economic Development And Planning	07.4 - Economic Development And Planning
	07.5	Town Planning	07.5 - Town Planning
	07.6	Building Inspectorate	07.6 - Building Inspectorate
	07.7	Properties Maintenance	07.7 - Properties Maintenance
	07.8	Markets And Street Trading	07.8 - Markets And Street Trading
	07.9	Urban Renewal Program	07.9 - Urban Renewal Program
	Vote 08	Infrastructure And Services	
	08.1	Infrastructure Admin	08.1 - Infrastructure Admin
	08.2	Ce - Water And Sanitation	08.2 - Ce - Water And Sanitation
	08.3	Public Toilets	08.3 - Public Toilets
	08.4	Mechanical Workshops	08.4 - Mechanical Workshops
	08.5	Fleet	08.5 - Fleet
	08.6	Roads Planning And Design	08.6 - Roads Planning And Design
	08.7	Road Construction And Maintenance	08.7 - Road Construction And Maintenance
	08.8	Housing - Admin	08.8 - Housing - Admin
	08.9	Housing - Maintenance	08.9 - Housing - Maintenance
	08.10	Sewerage - Reticulation	08.10 - Sewerage - Reticulation
	08.11	Sewerage - Treatment	08.11 - Sewerage - Treatment
	08.12	Sewerage - Maintenance	08.12 - Sewerage - Maintenance
	08.13	Water - Treatment	08.13 - Water - Treatment
	08.14	Water - Distribution	08.14 - Water - Distribution
	08.15	Water - Maintenance	08.15 - Water - Maintenance
	08.16	Electricity - Admin	08.16 - Electricity - Admin
	08.17	Electricity - Maintenance	08.17 - Electricity - Maintenance
	08.18	Electricity - Streetlights Maintenance	08.18 - Electricity - Streetlights Maintenance
	Vote 09		
	Vote 10		
	Vote 11		
	Vote 12		
	Vote 13		

Vote 14
Vote 15

Other

NC091 Sol Plaatje - Contact Information
A. GENERAL INFORMATION

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

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

B. CONTACT INFORMATION

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

C. POLITICAL LEADERSHIP

Speaker:		Secretary/PA to the Speaker:	
ID Number		ID Number	
Title	Ms	Title	Ms
Name	Elizabeth Dipuo Peters	Name	S.M Le Fleur
Telephone number	0538306489	Telephone number	0538306331
Cell number	073 055 1501	Cell number	0610115903
Fax number		Fax number	
E-mail address	dpeters@solplaatje.org.za	E-mail address	slefleur@solplaatje.org.za

Mayor/Executive Mayor:		Secretary/PA to the Mayor/Executive Mayor:	
ID Number		ID Number	
Title	Ms	Title	Mr
Name	Martha Barbara Bartlett	Name	Ben Johnson
Telephone number	0538306213	Telephone number	0538306269
Cell number	082 925 9576	Cell number	0791372266
Fax number		Fax number	
E-mail address	mbartlett@solplaatje.org.za	E-mail address	bjohnson@solplaatje.org.za

Deputy Mayor/Executive Mayor:		Secretary/PA to the Deputy Mayor/Executive Mayor:	
ID Number		ID Number	
Title		Title	
Name		Name	
Telephone number		Telephone number	
Cell number		Cell number	
Fax number		Fax number	
E-mail address		E-mail address	

D. MANAGEMENT LEADERSHIP

Municipal Manager:		Secretary/PA to the Municipal Manager:	
ID Number		ID Number	
Title	Mr	Title	Ms
Name	Bartholomew Serapelo Matlala	Name	J Bonokwane
Telephone number	0538306100	Telephone number	0538306471
Cell number	071 592 5089	Cell number	0727213953
Fax number	0538331005	Fax number	0538331005
E-mail address	bmattala@solplaatje.org.za	E-mail address	jbokokwane@solplaatje.org.za

Chief Financial Officer		Secretary/PA to the Chief Financial Officer	
ID Number		ID Number	
Title	Ms	Title	Ms
Name	Lehlohonolo Rapodile	Name	Mapule Mogakwe
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Cell number	061 139 8336	Cell number	0717200682
Fax number	0538326571	Fax number	0538314658
E-mail address	LRapodile@solplaatje.org.za	E-mail address	mmogakwe@solplaatje.org.za

Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title	Mrs	Title	Mr
Name	BIANCA ERASMUS	Name	JAMES CHISANGO
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Cell number	0825507414	Cell number	079 110 2034
Fax number		Fax number	
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Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title	Ms	Title	Ms
Name	CELESTE CROUCH	Name	CANDY JENNEKE
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Cell number	0813066399	Cell number	0670506684
Fax number	0866812135	Fax number	0538314658
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Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title	Mr	Title	
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Cell number	0828346330	Cell number	
Fax number		Fax number	
E-mail address	jwagner@solplaatje.org.za	E-mail address	
Official responsible for submitting financial information		Official responsible for submitting financial information	
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	
Official responsible for submitting financial information		Official responsible for submitting financial information	
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	
Official responsible for submitting financial information		Official responsible for submitting financial information	
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	
Official responsible for submitting financial information		Official responsible for submitting financial information	
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	
Official responsible for submitting financial information		Official responsible for submitting financial information	
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	
Official responsible for submitting financial information		Official responsible for submitting financial information	
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	
Official responsible for submitting financial information		Official responsible for submitting financial information	
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	

NC091 Sol Plaatje - Table A1 Budget Summary

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousands										
Financial Performance										
Property rates	610 991	656 442	687 339	717 920	717 920	717 920	535 934	778 948	804 653	830 402
Service charges	1 182 667	1 331 093	1 449 088	1 761 512	1 766 433	1 766 433	1 071 323	1 815 290	1 968 017	2 123 249
Investment revenue	8 550	16 116	21 841	18 000	18 000	18 000	2 716	25 000	22 000	25 000
Transfer and subsidies - Operational	264 657	501 707	411 128	323 676	331 406	331 406	311 224	332 732	355 965	364 846
Other own revenue	356 037	419 726	430 140	413 080	394 974	394 974	237 931	399 651	417 394	435 564
Total Revenue (excluding capital transfers and contributions)	2 422 901	2 925 084	2 999 537	3 234 188	3 228 733	3 228 733	2 159 127	3 351 621	3 568 029	3 779 061
Employee costs	793 416	863 333	853 678	1 004 532	1 024 295	1 024 295	670 343	1 103 177	1 154 302	1 202 769
Remuneration of councillors	32 224	34 626	33 794	37 083	37 083	37 083	25 176	41 064	42 912	44 843
Depreciation, amortisation and impairment	71 057	76 760	99 985	90 200	90 200	90 200	–	90 500	94 608	98 565
Interest, Dividends and Rent on Land	113 955	110 764	85 783	15 880	85 900	85 900	51 752	13 735	11 315	8 589
Inventory consumed and bulk purchases	937 060	1 057 341	1 182 440	1 331 852	1 363 475	1 363 475	825 807	1 407 128	1 524 691	1 598 549
Transfers and subsidies	2 599	2 526	2 807	4 300	4 450	4 450	1 367	–	–	–
Other expenditure	617 008	610 299	847 377	728 658	878 656	878 656	676 861	688 882	720 468	744 286
Total Expenditure	2 567 319	2 755 649	3 105 865	3 212 506	3 484 060	3 484 060	2 251 307	3 344 486	3 548 295	3 697 601
Surplus/(Deficit)	(144 418)	169 435	(106 327)	21 682	(255 327)	(255 327)	(92 180)	7 135	19 734	81 459
Transfers and subsidies - capital (monetary allocations)	108 149	159 040	574 062	684 166	684 166	684 166	374 278	696 383	567 214	333 894
Transfers and subsidies - capital (in-kind)	3 387	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(32 882)	328 475	467 735	705 848	428 839	428 839	282 099	703 519	586 947	415 354
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(32 882)	328 475	467 735	705 848	428 839	428 839	282 099	703 519	586 947	415 354
Capital expenditure & funds sources										
Capital expenditure	126 016	176 438	561 573	627 331	632 781	632 781	358 504	630 898	527 672	329 208
Transfers recognised - capital	96 392	147 356	504 592	594 927	595 392	595 392	352 116	605 551	494 889	292 078
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	29 624	29 082	56 981	32 404	37 389	37 389	6 387	25 348	32 783	37 130
Total sources of capital funds	126 016	176 438	561 573	627 331	632 781	632 781	358 504	630 898	527 672	329 208
Financial position										
Total current assets	2 304 408	2 664 713	2 957 797	3 027 796	2 820 433	2 820 433	637 660	3 390 117	3 555 037	3 751 898
Total non current assets	2 265 500	2 368 294	2 607 557	3 131 060	3 136 510	3 136 510	358 504	3 748 337	4 183 575	4 416 392
Total current liabilities	1 457 966	918 801	1 204 094	1 669 231	1 744 326	1 744 326	722 101	2 152 879	2 166 090	2 180 413
Total non current liabilities	160 137	818 843	855 327	139 946	139 946	139 946	(8 037)	136 915	136 915	136 915
Community wealth/Equity	2 694 412	2 992 383	3 313 531	4 046 698	3 769 690	3 769 690	655 541	4 848 660	5 435 607	5 397 184
Cash flows										
Net cash from (used) operating	(936 303)	(511 698)	517 024	753 802	619 910	619 910	108 244	737 181	604 000	390 326
Net cash from (used) investing	(126 016)	(159 367)	(554 810)	(721 431)	(726 881)	(726 881)	(327 789)	(724 733)	(608 486)	(380 220)
Net cash from (used) financing	–	659 663	100	(16 688)	(16 688)	(16 688)	30	(16 688)	(18 832)	(20 000)
Cash/cash equivalents at the year end	(864 728)	98 135	76 040	146 574	7 232	7 232	(219 515)	74 253	50 934	41 040
Cash backing/surplus reconciliation										
Cash and investments available	(864 728)	98 135	76 040	146 574	7 232	7 232	(219 515)	74 253	50 934	41 040
Application of cash and investments	484 299	8 849	(261 755)	177 389	248 444	248 444	648 610	(1 383 923)	(1 585 623)	(1 777 962)
Balance - surplus (shortfall)	(1 349 027)	89 286	337 795	(30 815)	(241 212)	(241 212)	(868 125)	1 458 175	1 636 557	1 819 001
Asset management										
Asset register summary (WDV)	2 265 500	2 368 294	2 201 866	2 737 499	2 742 949	2 742 949		2 627 447	2 431 786	2 134 758
Depreciation	71 830	76 760	99 985	90 200	90 200	90 200		90 500	94 608	98 565
Renewal and Upgrading of Existing Assets	75 248	119 113	311 672	510 094	531 651	531 651		544 924	464 803	231 726
Repairs and Maintenance	312 569	331 925	410 686	373 745	418 418	418 418		410 001	428 970	448 852
Free services										
Cost of Free Basic Services provided	53 652	52 535	40 718	73 840	73 840	73 840		67 097	75 597	79 482
Revenue cost of free services provided	89 667	88 597	94 678	105 700	105 700	105 700		68 993	106 758	113 546
Households below minimum service level										
Water:	6	6	6	6	6	6		6	6	6
Sanitation/sewerage:	6	6	6	6	6	6		6	6	6
Energy:	6	6	6	6	6	6		6	6	6
Refuse:	12	12	12	12	12	12		12	12	12

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

Functional Classification Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand	1									
Revenue - Functional										
Governance and administration		1 180 153	1 257 109	1 868 278	1 815 862	1 829 372	1 829 372	1 937 320	1 848 782	1 656 150
Executive and council		503 511	549 361	1 146 927	1 067 130	1 080 640	1 080 640	1 124 656	1 009 610	787 514
Finance and administration		676 642	707 747	721 351	748 732	748 732	748 732	812 664	839 172	868 637
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		31 035	48 267	52 398	46 152	51 404	51 404	42 493	54 086	56 609
Community and social services		11 662	12 642	12 453	12 888	13 410	13 410	3 707	13 555	14 097
Sport and recreation		2 428	2 639	3 217	2 910	2 910	2 910	3 510	3 668	3 815
Public safety		412	276	818	570	570	570	870	909	946
Housing		12 972	28 843	31 910	29 708	29 938	29 938	34 401	35 949	37 746
Health		3 560	3 867	4 000	75	4 575	4 575	5	5	5
Economic and environmental services		22 120	37 710	21 781	23 377	25 876	25 876	24 470	25 420	26 306
Planning and development		5 342	22 952	8 200	9 207	9 907	9 907	9 620	9 906	10 172
Road transport		16 779	14 758	13 581	14 170	15 969	15 969	14 850	15 514	16 134
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		1 291 009	1 730 934	1 619 577	2 020 883	1 994 167	1 994 167	2 030 941	2 193 599	2 360 000
Energy sources		773 385	1 163 247	984 262	1 305 623	1 258 649	1 258 649	1 246 385	1 381 744	1 518 882
Water management		328 261	352 402	387 287	448 093	451 395	451 395	494 483	511 278	528 557
Waste water management		108 190	121 173	141 634	157 774	163 707	163 707	163 297	170 491	177 472
Waste management		81 173	94 112	106 393	109 393	120 416	120 416	126 776	130 086	135 089
Other	4	10 121	10 104	11 566	12 081	12 081	12 081	12 780	13 355	13 889
Total Revenue - Functional	2	2 534 437	3 084 125	3 573 599	3 918 354	3 912 899	3 912 899	4 048 004	4 135 242	4 112 955
Expenditure - Functional										
Governance and administration		757 821	736 473	805 088	756 026	846 806	846 806	869 022	905 205	943 463
Executive and council		505 059	474 667	566 451	532 963	606 037	606 037	531 218	551 991	573 567
Finance and administration		247 373	256 237	234 475	219 046	236 752	236 752	330 560	345 643	362 023
Internal audit		5 389	5 569	4 162	4 017	4 017	4 017	7 244	7 570	7 873
Community and public safety		186 168	201 954	195 831	219 901	228 330	228 330	239 664	250 990	261 013
Community and social services		45 511	48 586	48 397	52 711	53 264	53 264	57 100	61 116	63 238
Sport and recreation		59 539	66 863	63 434	66 957	67 389	67 389	73 230	75 803	78 857
Public safety		41 055	44 135	42 589	47 422	50 124	50 124	49 636	51 760	53 876
Housing		20 980	21 956	22 733	31 345	30 278	30 278	37 712	39 336	41 146
Health		19 082	20 412	18 679	21 467	27 276	27 276	21 985	22 975	23 895
Economic and environmental services		138 729	170 731	179 646	189 177	213 418	213 418	211 850	220 929	229 840
Planning and development		42 376	46 192	48 260	55 838	55 643	55 643	64 359	67 232	69 970
Road transport		95 517	123 669	130 479	132 364	156 800	156 800	146 468	152 629	158 759
Environmental protection		836	870	907	975	975	975	1 023	1 069	1 111
Trading services		1 490 202	1 654 697	1 932 419	2 016 320	2 162 060	2 162 060	1 992 739	2 138 577	2 229 387
Energy sources		963 125	1 089 440	1 292 570	1 303 951	1 389 336	1 389 336	1 341 512	1 463 003	1 533 226
Water management		349 874	363 718	439 992	445 043	481 062	481 062	384 592	397 243	407 206
Waste water management		104 093	122 085	117 220	158 834	175 737	175 737	156 898	163 779	169 944
Waste management		73 110	79 454	82 637	108 493	115 925	115 925	109 737	114 551	119 011
Other	4	23 062	24 014	25 000	31 081	33 445	33 445	31 211	32 594	33 899
Total Expenditure - Functional	3	2 595 982	2 787 870	3 137 984	3 212 506	3 484 060	3 484 060	3 344 486	3 548 295	3 697 601
Surplus/(Deficit) for the year		(61 545)	296 255	435 615	705 848	428 839	428 839	703 519	586 947	415 354

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes
2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)
3. Total Expenditure by Functional Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)
4. All amounts must be classified under a functional classification . The GFS function 'Other' is only for Abbatoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification.

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

Functional Classification Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand	1									
Revenue - Functional										
Municipal governance and administration		1 180 153	1 257 109	1 868 278	1 815 862	1 829 372	1 829 372	1 937 320	1 848 782	1 656 150
Executive and council		503 511	549 361	1 146 927	1 067 130	1 080 640	1 080 640	1 124 656	1 009 610	787 514
Mayor and Council										
Municipal Manager, Town Secretary and Chief Executive		503 511	549 361	1 146 927	1 067 130	1 080 640	1 080 640	1 124 656	1 009 610	787 514
Finance and administration		676 642	707 747	721 351	748 732	748 732	748 732	812 664	839 172	868 637
Administrative and Corporate Support		1 754	1 754	1 853	1 860	1 860	1 860	2 054	2 158	2 260
Asset Management		-	-	-	-	-	-	-	-	-
Finance		655 848	700 187	712 481	740 322	740 322	740 322	802 930	829 714	856 465
Fleet Management										
Human Resources		5 378	5 338	6 209	6 050	6 050	6 050	6 880	6 465	9 043
Information Technology		-	-	-	-	-	-	-	-	-
Legal Services										
Marketing, Customer Relations, Publicity and Media Co-										
Property Services		13 662	469	808	500	500	500	800	836	869
Risk Management										
Security Services										
Supply Chain Management		-	-	-	-	-	-	-	-	-
Valuation Service										
Internal audit		-	-	-	-	-	-	-	-	-
Governance Function										
Community and public safety		31 035	48 267	52 398	46 152	51 404	51 404	42 493	54 086	56 609
Community and social services		11 662	12 642	12 453	12 888	13 410	13 410	3 707	13 555	14 097
Aged Care										
Agricultural										
Animal Care and Diseases										
Cemeteries, Funeral Parlours and Crematoriums		2 463	3 164	2 481	3 400	3 402	3 402	3 000	3 135	3 260
Child Care Facilities										
Community Halls and Facilities		499	463	558	501	501	501	551	576	599
Consumer Protection										
Cultural Matters										
Disaster Management										
Education										
Indigenous and Customary Law										
Industrial Promotion										
Language Policy										
Libraries and Archives		8 701	9 015	9 413	8 987	9 507	9 507	156	9 844	10 238
Literacy Programmes										
Media Services										
Museums and Art Galleries										
Population Development										
Provincial Cultural Matters										
Theatres										
Zoo's										
Sport and recreation		2 428	2 639	3 217	2 910	2 910	2 910	3 510	3 668	3 815
Beaches and Jetties										
Casinos, Racing, Gambling, Wagering										
Community Parks (including Nurseries)										
Recreational Facilities		1 700	1 697	2 112	1 910	1 910	1 910	2 310	2 414	2 511
Sports Grounds and Stadiums		728	942	1 105	1 000	1 000	1 000	1 200	1 254	1 304
Public safety		412	276	818	570	570	570	870	909	946
Civil Defence										
Cleansing										
Control of Public Nuisances										
Fencing and Fences										
Fire Fighting and Protection		402	210	797	500	500	500	850	888	924
Licensing and Control of Animals		9	66	21	70	70	70	20	21	22
Police Forces, Traffic and Street Parking Control										
Pounds										
Housing		12 972	28 843	31 910	29 708	29 938	29 938	34 401	35 949	37 746
Housing		12 972	28 843	31 910	29 708	29 938	29 938	34 401	35 949	37 746
Informal Settlements										
Health		3 560	3 867	4 000	75	4 575	4 575	5	5	5
Ambulance										
Health Services		3 560	3 867	4 000	75	4 575	4 575	5	5	5
Laboratory Services										
Food Control										
Health Surveillance and Prevention of Communicable										
Vector Control										
Chemical Safety										

Economic and environmental services	22 120	37 710	21 781	23 377	25 876	25 876	24 470	25 420	26 306
Planning and development	5 342	22 952	8 200	9 207	9 907	9 907	9 620	9 906	10 172
Billboards									
Corporate Wide Strategic Planning (IDPs, LEDS)	558	19 487	1 175	700	1 400	1 400	1 160	1 212	1 261
Central City Improvement District									
Development Facilitation									
Economic Development/Planning	-	-	-	-	-	-	-	-	-
Regional Planning and Development									
Town Planning, Building Regulations and Enforcement, and	4 783	3 465	4 266	6 202	6 202	6 202	5 201	5 435	5 652
Project Management Unit	-	-	2 759	2 305	2 305	2 305	3 259	3 259	3 259
Provincial Planning									
Support to Local Municipalities									
Road transport	16 779	14 758	13 581	14 170	15 969	15 969	14 850	15 514	16 134
Public Transport									
Road and Traffic Regulation	15 873	13 855	12 726	13 270	13 270	13 270	13 950	14 578	15 161
Roads	905	903	855	900	2 699	2 699	900	936	973
Taxi Ranks									
Environmental protection	-	-	-	-	-	-	-	-	-
Biodiversity and Landscape									
Coastal Protection									
Indigenous Forests									
Nature Conservation									
Pollution Control									
Soil Conservation									
Trading services	1 291 009	1 730 934	1 619 577	2 020 883	1 994 167	1 994 167	2 030 841	2 193 599	2 360 000
Energy sources	773 385	1 163 247	984 262	1 305 623	1 258 649	1 258 649	1 246 385	1 381 744	1 518 882
Electricity	773 385	1 163 247	984 262	1 305 623	1 258 649	1 258 649	1 246 385	1 381 744	1 518 882
Street Lighting and Signal Systems									
Nonelectric Energy									
Water management	328 261	352 402	387 287	448 093	451 395	451 395	494 483	511 278	528 557
Water Treatment									
Water Distribution	328 261	352 402	387 287	448 093	451 395	451 395	494 483	511 278	528 557
Water Storage									
Waste water management	108 190	121 173	141 634	157 774	163 707	163 707	163 297	170 491	177 472
Public Toilets									
Sewerage	108 190	121 173	141 634	157 774	163 707	163 707	163 297	170 491	177 472
Storm Water Management									
Waste Water Treatment									
Waste management	81 173	94 112	106 393	109 393	120 416	120 416	126 776	130 086	135 089
Recycling									
Solid Waste Disposal (Landfill Sites)									
Solid Waste Removal	81 173	94 112	106 393	109 393	120 416	120 416	126 776	130 086	135 089
Street Cleaning									
Other	10 121	10 104	11 566	12 081	12 081	12 081	12 780	13 355	13 889
Abattoirs									
Air Transport									
Forestry									
Licensing and Regulation	9 286	7 428	9 395	9 480	9 480	9 480	10 170	10 628	11 053
Markets	736	2 582	2 066	2 500	2 500	2 500	2 500	2 613	2 717
Tourism	98	94	105	101	101	101	110	115	120
Total Revenue - Functional	2 534 437	3 084 125	3 573 599	3 918 354	3 912 899	3 912 899	4 048 004	4 135 242	4 112 955

Expenditure - Functional									
Municipal governance and administration									
Executive and council	757 821	736 473	805 088	756 026	846 806	846 806	869 022	905 205	943 463
Mayor and Council	505 059	474 667	566 451	532 963	606 037	606 037	631 218	551 991	573 567
Municipal Manager, Town Secretary and Chief Executive	58 395	60 372	57 033	61 221	61 955	61 955	65 966	68 936	71 913
Finance and administration	446 664	414 295	509 419	471 742	544 083	544 083	465 253	483 055	501 654
Administrative and Corporate Support	247 373	256 237	234 475	219 046	236 752	236 752	330 560	345 643	362 023
Asset Management	28 231	27 726	26 628	28 560	29 726	29 726	34 972	36 557	38 037
Finance	5 674	6 537	4 214	4 348	4 368	4 368	8 577	8 963	9 321
Fleet Management	82 461	89 915	73 826	66 809	73 937	73 937	109 676	115 665	120 309
Human Resources	27 267	28 262	24 320	14 731	14 129	14 129	31 337	32 603	34 077
Information Technology	20 211	20 195	20 566	19 229	19 674	19 674	24 483	24 860	28 174
Legal Services	13 569	6 371	13 190	14 046	17 065	17 065	23 575	24 636	25 622
Marketing, Customer Relations, Publicity and Media Co-	2 979	3 688	3 938	5 292	5 326	5 326	5 558	5 807	6 039
Property Services	15 006	15 885	13 406	21 396	21 439	21 439	19 257	20 125	20 935
Risk Management	2 488	1 741	1 32	1 559	1 559	1 559	1 548	1 617	1 682
Security Services	25 389	29 777	32 012	16 447	22 852	22 852	36 901	38 572	40 137
Supply Chain Management	13 478	14 046	10 701	13 585	13 609	13 609	21 134	22 086	22 971
Valuation Service	10 618	12 096	11 541	13 042	13 067	13 067	13 543	14 152	14 718
Internal audit	5 389	5 569	4 162	4 017	4 017	4 017	7 244	7 570	7 873
Governance Function	5 389	5 569	4 162	4 017	4 017	4 017	7 244	7 570	7 873
Community and public safety									
Community and social services	186 158	201 954	195 831	219 901	228 330	228 330	239 664	250 990	261 013
Aged Care	45 511	48 586	48 397	52 711	53 264	53 264	57 100	61 116	63 238
Agricultural									
Animal Care and Diseases									
Cemeteries, Funeral Parlours and Crematoriums	24 930	22 670	21 715	23 805	23 641	23 641	24 331	25 708	26 752
Child Care Facilities									
Community Halls and Facilities	3 552	8 199	8 503	7 186	7 317	7 317	7 918	8 275	8 609
Consumer Protection									
Cultural Matters									
Disaster Management									
Education									
Indigenous and Customary Law									
Industrial Promotion									
Language Policy									
Libraries and Archives	17 029	17 717	18 179	21 721	22 306	22 306	24 852	27 133	27 876
Literacy Programmes									
Media Services									
Museums and Art Galleries									
Population Development									
Provincial Cultural Matters									
Theatres									
Zoo's									
Sport and recreation	59 539	66 863	63 434	66 957	67 389	67 389	73 230	75 803	78 857
Beaches and Jetties									
Casinos, Racing, Gambling, Wagering									
Community Parks (including Nurseries)	27 879	29 082	26 527	27 755	27 816	27 816	27 878	29 135	30 307
Recreational Facilities	25 194	29 591	28 685	29 947	30 306	30 306	33 888	34 686	36 084
Sports Grounds and Stadiums	6 467	8 190	8 222	9 254	9 267	9 267	11 464	11 982	12 467
Public safety	41 055	44 135	42 589	47 422	50 124	50 124	49 636	51 760	53 876
Civil Defence									
Cleansing									
Control of Public Nuisances									
Fencing and Fences									
Fire Fighting and Protection	39 481	42 330	41 846	45 854	48 556	48 556	47 852	49 905	51 948
Licensing and Control of Animals	1 574	1 805	742	1 568	1 568	1 568	1 774	1 854	1 928
Police Forces, Traffic and Street Parking Control									
Pounds									
Housing	20 980	21 956	22 733	31 345	30 278	30 278	37 712	39 336	41 146
Housing	20 980	21 956	22 733	31 345	30 278	30 278	37 712	39 336	41 146
Informal Settlements									
Health	19 082	20 412	18 679	21 467	27 276	27 276	21 985	22 975	23 895
Ambulance									
Health Services	19 082	20 412	18 679	21 467	27 276	27 276	21 985	22 975	23 895
Laboratory Services									
Food Control									
Health Surveillance and Prevention of Communicable									
Vector Control									
Chemical Safety									

Economic and environmental services		138 729	170 731	179 646	189 177	213 418	213 418	211 850	220 929	229 840
Planning and development		42 376	46 192	48 260	55 838	55 643	55 643	64 359	67 232	69 970
Billboards										
Corporate Wide Strategic Planning (IDPs, LEDS)		10 525	10 936	9 535	11 659	11 485	11 485	13 757	14 376	14 952
Central City Improvement District										
Development Facilitation										
Economic Development/Planning		6 477	6 800	7 375	9 774	9 823	9 823	8 346	8 721	9 070
Regional Planning and Development										
Town Planning, Building Regulations and Enforcement, and		23 724	26 137	26 549	29 751	29 682	29 682	36 714	38 341	39 919
Project Management Unit		1 650	2 319	4 801	4 653	4 653	4 653	5 544	5 794	6 028
Provincial Planning										
Support to Local Municipalities										
Road transport		95 517	123 689	130 479	132 364	156 800	156 800	146 468	152 629	158 759
Public Transport										
Road and Traffic Regulation		43 260	43 214	42 738	49 156	49 569	49 569	55 910	58 428	60 769
Roads		52 257	80 455	87 741	83 208	107 231	107 231	90 558	94 201	97 990
Taxi Ranks										
Environmental protection		836	870	907	975	975	975	1 023	1 069	1 111
Biodiversity and Landscape		836	870	907	975	975	975	1 023	1 069	1 111
Coastal Protection										
Indigenous Forests										
Nature Conservation										
Pollution Control										
Soil Conservation										
Trading services		1 490 282	1 654 697	1 932 419	2 016 320	2 162 060	2 162 060	1 992 739	2 138 577	2 229 387
Energy sources		963 125	1 089 440	1 282 570	1 303 951	1 389 336	1 389 336	1 341 512	1 463 003	1 533 226
Electricity		954 505	1 080 304	1 282 266	1 293 651	1 377 836	1 377 836	1 330 462	1 451 401	1 521 043
Street Lighting and Signal Systems		8 620	9 136	10 304	10 300	11 500	11 500	11 050	11 603	12 183
Nonelectric Energy										
Water management		349 874	363 718	439 992	445 043	481 062	481 062	384 592	397 243	407 206
Water Treatment		81 920	85 438	96 712	103 334	111 826	111 826	109 759	114 582	119 054
Water Distribution		267 953	278 280	343 280	341 709	369 236	369 236	274 833	282 662	288 152
Water Storage										
Waste water management		104 093	122 085	117 220	158 834	175 737	175 737	156 898	163 779	169 944
Public Toilets		2 051	2 202	2 212	2 679	2 460	2 460	2 869	2 984	3 119
Sewerage		58 143	67 497	71 573	107 065	122 682	122 682	98 725	102 983	106 662
Storm Water Management										
Waste Water Treatment		43 899	52 387	43 435	49 091	50 596	50 596	55 304	57 811	60 163
Waste management		73 110	79 454	82 637	108 493	115 925	115 925	109 737	114 551	119 011
Recycling										
Solid Waste Disposal (Landfill Sites)		3 377	2 987	3 981	4 663	4 867	4 867	5 523	5 773	6 007
Solid Waste Removal		69 734	76 466	78 656	103 830	111 059	111 059	104 214	108 778	113 004
Street Cleaning										
Other		23 062	24 014	25 000	31 081	33 445	33 445	31 211	32 594	33 899
Abattoirs										
Air Transport										
Forestry										
Licensing and Regulation		12 796	13 893	15 667	18 521	18 671	18 671	19 665	20 549	21 371
Markets		6 280	6 174	6 161	8 097	10 361	10 361	7 274	7 602	7 908
Tourism		3 986	3 947	3 172	4 463	4 413	4 413	4 272	4 443	4 620
Total Expenditure - Functional	3	2 595 962	2 787 870	3 137 984	3 212 506	3 484 060	3 484 060	3 344 486	3 548 295	3 697 601
Surplus/(Deficit) for the year		(61 545)	296 255	435 615	705 848	428 839	428 839	703 519	586 947	415 354

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist national and international accounts and comparison
2. Total Revenue by Functional Classification must reconcile to total operating revenue shown in Financial Performance (revenue and expenditure)
3. Total Expenditure by Functional Classification must reconcile to total operating expenditure shown in Financial Performance (revenue and expenditure)
4. All amounts must be classified under a Functional classification. The GFS function 'Other' is only for Abattoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification

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

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand										
Revenue by Vote	1									
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		503 511	549 361	1 146 927	1 067 130	1 080 640	1 080 640	1 124 656	1 009 610	787 514
Vote 03 - Municipal Manager		–	–	2 759	2 305	2 305	2 305	3 259	3 259	3 259
Vote 04 - Corporate Services		5 432	5 391	6 263	6 110	6 110	6 110	6 934	6 523	9 103
Vote 05 - Community Services		124 394	134 820	149 002	148 586	164 631	164 631	158 989	173 428	180 166
Vote 06 - Financial Services		670 519	701 887	714 281	742 122	742 122	742 122	804 930	831 814	858 665
Vote 07 - Strategy Econ Development And Planning		6 867	26 098	8 419	10 003	10 703	10 703	9 771	10 211	10 619
Vote 08 - Infrastructure And Services		1 223 713	1 666 568	1 545 949	1 942 098	1 906 388	1 906 388	1 939 466	2 100 398	2 263 631
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	2 534 437	3 084 125	3 573 599	3 918 354	3 912 899	3 912 899	4 048 004	4 135 242	4 112 955
Expenditure by Vote to be appropriated	1									
Vote 01 - Executive & Council		58 395	60 372	57 033	61 221	61 955	61 955	65 966	68 936	71 913
Vote 02 - Municipal And General		434 595	401 673	495 160	464 832	536 992	536 992	451 595	468 737	486 724
Vote 03 - Municipal Manager		22 369	24 274	29 886	30 614	31 271	31 271	31 606	33 075	34 440
Vote 04 - Corporate Services		68 169	71 184	73 335	81 513	89 312	89 312	53 796	55 493	60 034
Vote 05 - Community Services		299 548	322 236	320 158	363 848	381 544	381 544	428 459	448 242	465 821
Vote 06 - Financial Services		131 248	134 722	143 187	173 366	183 603	183 603	184 419	193 782	201 569
Vote 07 - Strategy Econ Development And Planning		57 573	60 672	55 692	76 090	78 020	78 020	72 462	75 706	78 743
Vote 08 - Infrastructure And Services		1 524 086	1 712 736	1 963 535	1 961 023	2 121 363	2 121 363	2 056 182	2 204 323	2 298 357
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	2 595 982	2 787 870	3 137 984	3 212 506	3 484 060	3 484 060	3 344 486	3 548 295	3 697 601
Surplus/(Deficit) for the year	2	(61 545)	296 255	435 615	705 848	428 839	428 839	703 519	586 947	415 354

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
3. Assign share in 'associate' to relevant Vote

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

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
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		503 511	549 361	1 146 927	1 067 130	1 080 640	1 080 640	1 124 656	1 009 610	787 514
02.1 - Municipal And General		503 501	548 688	1 146 833	1 066 330	1 079 840	1 079 840	1 123 856	1 008 774	786 644
02.2 - Mun : Insurance Fund - Short Term		10	673	94	800	800	800	800	836	869
02.3 - Mun : Workmen's Compensation Fund		-	-	-	-	-	-	-	-	-
Vote 03 - Municipal Manager		-	-	2 759	2 305	2 305	2 305	3 259	3 259	3 259
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	2 305	2 305	2 305	3 259	3 259	3 259
Vote 04 - Corporate Services		5 432	5 391	6 263	6 110	6 110	6 110	6 934	6 523	9 103
04.1 - Corporate Services - Admin		-	-	-	-	-	-	-	-	-
04.2 - Office Services And Archives		54	54	53	60	60	60	54	58	60
04.3 - H R - Management		-	-	-	-	-	-	-	-	-
04.4 - H R - Recruitment And Benefits		-	-	-	-	-	-	-	-	-
04.5 - H R - Training And Development		1 522	1 562	1 709	1 650	1 650	1 650	1 880	1 965	2 043
04.6 - H R - Local Authority Training		3 856	3 776	4 500	4 400	4 400	4 400	5 000	4 500	7 000
04.7 - Publicity And Media Coordination		-	-	-	-	-	-	-	-	-
04.8 - Risk Management		-	-	-	-	-	-	-	-	-
04.9 - Security And Protection		-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		124 394	134 820	149 002	148 586	164 631	164 631	158 989	173 428	180 166
05.1 - Community Services - Admin		-	-	-	-	-	-	-	-	-
05.2 - Emergency Services		402	210	797	500	500	500	850	888	924
05.3 - Biodiversity And Landscape		-	-	-	-	-	-	-	-	-
05.4 - Security And Protection		-	-	-	-	-	-	-	-	-
05.5 - Libraries		8 701	9 015	9 413	8 987	9 507	9 507	156	9 844	10 238
05.6 - Road Traffic Regulations		15 873	13 855	12 726	13 270	13 270	13 270	13 950	14 578	15 161
05.7 - Vehicle Licensing And Testing		9 286	7 428	9 395	9 480	9 480	9 480	10 170	10 628	11 053
05.8 - Community Parks		-	-	-	-	-	-	-	-	-
05.9 - Sport Grounds And Stadiums		728	942	1 105	1 000	1 000	1 000	1 200	1 254	1 304
05.10 - Community Halls And Facilities		499	463	558	501	501	501	551	576	599
05.11 - Swimming Pools		385	308	212	350	350	350	320	334	348
05.12 - Cemeteries		2 463	3 164	2 481	3 400	3 402	3 402	3 000	3 135	3 260
05.13 - Resorts And Camping Sites Inside Spm		396	653	691	740	740	740	750	784	815
05.14 - Resorts And Camping Sites Outside Spm		611	454	750	500	500	500	750	784	815
05.15 - Resort Transka		309	282	460	320	320	320	490	512	533
05.16 - Health - Admin		-	-	-	-	-	-	-	-	-
05.17 - Health - Clinics		-	-	-	-	-	-	-	-	-
05.18 - Health - Inspections		3 560	3 867	4 000	75	4 575	4 575	5	5	5
05.19 - Health - Commonage And Pound		9	66	21	70	70	70	20	21	22
05.20 - Refuse - Pollution Control/Collection		81 173	94 112	106 393	109 393	120 416	120 416	126 776	130 086	135 089
05.21 - Refuse - Landfill Sites		-	-	-	-	-	-	-	-	-
05.22 - Refuse - Maintenance		-	-	-	-	-	-	-	-	-
Vote 06 - Financial Services		670 519	701 887	714 281	742 122	742 122	742 122	804 930	831 814	858 665
06.1 - Financial Services Admin		-	-	-	-	-	-	-	-	-
06.2 - Financial Management Grant		1 700	1 700	1 800	1 800	1 800	1 800	2 000	2 100	2 200
06.3 - Asset And Risk		-	-	-	-	-	-	-	-	-
06.4 - Budget And Financial Reporting		(216)	(21)	-	1	1	1	1	1	1
06.5 - Expenditure Creditors/Payroll		698	813	969	890	890	890	970	1 014	1 054
06.6 - Information Technology		-	-	-	-	-	-	-	-	-
06.7 - Billing Finance		611 014	656 456	687 368	717 930	717 930	717 930	778 958	804 663	830 412
06.8 - Property Rates And Valuations		-	-	-	-	-	-	-	-	-
06.9 - Real Estate & Property Management		12 971	-	-	-	-	-	-	-	-
06.10 - Debt Collection		44 352	42 939	24 143	21 501	21 501	21 501	23 001	24 036	24 997
06.11 - Supply Chain Management		-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		6 867	26 098	8 419	10 003	10 703	10 703	9 771	10 211	10 619
07.1 - Sedp Admin		-	-	-	-	-	-	-	-	-
07.2 - Tourism		98	94	105	101	101	101	110	115	120
07.3 - Properties Services		690	469	808	500	500	500	800	836	869
07.4 - Economic Development And Planning		558	19 487	1 175	700	1 400	1 400	1 160	1 212	1 261
07.5 - Town Planning		1 262	2 443	1 355	2 500	2 500	2 500	1 700	1 777	1 848

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

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

NC091 Sol Plaatje - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A										
Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand										
Vote 15 - Other										
		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	2 534 437	3 084 125	3 573 599	3 918 354	3 912 899	3 912 899	4 048 004	4 135 242	4 112 955

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

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand										
Expenditure by Vote	1									
Vote 01 - Executive & Council		58 395	60 372	57 033	61 221	61 955	61 955	65 966	68 936	71 913
01.1 - Councillor's Expenses		32 224	34 626	33 794	37 083	37 083	37 083	41 064	42 912	44 843
01.2 - Executive Mayor Admin		15 633	15 595	9 841	9 340	9 647	9 647	9 647	10 082	10 488
01.3 - Speakers Office Admin		10 538	10 151	13 398	14 798	15 225	15 225	15 255	15 942	16 582
Vote 02 - Municipal And General		434 595	401 673	495 160	464 832	536 992	536 992	451 595	468 737	486 724
02.1 - Municipal And General		431 860	399 605	493 959	464 032	528 692	528 692	450 795	467 901	485 855
02.2 - Mun : Insurance Fund - Short Term		1 772	2 206	473	800	6 800	6 800	800	836	869
02.3 - Mun : Workmen's Compensation Fund		963	(138)	728	-	1 500	1 500	-	-	-
Vote 03 - Municipal Manager		22 369	24 274	29 886	30 614	31 271	31 271	31 606	33 075	34 440
03.1 - Municipal Manager - Admin		12 069	12 622	16 063	14 183	14 363	14 363	13 658	14 317	14 930
03.2 - Internal Investigations		1 325	1 376	1 341	1 517	1 541	1 541	1 577	1 648	1 714
03.3 - Internal Audit		5 389	5 569	4 487	7 048	7 048	7 048	7 244	7 570	7 873
03.4 - Idp Unit		1 936	2 388	3 194	3 213	3 666	3 666	3 584	3 745	3 895
03.5 - Project Management Unit - Pmu		1 650	2 319	4 801	4 653	4 653	4 653	5 544	5 794	6 028
Vote 04 - Corporate Services		68 169	71 184	73 335	81 513	89 312	89 312	53 796	55 493	60 034
04.1 - Corporate Services - Admin		9 439	8 664	9 743	11 996	12 135	12 135	13 114	13 704	14 253
04.2 - Office Services And Archives		8 987	8 495	7 336	7 539	8 340	8 340	9 094	9 504	9 886
04.3 - H R - Management		11 736	12 126	11 308	12 514	12 659	12 659	13 853	14 477	15 056
04.4 - H R - Recruitment And Benefits		2 379	2 416	2 363	2 753	2 753	2 753	1 627	1 700	1 768
04.5 - H R - Training And Development		2 241	1 877	3 101	3 692	3 992	3 992	4 003	4 183	4 350
04.6 - H R - Local Authority Training		3 856	3 776	4 373	4 400	4 400	4 400	5 000	4 500	7 000
04.7 - Publicity And Media Coordination		2 979	3 688	3 938	5 292	5 326	5 326	5 558	5 807	6 039
04.8 - Risk Management		2 488	1 741	132	1 559	1 559	1 559	1 548	1 617	1 682
04.9 - Security And Protection		24 064	28 401	31 040	31 767	38 148	38 148	-	-	-
Vote 05 - Community Services		299 548	322 236	320 158	363 848	381 544	381 544	428 459	448 242	465 821
05.1 - Community Services - Admin		4 357	4 808	5 110	5 872	6 077	6 077	4 849	5 068	5 270
05.2 - Emergency Services		39 481	42 330	41 846	45 854	48 556	48 556	47 862	49 905	51 948
05.3 - Biodiversity And Landscape		836	870	907	975	975	975	1 023	1 069	1 111
05.4 - Security And Protection		-	-	-	-	-	-	35 324	36 924	38 423
05.5 - Libraries		17 029	17 717	18 179	21 721	22 306	22 306	24 852	27 133	27 876
05.6 - Road Traffic Regulations		43 260	43 214	42 738	49 156	49 569	49 569	55 910	58 428	60 769
05.7 - Vehicle Licensing And Testing		12 796	13 893	15 667	18 521	18 671	18 671	19 665	20 549	21 371
05.8 - Community Parks		27 879	29 082	26 527	27 755	27 816	27 816	27 878	29 135	30 307
05.9 - Sport Grounds And Stadiums		6 467	8 190	8 222	9 254	9 267	9 267	11 464	11 982	12 467
05.10 - Community Halls And Facilities		3 552	8 199	8 503	7 186	7 317	7 317	7 918	8 275	8 609
05.11 - Swimming Pools		5 822	7 362	7 255	6 340	6 525	6 525	8 174	8 544	8 889
05.12 - Cemeteries		24 930	22 670	21 715	23 805	23 641	23 641	24 331	25 708	26 752
05.13 - Resorts And Camping Sites Inside Spm		9 999	12 322	11 861	13 107	13 255	13 255	13 104	12 967	13 488
05.14 - Resorts And Camping Sites Outside Spm		5 741	5 931	5 380	6 090	5 864	5 864	7 282	7 606	7 912
05.15 - Resort Transka		3 632	3 976	4 188	4 410	4 662	4 662	5 329	5 570	5 794
05.16 - Health - Admin		3 387	3 528	3 658	3 926	4 034	4 034	4 231	4 422	4 599
05.17 - Health - Clinics		5 295	5 536	5 228	5 792	6 679	6 679	5 451	5 696	5 924
05.18 - Health - Inspections		10 400	11 348	9 793	11 749	16 562	16 562	12 303	12 857	13 371
05.19 - Health - Commonage And Pound		1 574	1 805	742	1 568	1 568	1 568	1 774	1 854	1 928
05.20 - Refuse - Pollution Control/Collection		52 669	61 305	65 660	76 822	84 051	84 051	85 232	88 942	92 374
05.21 - Refuse - Landfill Sites		3 377	2 987	3 981	4 663	4 867	4 867	5 523	5 773	6 007
05.22 - Refuse - Maintenance		17 065	15 161	12 996	19 282	19 282	19 282	18 982	19 836	20 630
Vote 06 - Financial Services		131 248	134 722	143 187	173 366	183 603	183 603	184 419	193 782	201 569
06.1 - Financial Services Admin		3 748	4 058	3 995	5 743	5 764	5 764	5 915	6 181	6 428
06.2 - Financial Management Grant		1 700	1 700	1 800	1 800	1 800	1 800	2 000	2 100	2 200
06.3 - Asset And Risk		5 674	6 537	6 379	7 629	7 649	7 649	8 577	8 963	9 321
06.4 - Budget And Financial Reporting		12 123	13 739	14 967	18 498	18 483	18 483	18 878	19 727	20 516
06.5 - Expenditure Creditors/Payroll		8 537	9 202	10 222	12 830	13 077	13 077	14 487	15 139	15 745
06.6 - Information Technology		13 569	6 371	17 250	20 965	23 984	23 984	23 575	24 636	25 622
06.7 - Billing Finance		44 258	48 145	43 994	51 599	53 412	53 412	52 263	55 666	57 906
06.8 - Property Rates And Valuations		10 618	12 096	11 541	13 042	13 067	13 067	13 543	14 152	14 718
06.9 - Real Estate & Property Management		-	-	-	-	-	-	-	-	-
06.10 - Debt Collection		17 543	18 829	18 382	22 394	27 476	27 476	24 048	25 132	26 141
06.11 - Supply Chain Management		13 478	14 046	14 658	18 868	18 892	18 892	21 134	22 086	22 971
Vote 07 - Strategy Econ Development And Planning		57 573	60 672	55 692	76 090	78 020	78 020	72 462	75 706	78 743
07.1 - Sedp Admin		2 840	2 997	3 291	5 531	5 580	5 580	3 997	4 177	4 344
07.2 - Tourism		3 986	3 947	3 172	4 463	4 413	4 413	4 272	4 443	4 620
07.3 - Properties Services		2 937	1 626	458	2 340	2 340	2 340	2 393	2 500	2 600
07.4 - Economic Development And Planning		8 589	8 548	6 987	9 828	9 201	9 201	10 173	10 631	11 057

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

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand										
07.5 - Town Planning		14 978	14 912	14 751	17 202	17 307	17 307	17 064	17 833	18 548
07.6 - Building Inspectorate		2 256	4 406	3 840	5 329	5 475	5 475	6 077	6 351	6 605
07.7 - Properties Maintenance		12 069	14 259	12 948	19 056	19 099	19 099	16 864	17 625	18 334
07.8 - Markets And Street Trading		6 280	6 174	6 161	8 097	10 361	10 361	7 274	7 602	7 908
07.9 - Urban Renewal Program		3 638	3 804	4 084	4 243	4 243	4 243	4 348	4 544	4 726
Vote 08 - Infrastructure And Services		1 524 086	1 712 736	1 963 535	1 961 023	2 121 363	2 121 363	2 056 182	2 204 323	2 298 357
08.1 - Infrastructure Admin		2 200	1 069	3 945	5 550	6 625	6 625	5 342	5 556	5 779
08.2 - Ce - Water And Sanitation		4 290	5 751	5 192	8 090	6 694	6 694	8 230	8 601	8 988
08.3 - Public Toilets		2 051	2 202	2 212	2 679	2 460	2 460	2 869	2 984	3 119
08.4 - Mechanical Workshops		22 955	26 581	26 400	28 128	29 213	29 213	31 356	32 623	34 097
08.5 - Fleet		4 312	1 681	(4)	0	(1 687)	(1 687)	(19)	(19)	(20)
08.6 - Roads Planning And Design		4 421	4 696	5 449	7 658	5 722	5 722	7 518	7 819	8 133
08.7 - Road Construction And Maintenance		47 836	75 759	82 292	75 549	101 508	101 508	83 041	86 382	89 857
08.8 - Housing - Admin		13 694	14 160	14 342	20 734	17 980	17 980	22 400	23 409	24 580
08.9 - Housing - Maintenance		7 286	7 796	8 391	10 611	12 298	12 298	15 312	15 927	16 567
08.10 - Sewerage - Reticulation		12 838	15 184	17 197	24 276	27 906	27 906	23 348	24 196	24 687
08.11 - Sewerage - Treatment		43 899	52 387	43 435	49 091	50 596	50 596	55 304	57 811	60 163
08.12 - Sewerage - Maintenance		45 305	52 313	54 376	60 117	72 104	72 104	75 377	78 787	81 975
08.13 - Water - Treatment		81 920	85 438	96 712	103 334	111 826	111 826	109 759	114 582	119 054
08.14 - Water - Distribution		191 977	213 306	261 692	233 628	263 006	263 006	199 118	202 449	203 172
08.15 - Water - Maintenance		75 976	64 974	61 134	67 448	65 597	65 597	75 715	80 213	84 980
08.16 - Electricity - Admin		895 853	1 022 500	1 131 868	1 169 820	1 249 644	1 249 644	1 243 192	1 359 775	1 424 852
08.17 - Electricity - Maintenance		58 652	57 804	138 598	84 008	88 369	88 369	87 270	91 626	96 192
08.18 - Electricity - Streetlights Maintenance		8 620	9 136	10 304	10 300	11 500	11 500	11 050	11 603	12 183
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-

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

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand										
Vote 15 - Other										
		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	2 595 982	2 787 870	3 137 984	3 212 506	3 484 060	3 484 060	3 344 486	3 548 295	3 697 601
Surplus/(Deficit) for the year	2	(61 545)	296 255	435 615	705 848	428 839	428 839	703 519	586 947	415 354

References

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

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

3. Assign share in 'associate' to relevant Vote

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

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand	1										
Revenue											
Exchange Revenue											
Service charges - Electricity	2	754 974	886 092	942 441	1 218 923	1 219 183	1 219 183	705 624	1 208 285	1 340 815	1 474 895
Service charges - Water	2	271 599	276 094	312 941	362 722	363 126	363 126	228 121	409 032	422 409	435 689
Service charges - Waste Water Management	2	89 203	93 794	110 559	106 274	106 317	106 317	78 265	109 297	114 331	118 784
Service charges - Waste Management	2	66 890	75 114	83 147	73 593	77 807	77 807	59 313	88 676	90 462	93 880
Sale of Goods and Rendering of Services	2	13 750	15 100	16 897	18 644	20 425	20 425	11 870	18 813	19 661	20 447
Agency services	2	-	-	-	-	-	-	-	-	-	-
Interest	2	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables	2	199 982	258 041	166 017	142 100	182 139	182 139	118 793	161 100	167 974	175 541
Interest earned from Current and Non Current Assets	2	8 550	16 116	21 841	18 000	18 000	18 000	2 716	25 000	22 000	25 000
Dividends	2	-	-	-	-	-	-	-	-	-	-
Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	2	26 000	28 851	32 057	29 740	29 740	29 740	19 580	34 645	36 204	38 012
Licence and permits	2	1 066	670	660	1 000	1 000	1 000	291	750	784	815
Special rating levies	2	-	-	-	-	-	-	-	-	-	-
Construction Contract Revenue	2	-	-	-	-	-	-	-	-	-	-
Development Charges	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	3 189	3 202	3 152	3 383	5 182	5 182	4 257	3 803	3 969	4 128
Non-Exchange Revenue											
Property rates	2	610 991	656 442	687 339	717 920	717 920	717 920	535 934	778 948	804 653	830 402
Surcharges and Taxes	2	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	2	59 462	56 767	36 851	34 743	34 743	34 743	1 575	36 890	38 550	40 092
Licences or permits	2	7 965	6 500	8 435	8 200	8 200	8 200	7 147	9 100	9 510	9 890
Transfer and subsidies - Operational	2	264 657	501 707	411 128	323 676	331 406	331 406	311 224	332 732	355 965	364 846
Interest	2	-	-	103 759	117 020	102 540	102 540	66 654	123 500	129 052	134 236
Fuel Levy	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	4 037	49 299	27 322	58 250	11 005	11 005	7 768	11 050	11 690	12 405
Gains on disposal of Fixed and Intangible Assets	2	5 891	17 071	6 763	-	-	-	(5)	-	-	-
Other Gains	2	34 705	(15 774)	28 227	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		2 422 901	2 925 084	2 999 537	3 234 188	3 228 733	3 228 733	2 159 127	3 351 621	3 568 029	3 779 061
Expenditure											
Employee related costs	2	793 416	863 333	853 678	1 004 532	1 024 295	1 024 295	670 343	1 103 177	1 154 302	1 202 769
Remuneration of councillors	2	32 224	34 626	33 794	37 083	37 083	37 083	25 176	41 064	42 912	44 843
Bulk purchases - electricity	2	672 362	787 457	901 045	1 000 000	1 000 000	1 000 000	638 995	1 087 700	1 195 382	1 255 151
Inventory consumed	2,8	264 698	269 884	281 395	331 852	363 475	363 475	186 812	319 428	329 308	343 398
Debt impairment	2,3	378 747	333 146	476 743	437 149	526 399	526 399	394 799	425 149	444 705	458 935
Depreciation, amortisation and impairment	2	71 057	76 760	99 985	90 200	90 200	90 200	-	90 500	94 608	98 565
Interest, Dividends and Rent on Land	2	113 955	110 764	85 783	15 880	85 900	85 900	51 752	13 735	11 315	8 589
Contracted services	2	28 285	45 090	125 349	45 856	50 356	50 356	18 104	36 865	42 038	46 977
Transfers and subsidies	2	2 599	2 526	2 807	4 300	4 450	4 450	1 367	-	-	-
Irrecoverable debts written off	2	-	-	-	-	-	-	6	-	-	-
Operational costs	2	131 090	142 363	149 810	176 654	197 555	197 555	203 085	168 868	178 725	188 374
Disposal of Fixed and Intangible Assets	2	-	1 022	929	-	-	-	-	-	-	-
Other Losses	2	78 885	88 679	94 546	69 000	104 346	104 346	60 868	58 000	55 000	50 000
Total Expenditure		2 567 319	2 755 649	3 105 865	3 212 506	3 484 060	3 484 060	2 251 307	3 344 486	3 548 295	3 697 601
Surplus/(Deficit)		(144 418)	169 435	(106 327)	21 682	(255 327)	(255 327)	(92 180)	7 135	19 734	81 459
Transfers and subsidies - capital (monetary allocations)	6	108 149	159 040	574 062	684 166	684 166	684 166	374 278	696 383	567 214	333 894
Transfers and subsidies - capital (in-kind)	6	3 387	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(32 882)	328 475	467 735	705 848	428 839	428 839	282 099	703 519	586 947	415 354
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		(32 882)	328 475	467 735	705 848	428 839	428 839	282 099	703 519	586 947	415 354
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(32 882)	328 475	467 735	705 848	428 839	428 839	282 099	703 519	586 947	415 354
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	(32 882)	328 475	467 735	705 848	428 839	428 839	282 099	703 519	586 947	415 354

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure, to be appropriated	2										
Vote 01 - Executive & Council		—	—	—	—	—	—	—	—	—	—
Vote 02 - Municipal And General		—	—	2 214	1 739	870	870	650	8 696	—	5 430
Vote 03 - Municipal Manager		—	—	—	—	—	—	—	—	—	—
Vote 04 - Corporate Services		—	—	—	—	—	—	—	—	—	—
Vote 05 - Community Services		—	—	3 043	6 579	4 654	4 654	1 122	11 739	13 478	2 609
Vote 06 - Financial Services		—	—	—	—	—	—	—	—	—	—
Vote 07 - Strategy Econ Development And Planning		8 996	24 020	143	3 130	3 130	3 130	1 276	2 348	4 522	5 826
Vote 08 - Infrastructure And Services		82 240	105 329	509 323	524 952	520 167	520 167	299 364	513 169	437 115	273 597
Vote 09 -		—	—	—	—	—	—	—	—	—	—
Vote 10 -		—	—	—	—	—	—	—	—	—	—
Vote 11 -		—	—	—	—	—	—	—	—	—	—
Vote 12 -		—	—	—	—	—	—	—	—	—	—
Vote 13 -		—	—	—	—	—	—	—	—	—	—
Vote 14 -		—	—	—	—	—	—	—	—	—	—
Vote 15 - Other		—	—	—	—	—	—	—	—	—	—
Capital multi-year expenditure sub-total	7	91 236	129 348	514 722	536 400	528 821	528 821	302 411	535 951	455 115	287 462
Single-year expenditure, to be appropriated	2										
Vote 01 - Executive & Council		—	—	—	—	—	—	—	—	—	—
Vote 02 - Municipal And General		14 586	12 646	16 951	19 826	9 380	9 380	2 131	8 261	20 435	25 217
Vote 03 - Municipal Manager		—	—	—	—	—	—	—	—	—	—
Vote 04 - Corporate Services		—	—	—	—	—	—	—	—	—	—
Vote 05 - Community Services		—	—	2 014	5 217	6 956	6 956	5 217	870	3 043	5 430
Vote 06 - Financial Services		—	—	—	870	—	—	—	—	—	—
Vote 07 - Strategy Econ Development And Planning		—	—	1 518	7 361	7 389	7 389	3 891	2 565	—	—
Vote 08 - Infrastructure And Services		20 194	34 444	26 368	57 657	80 235	80 235	44 854	83 251	49 078	11 099
Vote 09 -		—	—	—	—	—	—	—	—	—	—
Vote 10 -		—	—	—	—	—	—	—	—	—	—
Vote 11 -		—	—	—	—	—	—	—	—	—	—
Vote 12 -		—	—	—	—	—	—	—	—	—	—
Vote 13 -		—	—	—	—	—	—	—	—	—	—
Vote 14 -		—	—	—	—	—	—	—	—	—	—
Vote 15 - Other		—	—	—	—	—	—	—	—	—	—
Capital single-year expenditure sub-total		34 780	47 089	46 851	90 931	103 960	103 960	56 093	94 947	72 556	41 746
Total Capital Expenditure - Vote		126 016	176 438	561 573	627 331	632 781	632 781	358 504	630 898	527 672	329 208
Capital Expenditure - Functional											
Governance and administration		14 586	12 646	19 165	22 435	10 249	10 249	2 781	16 957	20 435	30 648
Executive and council		14 586	12 646	19 165	21 565	10 249	10 249	2 781	16 957	20 435	30 648
Finance and administration		—	—	—	870	—	—	—	—	—	—
Internal audit		—	—	—	—	—	—	—	—	—	—
Community and public safety		—	—	5 056	11 797	11 610	11 610	6 338	12 609	16 522	8 039
Community and social services		—	—	3 043	11 797	11 610	11 610	6 338	12 609	16 522	8 039
Sport and recreation		—	—	2 014	—	—	—	—	—	—	—
Public safety		—	—	—	—	—	—	—	—	—	—
Housing		—	—	—	—	—	—	—	—	—	—
Health		—	—	—	—	—	—	—	—	—	—
Economic and environmental services		44 387	69 228	38 159	17 913	26 101	26 101	16 922	21 358	31 217	33 744
Planning and development		8 996	24 020	1 415	7 043	7 913	7 913	3 128	3 217	4 522	5 826
Road transport		35 392	45 208	36 744	10 870	18 188	18 188	13 794	18 141	26 696	27 918
Environmental protection		—	—	—	—	—	—	—	—	—	—
Trading services		67 042	94 564	498 947	571 739	582 213	582 213	330 423	578 279	459 498	256 777
Energy sources		36 862	27 354	34 000	30 000	30 870	30 870	17 855	25 236	18 811	15 038
Water management		9 645	62 534	444 716	499 565	499 565	499 565	304 175	504 348	429 565	224 348
Waste water management		20 535	4 676	20 231	42 174	51 778	51 778	8 393	48 696	11 121	17 391
Waste management		—	—	—	—	—	—	—	—	—	—
Other		—	—	246	3 448	2 607	2 607	2 039	1 696	—	—
Total Capital Expenditure - Functional	3	126 016	176 438	561 573	627 331	632 781	632 781	358 504	630 898	527 672	329 208
Funded by:											
National Government		96 392	124 283	504 592	594 927	595 392	595 392	352 116	605 551	494 889	292 078
Provincial Government		—	6 000	—	—	—	—	—	—	—	—
District Municipality		—	—	—	—	—	—	—	—	—	—
Transfers and subsidies - capital (monetary allocations) (Nat / Prov		—	—	—	—	—	—	—	—	—	—
Departm Agencies, Households, Non-profit Institutions, Private		—	17 073	—	—	—	—	—	—	—	—
Enterprises, Public Corporatons, Higher Educ Institutions)		—	—	—	—	—	—	—	—	—	—
Transfers recognised - capital	4	96 392	147 356	504 592	594 927	595 392	595 392	352 116	605 551	494 889	292 078
Borrowing	6										
Internally generated funds		29 624	29 082	56 981	32 404	37 389	37 389	6 387	25 348	32 783	37 130
Total Capital Funding	7	126 016	176 438	561 573	627 331	632 781	632 781	358 504	630 898	527 672	329 208

References

- Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
- Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year
- Capital expenditure by functional classification must reconcile to the appropriations by vote
- Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)

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

7. Total Capital Funding must balance with Total Capital Expenditure

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

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

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand	1										
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		-	-	2 214	1 739	870	870	650	8 696	-	5 430
02.1 - Municipal And General		-	-	2 214	1 739	870	870	650	8 696	-	5 430
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	3 043	6 579	4 654	4 654	1 122	11 739	13 478	2 609
05.10 - Community Halls And Facilities		-	-	3 043	6 579	4 654	4 654	1 122	11 739	13 478	2 609
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		8 996	24 020	143	3 130	3 130	3 130	1 276	2 348	4 522	5 826
07.4 - Economic Development And Planning		8 996	17 073	-	-	-	-	-	-	-	-
07.5 - Town Planning		-	6 946	143	3 043	3 043	3 043	1 276	2 348	4 522	5 826
07.9 - Urban Renewal Program		-	-	-	87	87	87	-	-	-	-

Vote 08 - Infrastructure And Services	82 240	105 329	509 323	524 952	520 167	520 167	299 364	513 169	437 115	273 597
08.6 - Roads Planning And Design	27 874	39 208	36 744	10 870	18 188	18 188	13 794	18 141	26 696	27 918
08.10 - Sewerage - Reticulation	20 535	4 676	20 231	37 826	46 561	46 561	7 611	31 304	2 425	8 696
08.14 - Water - Distribution	9 645	39 462	443 845	463 212	441 504	441 504	272 465	461 549	390 922	221 945
08.16 - Electricity - Admin	24 186	21 982	8 503	13 043	13 913	13 913	5 493	2 174	17 072	15 038
Vote 09 -	-	-	-	-	-	-	-	-	-	-
Vote 10 -	-	-	-	-	-	-	-	-	-	-
Vote 11 -	-	-	-	-	-	-	-	-	-	-
Vote 12 -	-	-	-	-	-	-	-	-	-	-
Vote 13 -	-	-	-	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	91 236	129 348	514 722	536 400	528 821	528 821	302 411	535 951	455 115	287 462

Capital expenditure - Municipal Vote
Single-year expenditure appropriation

2											
Vote 01 - Executive & Council	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General	14 586	12 646	16 951	19 826	9 380	9 380	2 131	8 261	20 435	25 217	
02.1 - Municipal And General	14 586	12 646	16 951	19 826	9 380	9 380	2 131	8 261	20 435	25 217	
Vote 03 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services	-	-	2 014	5 217	6 956	6 956	5 217	870	3 043	5 430	
05.9 - Sport Grounds And Stadiums	-	-	2 014	-	-	-	-	-	-	-	-
05.12 - Cemeteries	-	-	-	5 217	6 956	6 956	5 217	870	3 043	5 430	
Vote 06 - Financial Services	-	-	-	870	-	-	-	-	-	-	-
06.7 - Billing Finance	-	-	-	870	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning	-	-	1 518	7 361	7 389	7 389	3 891	2 565	-	-	-
07.2 - Tourism	-	-	246	1 409	568	568	-	1 696	-	-	-
07.4 - Economic Development And Planning	-	-	-	2 174	3 043	3 043	1 693	-	-	-	-
07.5 - Town Planning	-	-	1 273	1 739	1 739	1 739	160	870	-	-	-
07.8 - Markets And Street Trading	-	-	-	2 039	2 039	2 039	2 039	-	-	-	-
Vote 08 - Infrastructure And Services	20 194	34 444	26 368	57 657	80 235	80 235	44 854	83 251	49 078	11 099	
08.6 - Roads Planning And Design	7 517	6 000	-	-	-	-	-	-	-	-	-
08.10 - Sewerage - Reticulation	-	-	-	4 348	5 217	5 217	782	17 391	8 696	8 696	
08.14 - Water - Distribution	(0)	23 071	871	36 353	58 061	58 061	31 710	42 798	38 643	2 403	
08.16 - Electricity - Admin	12 676	5 372	25 497	16 957	16 957	16 957	12 362	23 062	1 739	-	

Vote 09 -	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	34 780	47 089	46 851	90 931	103 960	103 960	56 093	94 947	72 556	41 746	
Total Capital Expenditure	126 016	176 438	561 573	627 331	632 781	632 781	358 504	630 898	527 672	329 208	

Multi-year appropriation for Budget Year 2026/27 in the 2025/26 Annual Budget				Multi-year appropriation for 2027/28 in the 2025/26 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
Appropriation for 2026/27	Adjustments in 2025/26	Downward adjustments for 2026/27	Appropriation carried forward	Appropriation for 2026/27	Adjustments in 2025/26	Downward adjustments for 2026/27	Appropriation carried forward	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
-	-	-	-	-	-	-	-	-	-	#N/A
8 696			8 696	-	-	-	-	-	-	5 430
8 696	-	-	8 696	-	-	-	-	-	-	5 430
-	-	-	-	-	-	-	-	-	-	#N/A
-	-	-	-	-	-	-	-	-	-	#N/A
11 739	-	-	11 739	13 478	-	-	13 478	-	-	2 609
11 739	-	-	11 739	13 478	-	-	13 478	-	-	2 609
-	-	-	-	-	-	-	-	-	-	#N/A
2 348	-	-	2 348	4 522	-	-	4 522	-	-	5 826
2 348	-	-	2 348	4 522	-	-	4 522	-	-	5 826
-	-	-	-	-	-	-	-	-	-	-

513 169	-	-	513 169	437 115	-	-	437 115	-	-	273 597
18 141	-	-	18 141	26 696	-	-	26 696	-	-	27 918
31 304	-	-	31 304	2 425	-	-	2 425	-	-	8 696
461 549	-	-	461 549	390 922	-	-	390 922	-	-	221 945
2 174	-	-	2 174	17 072	-	-	17 072	-	-	15 038
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
535 951	-	-	535 951	455 115	-	-	455 115	-	-	#N/A

NC091 Sol Plaatje - Table A6 Budgeted Financial Position

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand											
ASSETS											
Current assets											
Cash and cash equivalents	1	109 536	113 726	163 909	146 574	6 414	6 414	346 515	74 253	50 934	41 040
Short term Investments	2	–	–	–	–	–	–	–	–	–	–
Trade and other receivables from exchange transactions	3	1 093 008	1 422 525	1 517 568	1 518 421	1 495 551	1 495 551	18 171	1 793 998	1 863 298	1 945 370
Receivables from non-exchange transactions	3	876 734	860 075	993 234	1 060 605	1 016 271	1 016 271	67 163	1 161 128	1 280 068	1 404 751
Current portion of non-current receivables	4	–	–	–	–	–	–	–	–	–	–
Inventory	5	82 694	112 013	107 239	112 013	112 013	112 013	9 125	112 929	112 929	112 929
VAT Receivable	6	142 434	155 736	175 145	189 484	189 484	189 484	196 510	247 130	247 130	247 130
Other current assets	7	1	638	704	699	699	699	176	679	679	679
Total current assets		2 304 408	2 664 713	2 957 797	3 027 796	2 820 433	2 820 433	637 660	3 390 117	3 555 037	3 751 898
Non current assets											
Investments	8	–	–	–	–	–	–	–	–	–	–
Investment property	9	212 356	201 266	200 308	205 599	205 599	205 599	1 435	203 225	206 390	207 368
Property, plant and equipment	10	2 023 360	2 108 364	2 354 062	2 873 339	2 879 630	2 879 630	357 068	3 496 229	3 936 268	4 174 627
Biological assets	11	–	–	–	–	–	–	–	–	–	–
Living resources	12	–	–	–	–	–	–	–	–	–	–
Heritage assets	13	12 071	12 071	12 071	13 480	12 639	12 639	–	13 767	12 071	12 071
Intangible assets	14	17 714	46 592	41 117	38 642	38 642	38 642	–	35 117	28 847	22 326
Trade and other receivables from exchange transactions	15	–	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactions	15	–	–	–	–	–	–	–	–	–	–
Other non-current assets	16	–	–	–	–	–	–	–	–	–	–
Total non current assets		2 265 500	2 368 294	2 607 557	3 131 060	3 136 510	3 136 510	358 504	3 748 337	4 183 575	4 416 392
TOTAL ASSETS		4 569 908	5 033 007	5 565 354	6 158 856	5 956 943	5 956 943	996 163	7 138 454	7 738 612	8 168 289
LIABILITIES											
Current liabilities											
Bank overdraft	17	–	–	–	–	–	–	–	–	–	–
Financial liabilities	18	–	–	–	(16 688)	(16 688)	(16 688)	–	(16 688)	(35 520)	(55 520)
Consumer deposits	19	45 776	48 699	50 445	49 962	49 962	49 962	1 226	51 673	51 673	51 673
Trade and other payables from exchange transactions	20	1 293 730	631 020	900 690	1 191 824	1 266 824	1 266 824	347 653	1 904 052	1 904 052	1 904 052
Trade and other payables from non-exchange transactions	21	7 233	4 057	742	106 409	106 409	106 409	329 971	–	–	–
Provision	22	–	788	788	788	788	788	–	788	788	788
VAT Payable	23	111 227	234 236	251 429	336 936	337 031	337 031	43 251	213 054	245 097	279 421
Other current liabilities	24	–	–	–	–	–	–	–	–	–	–
Total current liabilities		1 457 966	918 801	1 204 094	1 669 231	1 744 326	1 744 326	722 101	2 152 879	2 166 090	2 180 413
Non current liabilities											
Financial liabilities	25	159 430	808 076	841 699	139 019	139 019	139 019	(8 037)	123 287	123 287	123 287
Provision	26	707	10 768	13 628	927	927	927	–	13 628	13 628	13 628
Long term portion of trade payables	27	–	–	–	–	–	–	–	–	–	–
Other non-current liabilities	28	–	–	–	–	–	–	–	–	–	–
Total non current liabilities		160 137	818 843	855 327	139 946	139 946	139 946	(8 037)	136 915	136 915	136 915
TOTAL LIABILITIES		1 618 102	1 737 644	2 059 421	1 809 178	1 884 272	1 884 272	714 065	2 289 794	2 303 005	2 317 328
NET ASSETS		2 951 806	3 295 363	3 505 933	4 349 679	4 072 670	4 072 670	282 099	4 848 660	5 435 607	5 850 961
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	29	2 630 346	2 917 579	3 238 727	3 971 894	3 694 886	3 694 886	655 541	4 773 856	5 360 803	5 322 380
Reserves and funds	30	64 066	74 804	74 804	74 804	74 804	74 804	–	74 804	74 804	74 804
Other	31	–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	32	2 694 412	2 992 383	3 313 531	4 046 698	3 769 690	3 769 690	655 541	4 848 660	5 435 607	5 397 184

References

1. Detail breakdown in Table SA3.
2. Detail breakdown in Table SA3.
3. Detail breakdown in Table SA3 for Trade receivables from Exchange and Non-exchange transactions
4. Detail breakdown in Table SA3.
5. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements) detail in SA3
6. Detail breakdown in Table SA3.

NC091 Sol Plaatje - Table A7 Budgeted Cash Flows

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		453 721	507 798	468 755	610 232	610 232	610 232	379 893	662 106	683 955	705 842
Service charges		1 024 096	1 185 680	1 254 616	1 891 008	1 841 542	1 841 542	851 144	1 877 024	2 046 350	2 209 747
Other revenue		726 475	(49 853)	1 080 654	421 814	440 858	440 858	314 386	437 486	441 987	427 866
Transfers and Subsidies - Operational	1	100 622	306 662	312 601	323 676	331 406	331 406	247 873	332 732	355 965	364 846
Transfers and Subsidies - Capital	1	113 738	142 936	574 597	684 166	684 166	684 166	537 526	696 383	567 214	333 894
Interest		567	3 927	29 685	46 525	49 974	49 974	26 635	54 275	52 446	56 793
Dividends									-	-	-
Payments											
Suppliers and employees		(3 353 120)	(2 609 129)	(3 204 798)	(3 207 739)	(3 252 367)	(3 252 367)	(2 250 420)	(3 309 089)	(3 532 601)	(3 700 073)
Finance charges		(2 401)	281	914	(15 880)	(85 900)	(85 900)	1 207	(13 735)	(11 315)	(8 589)
Transfers and Subsidies	1	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		(936 303)	(511 698)	517 024	753 802	619 910	619 910	108 244	737 181	604 000	390 326
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	17 071	6 763	-	-	-	(5)	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments									-	-	-
Insurance Refund - Capital		-	-	-	-	-	-	-	800	836	869
Interest on Short Term Investment (Greater than 90 days) and Long Term Investments									-	-	-
Payments											
Capital assets		(126 016)	(176 438)	(561 573)	(721 431)	(726 881)	(726 881)	(327 785)	(725 533)	(609 322)	(381 089)
Retention (Capital)									-	-	-
NET CASH FROM/(USED) INVESTING ACTIVITIES		(126 016)	(159 367)	(554 810)	(721 431)	(726 881)	(726 881)	(327 789)	(724 733)	(608 486)	(380 220)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									-	-	-
Borrowing long term/refinancing		-	661 955	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	(2 292)	100	-	-	-	30	-	-	-
Payments											
Repayment of borrowing		-	-	-	(16 688)	(16 688)	(16 688)	-	(16 688)	(18 832)	(20 000)
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	659 663	100	(16 688)	(16 688)	(16 688)	30	(16 688)	(18 832)	(20 000)
NET INCREASE/ (DECREASE) IN CASH HELD											
Cash/cash equivalents at the year begin:	2	(1 062 318)	(11 402)	(37 686)	15 684	(123 659)	(123 659)	(219 515)	(4 240)	(23 319)	(9 894)
Cash/cash equivalents at the year end:	2	197 591	109 536	113 726	130 891	130 891	130 891	-	78 493	74 253	50 934
		(864 728)	98 135	76 040	146 574	7 232	7 232	(219 515)	74 253	50 934	41 040

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities
2. Cash equivalents includes investments with maturities of 3 months or less
3. The MTREF is populated directly from SA30.

Total receipts	2 419 219	2 114 221	3 727 671	3 977 422	3 958 178	3 958 178	2 357 452	4 060 805	4 148 752	4 099 857
Total payments	(3 481 537)	(2 785 286)	(3 765 457)	(3 945 050)	(4 065 149)	(4 065 149)	(2 576 998)	(4 048 357)	(4 153 239)	(4 089 751)
	(1 062 318)	(671 065)	(37 786)	32 371	(106 971)	(106 971)	(219 546)	12 448	(4 487)	10 106
Borrowings & investments & c.deposits	-	659 663	100	-	-	-	30	-	-	-
Repayment of borrowing	-	-	-	(16 688)	(16 688)	(16 688)	-	(16 688)	(18 832)	(20 000)
	(1 062 318)	(11 402)	(37 686)	15 684	(123 659)	(123 659)	(219 515)	(4 240)	(23 319)	(9 894)
	-	(0)	0	-	-	-	-	-	-	-

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

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand											
Cash and investments available											
Cash/cash equivalents at the year end	1	(864 728)	98 135	76 040	146 574	7 232	7 232	(219 515)	74 253	50 934	41 040
Other current investments > 90 days		–	–	–	–	–	–	–	–	–	–
Non current Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		(864 728)	98 135	76 040	146 574	7 232	7 232	(219 515)	74 253	50 934	41 040
Application of cash and investments											
Unspent conditional transfers		7 233	4 057	742	106 409	106 409	106 409	329 971	–	–	–
Unspent borrowing											
Statutory requirements	2	–	–	–	–	–	–	–	–	–	–
Other working capital requirements	3	477 066	4 003	(263 285)	70 192	141 247	141 247	317 851	(1 384 711)	(1 586 411)	(1 778 750)
Other provisions		–	788	788	788	788	788	788	788	788	788
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		484 299	8 849	(261 755)	177 389	248 444	248 444	648 610	(1 383 923)	(1 585 623)	(1 777 962)
Surplus(shortfall) - Excluding Non-Current Creditors Trf to Debt Relief Benefits		(1 349 027)	89 286	337 795	(30 815)	(241 212)	(241 212)	(868 125)	1 458 175	1 636 557	1 819 001
Creditors transferred to Debt Relief - Non-Current portion		–	–	–	–	–	–	–	–	–	–
Surplus(shortfall) - Including Non-Current Creditors Trf to Debt Relief Benefits		(1 349 027)	89 286	337 795	(30 815)	(241 212)	(241 212)	(868 125)	1 458 175	1 636 557	1 819 001

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	816 664	627 017	1 163 975	1 121 632	1 125 577	1 125 577	29 802	3 288 763	3 490 463	3 682 802
Creditors due	1 293 730	631 020	900 690	1 191 824	1 266 824	1 266 824	347 653	1 904 052	1 904 052	1 904 052
Total	(477 066)	(4 003)	263 285	(70 192)	(141 247)	(141 247)	(317 851)	1 384 711	1 586 411	1 778 750

Debtors collection assumptions

Balance outstanding - debtors	1 969 742	2 282 600	2 510 802	2 579 026	2 511 822	2 511 822	85 334	2 955 126	3 143 366	3 350 120
Estimate of debtors collection rate	41,5%	27,5%	46,4%	43,5%	44,8%	44,8%	34,9%	111,3%	111,0%	109,9%

Long term investments committed

-	–	–	–	–	–	–	–	–	–	–
Capital Replacement	–	–	–	–	–	–	–	–	–	–
Self-Insurance	–	–	–	–	–	–	–	–	–	–
Coid	–	–	–	–	–	–	–	–	–	–
	–	–	–	–	–	–	–	–	–	–

Reserves to be backed by cash/investments

Housing Development Fund	–	–	–	–	–	–	–	–	–	–
Capital replacement	39 369	51 500	51 500	51 500	51 500	51 500	–	51 500	51 500	51 500
Self-insurance	13 684	12 151	12 151	12 151	12 151	12 151	–	12 151	12 151	12 151
Compensation for Occupational Injuries and Diseases			11 013	11 153	11 153	11 153	11 153	11 153	–	11 153
Employee Benefit reserve			–	–	–	–	–	–	–	–
Non-current Provisions reserve			–	–	–	–	–	–	–	–
Valuation reserve			–	–	–	–	–	–	–	–
Investment in associate account			–	–	–	–	–	–	–	–
Capitalisation			–	–	–	–	–	–	–	–
6	53 053	63 651	74 664	74 804	74 804	74 804	11 153	74 804	63 651	74 804

Note:

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

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand										
CAPITAL EXPENDITURE										
Total New Assets	1	50 768	57 324	249 901	117 237	101 130	101 130	85 974	62 869	97 482
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		22 708	15 982	3 958	25 217	26 087	26 087	24 366	17 072	15 038
Water Supply Infrastructure		1 076	-	218 358	46 541	29 391	29 391	12 304	6 676	28 579
Sanitation Infrastructure		12 397	4 676	8 696	16 957	26 522	26 522	31 304	11 121	17 391
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		36 181	20 659	231 012	88 715	82 000	82 000	67 974	34 869	61 008
Community Facilities		-	-	-	3 043	3 478	3 478	6 522	3 043	5 430
Sport and Recreation Facilities		-	-	2 014	-	-	-	-	-	-
Community Assets		-	-	2 014	3 043	3 478	3 478	6 522	3 043	5 430
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		3 296	11 313	4 157	4 783	4 783	4 783	3 217	4 522	5 826
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		3 296	11 313	4 157	4 783	4 783	4 783	3 217	4 522	5 826
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	17 073	-	-	-	-	-	-	-
Intangible Assets		-	17 073	-	-	-	-	-	-	-
Computer Equipment		2 943	1 059	2 135	7 652	3 913	3 913	1 304	3 913	4 348
Furniture and Office Equipment		984	339	22	870	870	870	870	1 739	1 739
Machinery and Equipment		-	-	38	-	-	-	-	-	-
Transport Assets		7 364	6 881	10 522	12 174	6 087	6 087	6 087	14 783	19 130
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	43 168	93 809	279 719	489 498	506 066	506 066	523 348	444 155	208 379
Roads Infrastructure		22 461	25 491	15 689	-	-	-	8 696	13 043	10 222
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		4 000	6 173	30 042	435	435	435	870	1 739	-
Water Supply Infrastructure		8 569	62 145	218 749	452 589	469 739	469 739	492 044	418 502	192 727
Sanitation Infrastructure		8 138	-	11 535	25 217	25 257	25 257	8 696	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		43 168	93 809	276 015	478 241	495 431	495 431	510 305	433 285	202 949
Community Facilities		-	-	-	9					

Total Upgrading of Existing Assets	6	32 080	25 304	31 953	20 597	25 585	25 585	21 576	20 648	23 347
Roads Infrastructure		12 931	19 717	21 055	10 870	18 188	18 188	9 445	13 652	17 696
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		10 153	5 199	-	4 348	4 348	4 348	-	-	-
Water Supply Infrastructure		(0)	388	7 610	435	435	435	-	4 387	3 042
Sanitation Infrastructure		-	-	-	-	-	-	8 696	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		23 085	25 304	28 664	15 652	22 971	22 971	18 141	18 039	20 738
Community Facilities		8 996	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		8 996	-	-	-	-	-	-	-	-
Heritage Assets		-	-	246	1 409	568	568	1 696	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	3 043	3 536	2 046	2 046	1 739	2 609	2 609
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	3 043	3 536	2 046	2 046	1 739	2 609	2 609
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	126 016	176 438	561 573	627 331	632 781	632 781	630 898	527 672	329 208
Roads Infrastructure		35 392	45 208	36 744	10 870	18 188	18 188	18 141	26 696	27 918
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		36 862	27 354	34 000	30 000	30 870	30 870	25 236	18 811	15 038
Water Supply Infrastructure		9 645	62 534	444 716	499 565	499 565	499 565	504 348	429 565	224 348
Sanitation Infrastructure		20 535	4 676	20 231	42 174	51 778	51 778	48 696	11 121	17 391
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		102 434	139 772	535 691	582 609	600 402	600 402	596 420	486 193	284 696
Community Facilities		8 996	-	-	12 561	12 995	12 995	10 870	13 913	5 430
Sport and Recreation Facilities		-	-	5 718	1 739	1 119	1 119	8 696	-	5 430
Community Assets		8 996	-	5 718	14 300	14 114	14 114	19 565	13 913	10 860
Heritage Assets		-	-	246	1 409	568	568	1 696	-	-
Revenue Generating		3 296	11 313	4 157	4 783	4 783	4 783	3 217	4 522	5 826
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		3 296	11 313	4 157	4 783	4 783	4 783	3 217	4 522	5 826
Operational Buildings		-	-	3 043	3 536	2 046	2 046	1 739	2 609	2 609
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	3 043	3 536	2 046	2 046	1 739	2 609	2 609
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	17 073	-	-	-	-	-	-	-
Intangible Assets		-	17 073	-	-	-	-	-	-	-
Computer Equipment		2 943	1 059	2 135	7 652	3 913	3 913	1 304	3 913	4 348
Furniture and Office Equipment		984	339	22	870	870	870	870	1 739	1 739
Machinery and Equipment		-	-	38	-	-	-	-	-	-
Transport Assets		7 364	6 881	10 522	12 174	6 087	6 087	6 087	14 783	19 130
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		126 016	176 438	561 573	627 331	632 781	632 781	630 898	527 672	329 208

ASSET REGISTER SUMMARY - PPE (WDV)	5	2 265 500	2 368 294	2 201 866	2 737 499	2 742 949	2 742 949	2 627 447	2 431 786	2 134 758
Roads Infrastructure		354 611	385 394	541 676	254 446	261 765	261 765	423 000	408 564	385 877
Storm water Infrastructure		211 374	206 636	68 950	198 686	198 686	198 686	62 950	56 680	50 160
Electrical Infrastructure		337 712	357 888	438 403	374 388	375 257	375 257	455 638	440 774	428 097
Water Supply Infrastructure		280 179	335 896	364 550	821 462	821 462	821 462	859 898	775 756	560 757
Sanitation Infrastructure		456 096	448 483	235 854	483 157	492 761	492 761	284 549	246 975	253 245
Solid Waste Infrastructure		19 181	26 998	16 741	2 389	2 389	2 389	941	(15 570)	(32 741)
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		1 659 154	1 761 295	1 666 175	2 134 527	2 152 320	2 152 320	2 086 977	1 913 179	1 645 395
Community Assets		221 129	208 460	122 219	209 915	209 109	209 109	132 523	116 246	101 238
Heritage Assets		12 071	12 071	12 071	13 480	12 639	12 639	13 767	12 071	12 071
Investment properties		212 356	201 266	200 308	205 599	205 599	205 599	203 225	206 390	207 368
Other Assets		-	-	110 997	-	-	-	110 997	110 997	110 997
Biological or Cultivated Assets										
Intangible Assets		17 714	46 592	41 117	38 642	38 642	38 642	35 117	28 847	22 326
Computer Equipment		7 397	5 435	5 748	7 868	4 998	4 998	4 352	4 139	1 640
Furniture and Office Equipment		3 099	1 777	1 796	647	647	647	1 166	468	(1 162)
Machinery and Equipment		3 967	3 102	2 236	(148)	(148)	(148)	1 036	(218)	(1 522)
Transport Assets		32 716	32 637	39 200	31 311	23 485	23 485	38 287	39 667	36 408
Land		95 898	95 658	-	95 658	95 658	95 658	-	-	-
Zoo's, Marine and Non-biological Animals										
Living Resources										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	2 265 500	2 368 294	2 201 866	2 737 499	2 742 949	2 742 949	2 627 447	2 431 786	2 134 758
EXPENDITURE OTHER ITEMS		384 400	408 685	510 671	463 945	508 618	508 618	500 501	523 577	547 418
<u>Depreciation</u>	7	71 830	76 760	99 985	90 200	90 200	90 200	90 500	94 608	98 565
<u>Repairs and Maintenance by Asset Class</u>	3	312 569	331 925	410 686	373 745	418 418	418 418	410 001	428 970	448 852
Roads Infrastructure		55 439	71 854	80 076	74 566	99 575	99 575	82 216	85 596	89 113
Storm water Infrastructure		5 457	7 340	5 224	3 200	3 200	3 200	3 200	3 328	3 461
Electrical Infrastructure		63 100	65 143	148 936	89 489	96 193	96 193	95 700	100 451	105 405
Water Supply Infrastructure		70 657	60 170	56 957	60 459	61 108	61 108	68 561	72 630	76 942
Sanitation Infrastructure		41 842	45 814	46 114	53 233	64 040	64 040	65 183	68 141	70 914
Solid Waste Infrastructure		19 737	17 321	15 836	23 345	23 549	23 549	23 505	24 562	25 548
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		256 231	267 642	353 142	304 291	347 664	347 664	338 365	354 709	371 383
Community Facilities		505	4 153	2 830	2 840	2 644	2 644	2 150	2 521	2 622
Sport and Recreation Facilities		446	1 053	1 001	650	750	750	1 050	370	385
Community Assets		951	5 206	3 831	3 490	3 394	3 394	3 200	2 891	3 008
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		8 614	9 491	9 420	11 014	11 301	11 301	12 720	13 249	13 801
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		8 614	9 491	9 420	11 014	11 301	11 301	12 720	13 249	13 801
Operational Buildings		13 115	15 379	14 234	14 942	19 882	19 882	12 672	13 237	13 778
Housing		-	-	-	-	-	-	-	-	-
Other Assets		13 115	15 379	14 234	14 942	19 882	19 882	12 672	13 237	13 778
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		963	778	930	1 326	1 777	1 777	1 328	1 387	1 443
Machinery and Equipment		27 357	28 485	25 706	28 125	26 062	26 062	31 007	32 287	33 756
Transport Assets		5 338	4 943	3 423	10 557	8 338	8 338	10 710	11 209	11 684
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		384 400	408 685	510 671	463 945	508 618	508 618	500 501	523 577	547 418
Renewal and upgrading of Existing Assets as % of total capex		59,7%	67,5%	55,5%	81,3%	84,0%	84,0%	86,4%	88,1%	70,4%
Renewal and upgrading of Existing Assets as % of deprecn		104,8%	155,2%	311,7%	565,5%	589,4%	589,4%	602,1%	491,3%	235,1%
R&M as a % of PPE & Investment Property		14,0%	14,4%	19,1%	13,9%	15,5%	15,5%	15,9%	17,9%	21,4%
Renewal and upgrading and R&M as a % of PPE and Investment Property		17,3%	19,5%	33,6%	32,9%	35,3%	35,3%	37,0%	37,4%	32,4%

References

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

NC091 Sol Plaatje - Table A10 Basic service delivery measurement

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Household service targets	1									
Water:										
Piped water inside dwelling		45 497	45 497	4 597	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	21 283	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
Total number of households	5	68 315	68 315	27 415	68 315	68 315	68 315	68 315	68 315	68 315
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		59 366	59 366	59 366	59 366	59 366	59 366	59 366	59 366	59 366
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		407	407	407	407	407	407	407	407	407
Pit toilet (ventilated)		2 530	2 530	2 530	2 530	2 530	2 530	2 530	2 530	2 530
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<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
Total number of households	5	68 315	68 315	68 315	68 315	68 315	68 315	68 315	68 315	68 315
Energy:										
Electricity (at least min.service level)		8 511	6 448	3 361	2 520	2 520	2 520	2 520	2 520	2 520
Electricity - prepaid (min.service level)		54 114	56 177	59 264	60 103	60 103	60 103	60 103	60 103	60 103
<i>Minimum Service Level and Above sub-total</i>		62 625	62 625	62 625	62 625	62 625	62 625	62 625	62 625	62 625
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
Total number of households	5	68 314	68 314	68 314	68 312	68 312	68 312	68 312	68 312	68 312
Refuse:										
Removed at least once a week		56 740	56 740	56 740	56 740	56 740	56 740	56 740	56 740	56 740
<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
Total number of households	5	68 314	68 314	68 314	68 314	68 314	68 314	68 314	68 314	68 314
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		12 033	11 633	7 390	11 800	11 800	11 800	11 800	11 800	11 800
Sanitation (free minimum level service)		12 033	11 633	7 390	11 800	11 800	11 800	11 800	11 800	11 800
Electricity/other energy (50kwh per household per month)		12 033	11 633	7 390	11 800	11 800	11 800	11 800	11 800	11 800
Refuse (removed at least once a week)		12 033	11 633	7 390	11 800	11 800	11 800	11 800	11 800	11 800
Informal Settlements		0	-	-	0	0	0	0	0	0
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres per indigent household per month)		4 392	4 933	3 272	8 000	8 000	8 000	8 000	8 320	8 694
Sanitation (free sanitation service to indigent households)		21 232	22 422	15 807	25 500	25 500	25 500	27 000	28 080	29 344
Electricity/other energy (50kwh per indigent household per month)		6 569	9 967	11 498	13 000	13 000	13 000	10 980	15 400	16 940
Refuse (removed once a week for indigent households)		14 442	15 212	10 140	17 000	17 000	17 000	10 000	12 680	13 387
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		7 016	-	-	10 340	10 340	10 340	11 117	11 117	11 117
Total cost of FBS provided	8	53 652	52 535	40 718	73 840	73 840	73 840	67 097	75 597	79 482
Highest level of free service provided per household										
Property rates (R value threshold)		15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000
Water (kilolitres per household per month)		6	6	6	6	6	6	6	6	6
Sanitation (kilolitres per household per month)		189	198	213	222	222	222	235	248	248
Electricity (kwh per household per month)		50	50	50	50	50	50	50	50	50
Refuse (average litres per week)		21	21	21	21	21	21	21	21	21
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		33 542	32 022	33 753	36 400	36 400	36 400	39 494	40 798	42 103
Water (in excess of 6 kilolitres per indigent household per month)		18 484	15 462	20 196	20 000	20 000	20 000	10 000	10 400	10 868
Sanitation (in excess of free sanitation service to indigent households)		2 955	2 920	3 208	3 500	3 500	3 500	4 000	4 160	4 347
Electricity/other energy (in excess of 50 kwh per indigent household per month)		31 244	33 958	33 811	41 000	41 000	41 000	10 499	46 200	50 820
Refuse (in excess of one removal a week for indigent households)		3 442	4 236	3 710	4 800	4 800	4 800	5 000	5 200	5 408
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of subsidised services provided	6	89 667	88 597	94 678	105 700	105 700	105 700	68 993	106 758	113 546

References

1. Include services provided by another entity; e.g. Eskom
2. Stand distance <= 200m from dwelling
3. Stand distance > 200m from dwelling
4. Borehole, spring, rain-water tank etc.
5. Must agree to total number of households in municipal area (informal settlements receiving services must be included)
6. Include value of subsidy provided by municipality above provincial subsidy level
7. Show number of households receiving at least these levels of services completely free (informal settlements must be included)
8. Must reflect the cost to the municipality of providing the Free Basic Service
9. Reflect the cost of free or subsidised services in excess to the National policy that are not funded from the Free Basic Services component of the Equitable Share

2027/28 Budget - Supporting Table D-1: Supporting Detail to Budgeted Financial Performance									
Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure	
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27
R thousand									
REVENUE ITEMS:									
Exchange revenue									
Service charges - Electricity	6								
Appliance Maintenance									
Availability Charges		22 804	18 466	14 778	24 000	24 000	24 000	10 442	20 900
Connection/Reconnection		15	754	411	10	270	270	1 030	1 942
Electricity Distribution Revenue for Services		111 632	121 613	130 176	150 000	150 000	150 000	98 364	179 300
Electricity Sales		658 338	789 183	842 385	1 098 913	1 098 913	1 098 913	609 047	1 202 205
Joint Pole Usage									
Meter Compliance Testing									
Meter Reading Fees									
Notice Revenues									
Temporary Service Plant									
Total Service charges - Electricity		792 788	930 017	987 750	1 272 923	1 273 183	1 273 183	718 882	1 402 415
Less Revenue Foregone (in excess of 50 kwh per indigent household per month)		(31 244)	(33 958)	(33 811)	(41 000)	(41 000)	(41 000)	(6 481)	(46 200)
Less Cost of Free Basis Services (50 kwh per indigent household per month)		(6 569)	(9 967)	(11 498)	(13 000)	(13 000)	(13 000)	(6 777)	(15 400)
Net Service charges - Electricity		754 974	886 092	942 441	1 218 923	1 219 183	1 219 183	705 624	1 340 815
Service charges - Water	6								
Agricultural and Rural Water Service									
Availability Charges									
Connection/Disconnection		239	224	283	-	404	404	300	314
Industrial Water									
Meter Reading Fees									
Sale		294 236	296 265	336 126	390 722	390 722	390 722	235 674	440 816
Urban Higher Level Service									
Total Service charges - Water		294 475	296 489	336 409	390 722	391 126	391 126	235 974	441 129
Less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)		(18 484)	(15 462)	(20 196)	(20 000)	(20 000)	(20 000)	(5 635)	(10 400)
Less Cost of Free Basis Services (6 kilolitres per indigent household per month)		(4 392)	(4 933)	(3 272)	(8 000)	(8 000)	(8 000)	(2 218)	(8 320)
Net Service charges - Water		271 599	276 094	312 941	362 722	363 126	363 126	228 121	422 409
Service charges - Waste Water Management	6								
Agricultural and Rural									
Availability Charges									
Connection/Reconnection		-	45	107	-	43	43	47	-
Higher Level Service									
Industrial Effluent									
Industrial Waste Water		-	-	-	-	-	-	-	-
Pump/Removal of Waste Water		4 390	5 362	7 298	7 600	7 600	7 600	5 034	8 216
Sanitation Charges		109 000	113 730	122 171	127 674	127 674	127 674	83 197	138 355
Treatment of Effluent									
Total Service charges - Waste Water Management		113 391	119 136	129 575	135 274	135 317	135 317	88 277	146 571
Less Revenue Foregone (in excess of free sanitation service to indigent households)		(2 955)	(2 920)	(3 208)	(3 500)	(3 500)	(3 500)	-	(4 160)
Less Cost of Free Basis Services (free sanitation service to indigent households)		(21 232)	(22 422)	(15 807)	(25 500)	(25 500)	(25 500)	(10 012)	(28 080)
Net Service charges - Waste Water Management		89 203	93 794	110 559	106 274	106 317	106 317	78 265	114 331
Service charges - Waste Management	6								
Availability Charges									
Carrier Bags									
Disposal Facilities									
Refuse Bags									
Refuse Removal		84 774	94 562	96 997	95 393	99 607	99 607	66 651	108 342
Skip									
Waste Bins		1	-	-	-	-	-	-	-
Total refuse removal revenue		84 775	9						

[illegible]

Future Framework
Budget Year +2 2028/29
22 990
10
197 230
1 322 425
1 542 655
(50 820)
(16 940)
1 474 895
326
454 925
455 251
(10 868)
(8 694)
435 689
-
-
8 586
143 890
152 475
(4 347)
(29 344)
118 784
112 675
-
112 675
(5 408)
(13 387)
93 880
2 043
1 032
5 651
2 044
3 260
5
-

2 369
130
924
1
1
-
21
126
2 837
20 447
-
-
-
-
-
-
48 370
19 469
26 083
81 619
175 541
25 000
25 000
-
-

-
16 459
266
16 725
-
21 287

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									1 208 285								1 208 285
Service charges - Water									409 032								409 032
Service charges - Waste Water Management									109 297								109 297
Service charges - Waste Management						88 676											88 676
Sale of Goods and Rendering of Services					1 934	8 117		8 761	1								18 813
Agency services																	-
Interest																	-
Interest earned from Receivables			23 000			18 000			120 100								161 100
Interest earned from Current and Non Current Assets			25 000														25 000
Dividends																	-
Rent on Land																	-
Rental from Fixed Assets						35		210	34 400								34 645
Licence and permits						750											750
Special rating levies																	-
Construction Contract Revenue																	-
Development Charges																	-
Operational Revenue			800			320	982	800	901								3 803
Non-Exchange Revenue																	
Property rates							778 948										778 948
Surcharges and Taxes																	-
Fines, penalties and forfeits						13 890	23 000	-									36 890
Licences or permits						9 100	-										9 100
Transfer and subsidies - Operational			259 473	3 259	5 000	17 000	2 000	-	46 000								332 732
Interest			120 000			1 000	-		2 500								123 500
Fuel Levy																	-
Operational Revenue						2 100			8 950								11 050
Gains on disposal of Fixed and Intangible Assets																	-
Other Gains																	-
Discontinued Operations																	-
Total Revenue (excluding capital transfers and contribution)		-	428 273	3 259	6 934	158 989	804 930	9 771	1 939 466	-	-	-	-	-	-	-	3 351 621
Expenditure																	
Employee related costs		20 297	87 700	26 905	47 339	356 091	160 314	62 286	342 246								1 103 177
Remuneration of councillors		41 064															41 064
Bulk purchases - electricity									1 087 700								1 087 700
Inventory consumed		156	24 039	230	1 563	33 820	2 298	7 661	249 661								319 428
Debt impairment			226 188			23 352	-	-	175 608								425 149
Depreciation, amortisation and impairment			57 700	-		1 300	-	-	31 500								90 500
Interest, Dividends and Rent on Land			122						13 613								13 735
Contracted services		30	8 520	2 850	1 800	475	1 410	735	21 045								36 865
Transfers and subsidies		-	-			-			-								-
Irrecoverable debts written off			-			-			-								-
Operational costs		4 419	47 326	1 621	3 094	13 421	20 397	1 780	76 809								168 868
Disposal of Fixed and Intangible Assets			-	-		-	-	-	-								-
Other Losses			-						58 000								58 000
Total Expenditure		65 966	451 595	31 606	53 796	428 459	184 419	72 462	2 056 182	-	-	-	-	-	-	-	3 344 486
Surplus/(Deficit)		(65 966)	(23 322)	(28 348)	(46 862)	(269 471)	620 510	(62 691)	(116 716)	-	-	-	-	-	-	-	7 135
Transfers and subsidies - capital (monetary allocations)			696 383	-				-	-								696 383
Transfers and subsidies - capital (in-kind)			-														-
Surplus/(Deficit) after capital transfers & contributions		(65 966)	673 062	(28 348)	(46 862)	(269 471)	620 510	(62 691)	(116 716)	-	-	-	-	-	-	-	703 519

References

1. Departmental columns to be based on municipal organisation structure

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

R thousand	Description	Re	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework			
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
ASSETS												
Current Assets												
Cash and Cash Equivalents												
	Call Deposits and Investments		-	-	-	-	-	-	-	-	-	-
	Cash at Bank		109 525	113 715	163 897	146 563	6 403	6 403	346 515	74 241	50 922	41 028
	Cash on Hand		12	12	12	12	12	12	-	12	12	12
Total Cash and Cash Equivalents			109 536	113 726	163 909	146 574	6 414	6 414	346 515	74 253	50 934	41 040
Short term Investments												
	Deposit Taking Institutions											
Trade and other receivables from exchange transactions												
	Electricity		336 991	365 225	371 562	398 258	380 297	380 297	(5 798)	400 746	429 414	467 218
	Waste Management		203 539	236 197	268 192	277 507	279 409	279 409	35 305	333 033	340 802	349 049
	Waste Water Management		257 881	302 573	372 612	368 653	370 242	370 242	44 813	437 692	467 112	477 467
	Water		629 848	844 161	1 038 770	1 060 185	1 048 532	1 048 532	131 500	1 242 679	1 313 440	1 387 444
	Other trade receivables from exchange transactions		921 205	1 020 583	1 222 349	1 086 338	1 089 792	1 089 792	63 652	1 231 511	1 174 312	1 115 985
	VAT Receivable Input Tax Accrual											
Gross: Trade and other receivables from exchange transactions			2 546 464	2 768 738	3 294 275	3 191 141	3 168 271	3 168 271	269 471	3 645 781	3 715 081	3 797 153
Less: Impairment for debt												
	Impairment for Electricity		-	-	-	-	-	-	-	-	-	-
	Impairment for Waste Management		-	-	-	-	-	-	-	-	-	-
	Impairment for Waste Water Management		-	-	-	-	-	-	-	-	-	-
	Impairment for Water		-	-	-	-	-	-	-	-	-	-
	Impairment for other trade receivables from exchange transactions		(1 453 456)	(1 346 213)	(1 776 707)	(1 672 720)	(1 672 720)	(1 672 720)	(251 300)	(1 851 783)	(1 851 783)	(1 851 783)
Total Less: Impairment for debt			(1 453 456)	(1 346 213)	(1 776 707)	(1 672 720)	(1 672 720)	(1 672 720)	(251 300)	(1 851 783)	(1 851 783)	(1 851 783)
Total net Trade and other receivables from Exchange Transactions			1 093 008	1 422 525	1 517 568	1 518 421	1 495 551	1 495 551	18 171	1 793 998	1 863 298	1 945 370
Receivables from non-exchange transactions												
Property rates												
	Agricultural Properties		10 202	11 417	12 595	12 364	12 364	12 364	1 409	14 305	14 758	15 215
	Business and Commercial Properties		135 658	158 550	186 616	92 527	66 027	66 027	(6 746)	96 474	8 148	(82 934)
	Industrial Properties		16 889	19 790	21 726	26 680	26 680	26 680	137	26 745	31 789	36 904
	Mining Properties		-	-	-	-	-	-	-	-	-	-
	Public Benefit Organisations		114	114	38	38	38	38	-	38	38	38
	Public Service Infrastructure Properties		-	-	-	-	-	-	-	-	-	-
	Public Service Purposes Properties		321 311	269 821	291 184	321 753	321 753	321 753	24 591	335 304	355 479	376 299
	Residential Properties		342 019	345 973	412 745	551 589	536 330	536 330	41 687	622 626	797 810	979 603
	Residential Sectional Title Garages											
	Sports Clubs and Fields		8 575	10 928	13 406	14 020	14 020	14 020	853	15 398	16 575	17 789
	Vacant Land											
	Property Rates General											
Gross: Property rates			834 769	816 592	938 310	1 018 978	977 211	977 211	61 931	1 110 981	1 224 672	1 343 004
Less: Impairment of Property rates			-	-	-	-	-	-	-	-	-	-
Net Property rates			834 769	816 592	938 310	1 018 978	977 211	977 211	61 931	1 110 981	1 224 672	1 343 004
	Other receivables from non-exchange transactions		63 145	62 455	71 303	60 606	58 032	58 032	5 232	66 525	71 775	78 125
	Less: Impairment for other receivables from non-exchange transactions		(21 181)	(18 972)	(16 379)	(18 972)	(18 972)	(18 972)	-	(16 379)	(16 379)	(16 379)
Net other receivables from non-exchange transactions			41 965	43 483	54 924	41 634	39 060	39 060	5 232	50 147	55 396	61 747
Total net Receivables from non-exchange transactions			876 734	860 075	993 234	1 060 605	1 016 271	1 016 271	67 163	1 161 128	1 280 068	1 404 751
Current Portion of Non-current Receivables												
	Associates											
	Bursary Obligations											
	Car											
	Computer and Electronic Equipment											
	Employee Benefits		-	-	-	-	-	-	-	-	-	-
	Finance Lease Receivable		-	-	-	-	-	-	-	-	-	-
	Housing		-	-	-	-	-	-	-	-	-	-
	Housing Land Sales		-	-	-	-	-	-	-	-	-	-
	Housing Selling Schemes		-	-	-	-	-	-	-	-	-	-
	Intercompany/Parent-subsidiary Transactions		-	-	-	-	-	-	-	-	-	-
	Joint Ventures		-	-	-	-	-	-	-	-	-	-
	Operating Lease		-	-	-	-	-	-	-	-	-	-
	Public Organisation		-	-	-	-	-	-	-	-	-	-
	Sporting and Other Bodies		-	-	-	-	-	-	-	-	-	-
	Staff Loans/Recoveries		-	-	-	-	-	-	-	-	-	-
	Subsidiaries		-	-	-	-	-	-	-	-	-	-
Total Current Portion of Non-current Receivables			-	-	-	-	-	-	-	-	-	-
Inventory												
	Agricultural											
	Consumables		2 476	2 906	2 421	3 598	3 598	3 598	4 279	6 486	6 486	6 486
	Finished Goods		-	-	-	-	-	-	-	-	-	-
	Housing Stock		30 223	52 199	52 199	52 199	52 199	52 199	-	52 199	52 199	52 199
	Land		-	-	-	-	-	-	-	-	-	-
	Materials and Supplies		47 202	53 900	49 199	53 208	53 208	53 208	(5 073)	40 980	40 980	40 980
	Water		2 754	3 008	3 420	3 008	3 008	3 008	9 919	13 263	13 263	13 263
	Work-in-progress		-	-	-	-	-	-	-	-	-	-
Total Inventory			82 694	112 013	107 239	112 013	112 013	112 013	9 125	112 829	112 829	112 829
VAT Receivable												
	Input Tax Capital		870	870	-	7 546	7 546	7 546	771	771	771	771
	Input Tax General		139 208	143 216	172 789	152 553	152 553	152 553	51 532	206 386	206 386	206 386
	VAT Control (Receivable)		2 356	11 690	2 356	29 385	29 385	29 385	144 207	39 973	39 973	39 973
Total VAT Receivable			142 434	155 736	175 145	189 484	189 484	189 484	196 510	247 130	247 130	247 130
Other current assets												
	Construction Contracts and Receivables		-	-	-	-	-	-	-	-	-	-
	Control, Clearing and Interface Accounts		1	638	704	699	699	699	176	679	679	679
	Deposits		-	-	-	-	-	-	-	-	-	-
	Fair Value Adjustments		-	-	-	-	-	-	-	-	-	-
	Income Tax Receivable		-	-	-	-	-	-	-	-	-	-
	Operating Lease - Straight Lining		-	-	-	-	-	-	-	-	-	-
	Intercompany/Parent-subsidiary Transactions		1	638	704	699	699	699	176	679	679	679
Total Other current assets			-	-	-	-	-	-	-	-	-	-
Total Current Assets			2 304 408	2 664 713	2 957 797	3 027 796	2 820 433	2 820 433	637 660	3 390 117	3 555 037	3 751 888
Non-current Assets												
Investments												
	Bank Repurchase Agreements											
	Bankers Acceptance Certificate											
	Deposit Taking Institutions											
	Derivative Financial Assets											
	Guaranteed Endowment Policies (Sinking)											
	Interest Rate Swaps											
	Listed/Unlisted Bonds and Stocks											
	Municipal Bonds											
	National Government Securities											
	Negotiable Certificate of Deposits											
	Unamortised Debt Expense											
	Unamortised Preference Share Expense											
Total Investments			-	-	-	-	-	-	-	-	-	-
Investment Property												
	Investment Property at Cost / Fair Value		215 310	204 422	203 663	209 205	209 205	209 205	1 435	206 880	210 358	211 663
	Less: Accumulated Depreciation		(2 554)	(3 156)	(3 355)	(3 606)	(3 606)	(3 606)	-	(3 655)	(3 965)	(4 295)
	Less: Accumulated Impairment		-	-	-	-	-	-	-	-	-	-
Total Investment Property			212 356	201 266	200 308	205 599	205 599	205 599	1 435	203 225	206 390	207 368
Property, Plant and Equipment												
	Property, Plant and Equipment at Cost / Revaluation		2 991 234	3 110 948	3 003 885	3 608 693	3 614 984	3 614 984	357 068	3 610 546	3 507 710	3 307 942
	Leases recognised as Property, Plant and Equipment											
	Less: Accumulated Depreciation		(957 464)	(992 173)	(1 046 079)	(1 118 505)	(1 118 505)	(1 118 505)	-	(1 114 775)	(1 202 799)	(1 294 518)
	Less: Accumulated Impairment		(10 410)	(10 410)	(120 432)	(10 410)	(10 410)	(10 410)	-	(120 431)	(120 431)	(120 431)
Total Property, Plant and Equipment			2 023 360	2 108 364	1 837 374	2 479 778	2 486 069	2 486 069	357 068	2 375 339	2 184 479	1 892 993
Construction Work-in-progress												
	Acquisitions		-	-	516 688	393 561	393 561	393 561	-	604 202	1 235 101	1 764 946
	Opening Balance		-	-	-	-	-	-	-	516 688	516 688	516 688
	Prior period corrections		-	-	-	-	-	-	-	-	-	-
	Transfer to Heritage asset		-	-	-	-	-	-	-	-	-	-
	Transfer to Intangible Assets		-	-	-	-	-	-	-	-	-	-
	Transfer to Investment property		-	-	-	-	-	-	-	-	-	-

Transfer to PPE			-	-	-	-	-	-	-	-	-	-
Less: Accumulated Impairment			-	-	-	-	-	-	-	-	-	-
Total Construction Work-in-progress	2		-	-	516 688	393 561	393 561	393 561	-	1 120 890	1 751 788	2 281 634
Biological Assets												
Biological Assets at Cost / Fair Value												
Less: Accumulated Depreciation												
Less: Accumulated Impairment												
Total Biological Assets			-	-	-	-	-	-	-	-	-	-
Living resources												
Living resources at Cost / Revaluation												
Less: Accumulated Depreciation												
Less: Accumulated Impairment												
Total Living resources			-	-	-	-	-	-	-	-	-	-
Heritage Assets												
Heritage Assets at Cost / Revaluation			12 071	12 071	12 317	13 480	12 639	12 639	-	14 012	12 317	12 317
Less: Accumulated Impairment			-	-	(246)	-	-	-	-	(246)	(246)	(246)
Total Heritage Assets			12 071	12 071	12 071	13 480	12 639	12 639	-	13 767	12 071	12 071
Intangible Assets												
Intangible Assets at Cost / Revaluation			27 701	61 729	61 729	61 729	61 729	61 729	-	61 729	61 729	61 729
Less: Accumulated Amortisation			(9 988)	(15 137)	(20 613)	(23 087)	(23 087)	(23 087)	-	(26 613)	(32 883)	(39 404)
Less: Accumulated Impairment			-	-	-	-	-	-	-	-	-	-
Total Intangible Assets			17 714	46 592	41 117	38 642	38 642	38 642	-	35 117	28 847	22 326
Trade and other receivables from exchange transactions												
Electricity			-	-	-	-	-	-	-	-	-	-
Property Rental Debtors			-	-	-	-	-	-	-	-	-	-
Service Charges			-	-	-	-	-	-	-	-	-	-
Waste Management			-	-	-	-	-	-	-	-	-	-
Water			-	-	-	-	-	-	-	-	-	-
Total Trade and other Receivables from Exchange Transactions			-	-	-	-	-	-	-	-	-	-
Non-current Receivables from Non-exchange Transactions												
Associates												
Bursary Obligations												
Car												
Computer and Electronic Equipment												
Employee Benefits			-	-	-	-	-	-	-	-	-	-
Finance Lease Receivable												
Housing Land Sales												
Housing Loans												
Housing Selling Schemes												
Intercompany/Parent-subsidiary Transactions												
Joint Ventures												
Operating Lease												
Property Rates			-	-	-	-	-	-	-	-	-	-
Public Organisation												
Sporting and Other Bodies												
Staff Loans/Recoveries												
Subsidaries												
Total Non-current Receivables from Non-exchange Transactions			-	-	-	-	-	-	-	-	-	-
Other non-current assets												
Deferred Tax Assets												
Defined Benefit Asset												
Intercompany/Parent-subsidiary Transactions												
Investment in Associate												
Investment in Joint Venture												
Investment in Subsidiary												
Operating Lease Receivable			-	-	-	-	-	-	-	-	-	-
Deposits												
Total Other non-current assets			-	-	-	-	-	-	-	-	-	-
Total Non Current Assets			2 285 500	2 388 294	2 607 557	3 131 080	3 136 510	3 136 510	358 504	3 748 337	4 183 575	4 416 392
TOTAL ASSETS			4 589 998	5 033 007	5 565 354	6 158 856	5 956 943	5 956 943	996 163	7 138 454	7 738 612	8 188 289
Liabilities												
Current Liabilities												
Bank Overdraft												
ABSA												
First National Bank												
Nedbank												
Rand Merchant Bank												
Standard Bank			-	-	-	-	-	-	-	-	-	-
Unspecified			-	-	-	-	-	-	-	-	-	-
Total Bank Overdraft			-	-	-	-	-	-	-	-	-	-
Financial Liabilities												
Concessionary Loan												
Short-term Borrowings												
Current portion of Finance Lease Liabilities												
Current portion of Non-current Borrowings			-	-	-	(16 688)	(16 688)	(16 688)	-	(16 688)	(35 520)	(55 520)
Current portion of Operating Lease Liabilities												
Unamortised Premium on Long-term Debts												
Total Financial Liabilities			-	-	-	(16 688)	(16 688)	(16 688)	-	(16 688)	(35 520)	(55 520)
Consumer Deposits												
Building Plans			293	359	451	437	437	437	27	479	479	479
Buying Card			-	-	-	-	-	-	-	-	-	-
Electricity			45 471	48 325	49 971	49 503	49 503	49 503	1 197	51 168	51 168	51 168
Hiring of Decorative Items			-	-	-	-	-	-	-	-	-	-
Library Books			-	-	-	-	-	-	-	-	-	-
Posters			-	-	-	-	-	-	-	-	-	-
Refuse			-	-	-	-	-	-	-	-	-	-
Rental Properties			12	15	23	22	22	22	2	26	26	26
Sewer			-	-	-	-	-	-	-	-	-	-
Street Closure			-	-	-	-	-	-	-	-	-	-
Valuation Appeal			-	-	-	-	-	-	-	-	-	-
Water			-	-	-	-	-	-	-	-	-	-
Weylview			-	-	-	-	-	-	-	-	-	-
Total Consumer Deposits			45 776	48 699	50 445	49 962	49 962	49 962	1 226	51 673	51 673	51 673
Trade and Other Payable Exchange Transactions												
Accrued Interest			(2 401)	(2 121)	(1 207)	-	-	-	1 207	-	-	-
Advance Payments			(69 229)	47 659	53 436	45 067	45 067	45 067	(11 418)	42 018	42 018	42 018
Affiliates, Related Parties and Associated Companies												
Agency Fees Payable						-	-	-	-	-	-	-
Auditor-General of South Africa			(996 172)	(971 797)	32	-	-	-	(32)	-	-	-
Bonus						-	-	-	-	-	-	-
Compensation Commission (CCO)						-	-	-	-	-	-	-
Control, Clearing and Interface Accounts			12 906	26 313	31 999	509	509	509	109 801	360 334	360 334	360 334
Deferred Revenue												
Dividends Declared												
Electricity Bulk Purchase			919 037	245 643	429 414	851 638	926 638	926 638	85 448	1 085 359	1 085 359	1 085 359
Fair Value Adjustment												
Intercompany/Parent-subsidiary Transactions												
Leave Accrual			67 271	59 641	64 395	59 641	59 641	59 641	-	64 395	64 395	64 395
Long Service Award			-	-	-	-	-	-	-	-	-	-
Municipal Debt Relief												
Overtime												
Payables and Accruals			1 203 524	1 110 800	121 026	58 829	58 829	58 829	5 649	813	813	813
PAYE Deductions						-	-	-	-	-	-	-
Pension and Retirement Contributions						-	-	-	-	-	-	-
Retentions			16 276	14 415	50 186	32 019	32 019	32 019	19 866	67 632	67 632	67 632
Standby			-	-	-	-	-	-	-	-	-	-
Tender documentation												
Unallocated Deposits			15 951	21 811	22 536	18 379	18 379	18 379	55 851	73 206	73 206	73 206
Water Inventory Bulk Purchases			126 567	78 654	128 873	125 741	125 741	125 741	81 283	210 297	210 297	210 297
VAT Payables Output Tax Accrual												
VAT Payables Output Tax Provision for Doubtful Debt Impairment												
Total Trade and Other Payable Exchange Transactions	2.5		1 293 730	631 020	980 690	1 191 624	1 266 624	1 266 624	347 653	1 904 052	1 904 052	1 904 052
Trade and Other Payable Non-exchange Transactions												
Transfers and Subsidies Payable												
Capital												

Operational	-	-	-	-	-	-	-	-	-	-
Total Transfers and Subsidies Payable	-	-	-	-	-	-	-	-	-	-
Transfers and Subsidies Unspent	-	-	-	-	-	-	-	-	-	-
Capital	5 589	2 746	535	99 314	99 314	99 314	305 093	-	-	-
Operational	1 644	1 311	207	7 095	7 095	7 095	24 879	-	-	-
Total Transfers and Subsidies Unspent	7 233	4 057	742	106 409	106 409	106 409	329 971	-	-	-
VAT Payables Output Tax Accrual	-	-	-	-	-	-	-	-	-	-
VAT Payables Output Tax Provision for Doubtful Debt Impairment	-	-	-	-	-	-	-	-	-	-
Total Trade and Other Payable Non-exchange Transactions	7 233	4 057	742	106 409	106 409	106 409	329 971	-	-	-
Provision										
Alien Vegetation	-	-	-	-	-	-	-	-	-	-
Bonus	-	-	-	-	-	-	-	-	-	-
Decommissioning, Restoration and Similar Liabilities	-	-	-	-	-	-	-	-	-	-
Ex-gratia Pension	-	788	788	788	788	788	-	788	788	788
Insurance Claims	-	-	-	-	-	-	-	-	-	-
Leave	-	-	-	-	-	-	-	-	-	-
Litigation	-	-	-	-	-	-	-	-	-	-
Pension Fund Investment Return Shortfall	-	-	-	-	-	-	-	-	-	-
Staff Party	-	-	-	-	-	-	-	-	-	-
Impairment	-	-	-	-	-	-	-	-	-	-
Total Provision	-	788	788	788	788	788	-	788	788	788
VAT Payable										
VAT Payable: Output Tax	111 227	234 236	144 839	336 936	337 031	337 031	43 251	213 054	245 097	279 421
VAT Payable: VAT Control	-	-	106 590	-	-	-	0	-	-	-
Total VAT Payable	111 227	234 236	251 429	336 936	337 031	337 031	43 251	213 054	245 097	279 421
Other current liabilities										
Employee Benefits										
Post-employment Benefits	-	-	-	-	-	-	-	-	-	-
Other Long-Term Benefits	-	-	-	-	-	-	-	-	-	-
Termination Benefits	-	-	-	-	-	-	-	-	-	-
Total Employee Benefits	-	-	-	-	-	-	-	-	-	-
Deferred Tax Liabilities	-	-	-	-	-	-	-	-	-	-
Income Tax Payable	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent-subsidary Transactions	-	-	-	-	-	-	-	-	-	-
Total Other current liabilities	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1 457 966	918 801	1 204 094	1 669 231	1 744 326	1 744 326	722 101	2 152 879	2 166 090	2 190 413
Non-current Liabilities										
Financial Liabilities										
Borrowings										
Annuity and Bullet Loans	159 430	146 120	131 323	139 019	139 019	139 019	(8 037)	123 287	123 287	123 287
Bankers Acceptance Certificate	-	-	-	-	-	-	-	-	-	-
Concessionary Loan	-	661 955	710 376	-	-	-	-	-	-	-
Derivative Financial Liability	-	-	-	-	-	-	-	-	-	-
Finance Lease Liability	-	-	-	-	-	-	-	-	-	-
Government Loans	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent-subsidary Transactions	-	-	-	-	-	-	-	-	-	-
Local Registered Stock	-	-	-	-	-	-	-	-	-	-
Marketable Bonds	-	-	-	-	-	-	-	-	-	-
Non-annuity Loans	-	-	-	-	-	-	-	-	-	-
Non-marketable Bonds	-	-	-	-	-	-	-	-	-	-
PPP Liabilities	-	-	-	-	-	-	-	-	-	-
Securities	-	-	-	-	-	-	-	-	-	-
Interest Rate Swaps	-	-	-	-	-	-	-	-	-	-
Total Borrowings	159 430	808 076	841 699	139 019	139 019	139 019	(8 037)	123 287	123 287	123 287
Operating Lease Liability	-	-	-	-	-	-	-	-	-	-
Total Financial Liabilities	159 430	808 076	841 699	139 019	139 019	139 019	(8 037)	123 287	123 287	123 287
Provisions										
Alien Vegetation	-	-	-	-	-	-	-	-	-	-
Bonus	-	-	-	-	-	-	-	-	-	-
Decommissioning, Restoration and Similar Liabilities	-	-	-	-	-	-	-	-	-	-
Ex-gratia Pension	707	10 886	14 228	1 046	1 046	1 046	-	14 228	14 228	14 228
Impairment	-	(118)	(600)	(118)	(118)	(118)	-	(600)	(600)	(600)
Insurance Claims	-	-	-	-	-	-	-	-	-	-
Leave	-	-	-	-	-	-	-	-	-	-
Litigation	-	-	-	-	-	-	-	-	-	-
Pension Fund Investment Return Shortfall	-	-	-	-	-	-	-	-	-	-
Staff Party	-	-	-	-	-	-	-	-	-	-
Total Provisions	707	10 768	13 628	927	927	927	-	13 628	13 628	13 628
Long term Trade and other Payables										
Bulk Water	-	-	-	-	-	-	-	-	-	-
Electricity Bulk Purchase	-	-	-	-	-	-	-	-	-	-
Municipal Debt Relief	-	-	-	-	-	-	-	-	-	-
Payables and Accruals	-	-	-	-	-	-	-	-	-	-
Total Long term Trade and other Payables	-	-	-	-	-	-	-	-	-	-
Other non-current liabilities										
Employee Benefits										
Post-employment Benefits	-	-	-	-	-	-	-	-	-	-
Other Long-Term Benefits	-	-	-	-	-	-	-	-	-	-
Termination Benefits	-	-	-	-	-	-	-	-	-	-
Total Employee Benefits	-	-	-	-	-	-	-	-	-	-
Deferred Tax Liabilities	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent-subsidary Transactions	-	-	-	-	-	-	-	-	-	-
Total Other non-current liabilities	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	160 137	818 843	855 327	139 946	139 946	139 946	(8 037)	136 915	136 915	136 915
Total LIABILITIES	1 618 102	1 737 644	2 059 421	1 809 178	1 884 272	1 884 272	714 065	2 289 794	2 303 005	2 317 328
CHANGES IN NET ASSETS	2 951 806	3 295 363	3 565 933	4 348 678	4 072 679	4 072 679	282 089	4 848 660	5 435 607	5 850 961
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)										
Changes in Accounting Policy	-	-	-	-	-	-	-	-	-	-
Correction of Prior Period Error	(199 943)	1 716	(114 467)	(1 812)	(1 812)	(1 812)	-	-	-	-
Depreciation Offsets	-	-	-	-	-	-	-	-	-	-
Opening Balance	2 865 773	2 630 346	2 917 579	3 267 859	3 267 869	3 267 859	-	4 070 337	4 773 856	5 360 803
Transfers to/from operating revenue and expenditure	(61 545)	296 255	435 615	705 848	428 839	428 839	655 541	703 519	586 947	(38 423)
Transfers to/from Reserves	26 061	(10 738)	-	-	-	-	-	-	-	-
Total Accumulated Surplus/(Deficit)	2 630 346	2 917 579	3 238 727	3 971 894	3 694 886	3 694 886	655 541	4 773 856	5 360 803	5 322 380
Reserves and Funds										
Capital Replacement Reserve	39 369	51 500	51 500	51 500	51 500	51 500	-	51 500	51 500	51 500
Capitalisation Reserve	-	-	-	-	-	-	-	-	-	-
Compensation for Occupational Injuries and Diseases	11 013	11 153	11 153	11 153	11 153	11 153	-	11 153	11 153	11 153
Employee Benefit Reserve	-	-	-	-	-	-	-	-	-	-
Housing Development Fund	-	-	-	-	-	-	-	-	-	-
Investment in associate account	-	-	-	-	-	-	-	-	-	-
Non-current Provisions Reserve	-	-	-	-	-	-	-	-	-	-
Revaluation Reserve	-	-	-	-	-	-	-	-	-	-
Self Insurance Reserve	13 684	12 151	12 151	12 151	12 151	12 151	-	12 151	12 151	12 151
Valuation Reserve	-	-	-	-	-	-	-	-	-	-
Total Reserves and Funds	64 066	74 804	74 804	74 804	74 804	74 804	-	74 804	74 804	74 804
Other										
Equity										
Capital Contributed by Other Government Units	-	-	-	-	-	-	-	-	-	-
Ordinary Shares	-	-	-	-	-	-	-	-	-	-
Preference Shares	-	-	-	-	-	-	-	-	-	-
Share Premium	-	-	-	-	-	-	-	-	-	-
Total Equity	-	-	-	-	-	-	-	-	-	-
Non-controlling Interest										
Opening Balance	-	-	-	-	-	-	-	-	-	-
Movement during the year	-	-	-	-	-	-	-	-	-	-
Total Non-controlling Interest	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent-subsidary Transactions	-	-	-	-	-	-	-	-	-	-
Total Other	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2 694 412	2 992 383	3 313 551	4 046 696	3 769 690	3 769 690	655 541	4 848 660	5 435 607	5 397 184

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

Strategic Objective	MTDP Service Outcome	IUDF	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand												
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION	Marketing the municipality as premier destination for tourism and investment	A		391 975	409 171	572 864	382 964	396 474	396 474	428 273	442 396	453 619
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT				670 519	701 887	714 281	742 122	742 122	742 122	804 930	831 814	858 665
IMPROVED INSTITUTIONAL MANAGEMENT				5 432	5 391	9 022	8 415	8 415	8 415	10 193	9 781	12 361
IMPROVED SERVICE DELIVERY				1 348 107	1 801 388	1 694 951	2 090 684	2 071 019	2 071 019	2 098 455	2 273 827	2 443 796
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB				6 867	7 248	8 419	10 003	10 703	10 703	9 771	10 211	10 619
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	2 422 901	2 925 084	2 999 537	3 234 188	3 228 733	3 228 733	3 351 621	3 568 029	3 779 061

References

- 1. Total revenue must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)
- 2. Balance of allocations not directly linked to an IDP strategic objective

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

Strategic Objective	MTDP Service Outcome	IUDF	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29	
R thousand													
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION	Marketing the municipality as premier destination for tourism and investment	A		492 753	460 538	550 607	526 052	598 947	598 947	517 561	537 674	558 637	
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT				127 078	129 487	138 111	173 366	183 603	183 603	184 419	193 782	201 569	
IMPROVED INSTITUTIONAL MANAGEMENT				87 875	92 555	100 435	112 127	120 583	120 583	85 402	88 567	94 474	
IMPROVED SERVICE DELIVERY				1 803 678	2 014 158	2 262 659	2 324 871	2 502 907	2 502 907	2 484 641	2 652 565	2 764 178	
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB				55 936	58 911	54 053	76 090	78 020	78 020	72 462	75 706	78 743	
Allocations to other priorities													
Total Expenditure				1	2 567 319	2 755 649	3 105 865	3 212 506	3 484 060	3 484 060	3 344 486	3 548 295	3 697 601

References

- 1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)
- 2. Balance of allocations not directly linked to an IDP strategic objective

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

Strategic Objective	MTDP Service Outcome	IUDF	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework			
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29	
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION	Marketing the municipality as premier destination for tourism and investment	A	3	14 586	12 646	19 165	21 565	10 249	10 249	16 957	20 435	30 648	
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT				–	–	–	870	–	–	–	–	–	–
IMPROVED INSTITUTIONAL MANAGEMENT				–	–	–	–	–	–	–	–	–	–
IMPROVED SERVICE DELIVERY				102 434	139 772	540 747	594 405	612 012	612 012	609 029	502 715	292 734	
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB				8 996	24 020	1 661	10 491	10 520	10 520	4 913	4 522	5 826	
Allocations to other priorities													
Total Capital Expenditure				1	126 016	176 438	561 573	627 331	632 781	632 781	630 898	527 672	329 208

References

- 1. Total capital expenditure must reconcile to Budgeted Capital Expenditure
- 2. IUDF code must be used on Table SA36
- 3. Balance of allocations not directly linked to an IDP strategic objective

NC091 Sol Plaatje - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
05 - Community Services										
Public Safety										
Licensing And Control Of Animals										
Electricity (Kwh Per Household Per Month)	Kwh Per Household Per	50	50	50	50	50	50	50	50	50
Property Rates (R000 Value Threshold)	Rand Value Threshold	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000
Adjustment/Impermissible Values Per	Rand Value									
Refuse (Average Litres Per Week)	Average Litres Per Week	21	21	21	21	21	21	21	21	21
Month)	Rand Per Household Per	189	198	213	222	222	222	235	248	248
Month)	Kilolitres Per Household Per	6	6	6	6	6	6	6	6	6
Waste Management										
Solid Waste Disposal (Landfill Sites)										
Removal	Households	12 033	11 633	7 390	11 800	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	4 316
Other (R000)	Rand Value									
Other Rubbish Disposal	Households	259	259	259	259	259	259	259	259	259
Removed At Least Once A Week	Households	56 740	56 740	56 740	56 740	56 740	56 740	56 740	56 740	56 740
Week	Households	757	757	757	757	757	757	757	757	757
Using Communal Refuse Dump	Households	2 545	2 545	2 545	2 545	2 545	2 545	2 545	2 545	2 545
Using Own Refuse Dump	Households	3 697	3 697	3 697	3 697	3 697	3 697	3 697	3 697	3 697
08 - Infrastructure And Services										
Energy Sources										
Electricity										
Electricity - Prepaid (Min.Service Level)	Households	54 114	56 177	59 264	60 103	60 103	60 103	60 103	60 103	60 103
Electricity (< Min.Service Level)	Households	4 335	4 335	4 335	4 335	4 335	4 335	4 335	4 335	4 335
Electricity (At Least Min.Service Level)	Households	8 511	6 448	3 361	2 520	2 520	2 520	2 520	2 520	2 520
Electricity	Households	12 033	11 633	7 390	11 800	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	1 354
Other Households Receiving Electricity	Households									
Waste Water Management										
Sewerage										
Bucket Toilet	Households	3 292	3 292	3 292	3 292	3 292	3 292	3 292	3 292	3 292
Chemical Toilet	Households	407	407	407	407	407	407	407	407	407
Flush Toilet (Connected To Sewerage)	Households	59 366	59 366	59 366	59 366	59 366	59 366	59 366	59 366	59 366
Flush Toilet (With Septic Tank)	Households									
Sanitation	Households	12 033	11 633	7 390	11 800	11 800	11 800	11 800	11 800	11 800
Sanitation	Households	407			407	407	407	407	407	407
Informal Settlements (R000)	Rand Value	7016 000			10340 000	10340 000	10340 000	11117 000	11117 000	11117 000
No Toilet Provisions	Households	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042
Level)	Households	678	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	2 530
Water Management										
Water Distribution										
Water	Households	12 033	11 633	7 390	11 800	11 800	11 800	11 800	11 800	11 800
Water	Households									
Informal Settlements (R000)	Rand Value									
No Water Supply	Households	1 677	1 677	1 677	1 677	1 677	1 677	1 677	1 677	1 677
Other Water Supply (< Min.Service Level)	Households									
Level)	Households									
Piped Water Inside Dwelling	Households	45 497	45 497	4 597	45 497	45 497	45 497	45 497	45 497	45 497
Dwelling)	Households	16 686	16 686	16 686	16 686	16 686	16 686	16 686	16 686	16 686
Using Public Tap (< Min.Service Level)	Households	4 455	4 455	4 455	4 455	4 455	4 455	4 455	4 455	4 455
Level)	Households									

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))
2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities
3. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

NC091 Sol Plaatje - Entities measureable performance objectives

Description	Unit of measurement	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Entity 1 - (name of entity)										
Insert measure/s description										
Entity 2 - (name of entity)										
#REF!										
Entity 3 - (name of entity)										
#REF!										
And so on for the rest of the Entities										

1. Include a measurable performance objective as agreed with the parent municipality (MFMA s87(5)(d))
2. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

NC091 Sol Plaatje - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<u>Borrowing Management</u>											
Credit Rating	Interest & Principal Paid /Operating Expenditure				Baa1.za	1,6	1,6	1,6			
Capital Charges to Operating Expenditure		4,4%	4,0%	2,8%	1,0%	2,9%	2,9%	2,3%	0,9%	0,8%	0,8%
Capital Charges to Own Revenue		Finance charges & Repayment of borrowing /Own Revenue	4,7%	3,8%	2,9%	1,0%	3,2%	3,2%	2,4%	0,9%	0,8%
Borrowed funding of 'own' capital expenditure		Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	2276,2%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<u>Safety of Capital</u>											
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%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	1,6	2,9	2,5	1,8	1,6	1,6	0,9	1,6	1,6	1,7
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1,6	2,9	2,5	1,8	1,6	1,6	0,9	1,6	1,6	1,7
Liquidity Ratio	Monetary Assets/Current Liabilities	0,8	1,7	1,4	1,0	0,9	0,9	0,5	0,9	0,9	0,9
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	0,0%	123,5%	125,8%	117,6%	140,5%	137,2%	137,2%	113,6%	138,4%	137,4%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		123,5%	125,8%	117,6%	140,5%	137,2%	137,2%	113,6%	138,4%	137,4%	136,0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	54,2%	45,4%	49,2%	48,5%	47,2%	47,2%	12,7%	51,5%	51,8%	52,2%
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%
<u>Creditors Management</u>											
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		-149,6%	643,0%	1184,5%	813,1%	17517,5%	17517,5%	-158,4%	2564,3%	3738,3%	4639,5%
<u>Other Indicators</u>											
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	136602169	0	0	70433391	70433391	70433391	0	71137725	0	0
	Total Cost of Losses (Rand '000)	197 510	–	–	148 335	148 335	148 335	–	163 169	–	–
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	–	–	0	0	0	–	0	–	–
Water Volumes :System input	Bulk Purchase	121805313	0	0	137150000	137150000	137150000	0	144693250	0	0
	Water treatment works										
	Natural sources										
	Total Volume Losses (kℓ)	22 819	–	–	17 479	17 479	17 479	–	17 504	–	–
Water Distribution Losses (2)	Total Cost of Losses (Rand '000)	77947877	0	0	68575000	68575000	68575000	0	72346625	0	0
	% Volume (units purchased and generated less units sold)/units purchased and generated										
		0	0,0%	0,0%	5000,0%	5000,0%	5000,0%	0,0%	5000,0%	0,0%	0,0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	32,7%	29,5%	28,5%	31,1%	31,7%	31,7%	31,0%	32,9%	32,4%	31,8%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	34,1%	30,7%	29,6%	32,2%	32,9%	32,9%	53,0%	34,1%	33,6%	33,0%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	12,9%	11,3%	13,7%	11,6%	13,0%	13,0%	19,0%	12,2%	12,0%	11,9%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	7,6%	6,4%	6,2%	3,3%	5,5%	5,5%	2,4%	3,1%	3,0%	2,8%
<u>IDP regulation financial viability indicators</u>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	615,4	98,0	47,3	48,5	48,4	121,2	30,4	47,0	46,5	49,2
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	92,1%	83,8%	87,0%	76,5%	73,7%	73,7%	25,2%	82,9%	82,5%	82,3%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	(3,5)	0,4	0,3	0,5	0,0	0,0	(0,8)	0,2	–	–

References

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

[illegible]

Description of economic indicator	Ref	Basis of calculation	2001 Census	2007 Survey	2011 Census	2022/23	2023/24	2024/25	Current Year 2025/26	2026/27 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
Demographics												
Population			201	243	248	270	270	270	270	270	270	270
Females aged 5 - 14			5	5	5	5	5	5	5	5	5	5
Males aged 5 - 14			6	6	6	6	6	6	6	6	6	6
Females aged 15 - 34			11	11	11	11	11	11	11	11	11	11
Males aged 15 - 34			11	11	11	11	11	11	11	11	11	11
Unemployment			30	30	30	30	30	30	30	30	30	30
Monthly household income (no. of households)	1.12											
No income		R0	7 054	7 054	7 054	7 992	7 992	7 992	7 992	7 992	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	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	3 620	3 620
R3,201 - R6,400		R9,601 - R19,600	9 708	9 708	9 708	10 998	10 998	10 998	10 998	10 998	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	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	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	8 197	8 197
R51,201 - R102,400		R153,801 - R307,600	5 789	5 789	5 789	6 588	6 588	6 588	6 588	6 588	6 588	6 588
R102,401 - R204,800		R307,601 - R614,400	3 497	3 497	3 497	3 962	3 962	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	1 229	1 229
R409,601 - R819,200		R1,228,801 - R2,457,600	241	241	241	273	273	273	273	273	273	273
>R819,200		R2,457,601+	241	241	241	273	273	273	273	273	273	273
Poverty profiles (no. of households)												
< R2 060 per household per month	13											
Insert description	2											
Household demographics (000)												
Number of people in municipal area			201 465	243 018	-	270	270	270	270	270	270	270
Number of poor people in municipal area			-	-	-	68	68	68	68	68	68	68
Number of households in municipal area			50 529	51 210	60 296	-	-	-	-	-	-	-
Number of poor households in municipal area			-	-	7 054	-	8	8	8	8	8	8
Debtion of poor household (R per month)												
Housing statistics	3											
Formal			49 212	49 212	49 212	58 832	58 832	58 832	58 832	58 832	58 832	58 832
Informal			9 247	5 733	10 378	8 998	8 998	8 998	8 998	8 998	8 998	8 998
Total number of households			58 459	54 945	59 590	67 830	67 830	67 830	67 830	67 830	67 830	67 830
Dwellings provided by municipality	4		-	-	-	-	-	-	-	-	-	-
Dwellings provided by province/s			-	-	-	-	-	-	-	-	-	-
Dwellings provided by private sector	5		-	-	-	-	-	-	-	-	-	-
Total new housing dwellings			-	-	-	-	-	-	-	-	-	-
Economic	6											
Inflation/inflation output (CPIX)						6.9%	5.9%	4.4%	3.3%	3.7%	3.3%	3.2%
Interest rate - borrowing						12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%
Interest rate - investment						6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%
Remuneration increases						4.9%	5.4%	6.0%	5.0%	4.8%	5.0%	5.0%
Consumption growth (electricity)						1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Consumption growth (water)						1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Collection rates	7											
Property tax/service charges						70.0%	76.6%	68.2%	85.0%	85.0%	85.0%	85.0%
Rent of facilities & equipment						15.0%	15.0%	20.0%	20.0%	25.0%	25.0%	25.0%
Interest - external investments						6.0%	160.7%	100.0%	100.0%	100.0%	100.0%	100.0%
Interest - debtors						25.0%	8.0%	8.0%	25.0%	25.0%	25.0%	25.0%
Revenue from agency services						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Municipal entity services		2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
	Ret	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Name of municipal entity	Household service targets (000)									
	Water:									
	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	Sanitation/sewerage:									
	Flush toilet (connected to sewerage)									
	Flush toilet (with septic tank)									
	Chemical toilet									
	Pit toilet (ventilated)									
	Other toilet provisions (> min.service level)									
	Minimum Service Level and Above sub-total									
	Bucket toilet									
	Other toilet provisions (< min.service level)									
	No toilet provisions									
	Below Minimum Service Level sub-total									
	Total number of households									
Name of municipal entity	Energy:									
	Electricity (at least min.service level)									
	Electricity - prepaid (min.service level)									
	Minimum Service Level and Above sub-total									
	Electricity (< min.service level)									
	Electricity - prepaid (< min.service level)									
	Other energy sources									
	Below Minimum Service Level sub-total									
	Total number of households									
Name of municipal entity	Refuse:									
	Removed at least once a week									
	Minimum Service Level and Above sub-total									
	Removed less frequently than once a week									
	Using communal refuse dump									
	Using own refuse dump									
	Other rubbish disposal									
	No rubbish disposal									
	Below Minimum Service Level sub-total									
	Total number of households									
Services provided by 'external mechanisms'		2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
	Ret	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Names of service providers	Household service targets (000)									
	Water:									
	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									
Names of service providers	Sanitation/sewerage:									
	Flush toilet (connected to sewerage)									
	Flush toilet (with septic tank)									
	Chemical toilet									
	Pit toilet (ventilated)									
	Other toilet provisions (> min.service level)									
	Minimum Service Level and Above sub-total									
	Bucket toilet									
	Other toilet provisions (< min.service level)									
	No toilet provisions									
	Below Minimum Service Level sub-total									
	Total number of households									
Names of service providers	Energy:									
	Electricity (at least min.service level)									
	Electricity - prepaid (min.service level)									
	Minimum Service Level and Above sub-total									
	Electricity (< min.service level)									
	Electricity - prepaid (< min.service level)									
	Other energy sources									
	Below Minimum Service Level sub-total									
	Total number of households									
Names of service providers	Refuse:									
	Removed at least once a week									
	Minimum Service Level and Above sub-total									
	Removed less frequently than once a week									
	Using communal refuse dump									
	Using own refuse dump									
	Other rubbish disposal									
	No rubbish disposal									
	Below Minimum Service Level sub-total									
	Total number of households									
Detail of Free Basic Services (FBS) provided		2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
	Ret	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Electricity	Location of households for each type of FBS									
	Formal settlements - (50 kwh per indigent household per month Rands)	6 569 232	9 967 435	11 498 418	13 000 000	13 000 000	13 000 000	10 979 648	15 400 000	15 940 000

		Number of HH receiving this type of FBS	12 033	11 633	7 390	11 800	11 800	11 800	11 800	11 800	11 800
		Informal settlements (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Informal settlements targeted for upgrading (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Living in informal backyard rental agreement (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Other (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Total cost of FBS - Electricity for informal settlements	-	-	-	-	-	-	-	-	-
Water	Rat	Location of households for each type of FBS	-	-	-	-	-	-	-	-	-
		Formal settlements - (6 kilolitre per indigent household per month Rands)	4 392 359	4 932 656	3 272 066	8 000 000	8 000 000	8 000 000	8 000 000	8 320 000	8 694 400
		Number of HH receiving this type of FBS	12 033	11 633	7 390	11 800	11 800	11 800	11 800	11 800	11 800
		Informal settlements (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Informal settlements targeted for upgrading (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Living in informal backyard rental agreement (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Other (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Total cost of FBS - Water for informal settlements	-	-	-	-	-	-	-	-	-
Sanitation	Rat	Location of households for each type of FBS	-	-	-	-	-	-	-	-	-
		Formal settlements - (free sanitation service to indigent households)	21 232 226	22 422 431	15 807 110	25 500 000	25 500 000	25 500 000	27 000 000	28 080 000	29 343 600
		Number of HH receiving this type of FBS	12 033	11 633	7 390	11 800	11 800	11 800	11 800	11 800	11 800
		Informal settlements (Rands)	7 016 000	-	-	10 340 000	10 340 000	10 340 000	11 117 000	11 117 000	11 117 000
		Number of HH receiving this type of FBS	407	-	-	407	407	407	407	407	407
		Informal settlements targeted for upgrading (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Living in informal backyard rental agreement (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Other (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Total cost of FBS - Sanitation for informal settlements	7 016 000	-	-	10 340 000	10 340 000	10 340 000	11 117 000	11 117 000	11 117 000
Refuse Removal	Rat	Location of households for each type of FBS	-	-	-	-	-	-	-	-	-
		Formal settlements - (removed once a week to indigent households)	14 442 364	15 212 435	10 140 374	17 000 000	17 000 000	17 000 000	10 000 000	12 680 000	13 387 200
		Number of HH receiving this type of FBS	12 033	11 633	7 390	11 800	11 800	11 800	11 800	11 800	11 800
		Informal settlements (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Informal settlements targeted for upgrading (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Living in informal backyard rental agreement (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Other (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Total cost of FBS - Refuse Removal for informal settlements	-	-	-	-	-	-	-	-	-

References

1. Monthly household income threshold. Should include all sources of income.
2. Show the poverty analysis the municipality uses to determine its indigents policy and the provision of services
3. Include total of all housing units within the municipality
4. Number of subsidised dwellings to be constructed by the municipality under agency agreement with province
5. Provide estimate based on building approval information. Include any non-subsidised dwellings constructed by the municipality
6. Insert actual or estimated % increases assumed as a basis for budget calculations
7. Insert actual or estimated % collection rate assumed as a basis for budget calculations for each revenue group
8. Stand distance <= 200m from dwelling
9. Stand distance > 200m from dwelling
10. Borehole, spring, rain-water tank etc.
11. Must agree to total number of households in municipal area
12. Household income categories assume an average 4 person household. Stats SA - Census 2011 Questionnaire
13. Based on National poverty line of R515 per capita per month (2008 prices), assuming an average household size of 4 persons

NC091 Sol Plaatje Supporting Table SA10 Funding measurement

Description		MFMA section	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Funding measures													
Cash/equivalents at the year end - R'000	18/1a	1		(864 728)	98 135	76 040	145 574	7 232	7 232	(219 515)	74 253	50 594	41 040
Cash + investments at the year end less applications - R'000	18/1a	2		(1 349 027)	89 286	337 795	(30 815)	(241 212)	(241 212)	(868 125)	1 458 175	1 636 557	1 819 001
Cash year end/monthly employee/supplier payments	18/1a	3		(3)	(3,5)	0,4	0,3	0,5	0,0	(0,8)	0,2	-	-
Surplus/(Deficit) excluding depreciation offsets: R'000	18/1	4		(32 862)	328 475	467 735	705 848	428 839	428 839	282 099	703 519	586 947	415 354
Service charge rev % change - macro CPX target exclusive	18/1a(2)	5		N.A.	4,8%	1,5%	10,1%	(5,9%)	(6,0%)	(41,3%)	(1,8%)	0,9%	0,5%
Cash receipts % of Ratespayer & Other revenue	18/1a(2)	6		41,0%	27,5%	46,4%	43,9%	44,8%	44,8%	34,9%	111,3%	111,0%	109,9%
Debt impairment expense as a % of total billable revenue	18/1a(2)	7		21,1%	16,8%	22,3%	17,6%	21,2%	21,2%	24,6%	16,4%	16,0%	15,5%
Capital payments % of capital expenditure	18/1(c)-19	8		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Borrowing receipts % of capital expenditure (excl. transfers)	18/1(c)	9		0,0%	0,0%	2276,2%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Grants % of Govt. legislated/gazetted allocations	18/1(a)	10		-	-	-	-	-	-	226,1%	0,0%	0,0%	0,0%
Current consumer debtors % change - inc/(dec)	18/1a	11		N.A.	15,9%	10,0%	2,7%	(2,5%)	0,0%	(96,6%)	3363,0%	6,4%	6,6%
Long term receivables % change - inc/(dec)	18/1a	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		14,0%	14,4%	19,1%	13,9%	15,5%	15,5%	15,9%	17,9%	21,4%	0,0%
Asset renewal % of capital budget	20/1(v)(i)	14		34,3%	53,2%	49,8%	78,0%	80,0%	80,0%	83,0%	84,2%	84,2%	63,3%
References													
1. Positive cash balances indicative of minimum compliance - subject to 2													
2. Deduct cash and investment applications (defined) from cash balances													
3. Indicative of sufficient liquidity to meet average monthly operating payments													
4. Indicative of funded operational requirements													
5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)													
6. Realistic average cash collection forecasts as % of annual billed revenue													
7. Realistic average increase in debt impairment (doubtful debt) provision													
8. Indicative of planned capital expenditure level and cash payment timing													
9. Indicative of compliance with borrowing 'only' for the capital budget - should not exceed 100% unless refinancing													
10. Substantiation of National/Province allocations included in budget													
11. Indicative of realistic current 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													
Supporting indicators													
% inc total service charges (incl prop rates)	18/1(a)			0,0%	10,8%	7,5%	16,1%	0,2%	0,0%	(35,3%)	4,4%	6,9%	6,5%
% inc Property Tax	18/1(a)			0,0%	7,4%	4,7%	4,4%	0,0%	0,0%	(25,3%)	8,5%	3,3%	3,2%
% inc Service charges - Electricity	18/1(a)			0,0%	17,4%	6,4%	29,5%	0,0%	0,0%	(42,1%)	(6,9%)	11,0%	10,0%
% inc Service charges - Water	18/1(a)			0,0%	1,7%	13,3%	15,9%	0,1%	0,0%	(37,2%)	2,6%	3,3%	3,1%
% inc Service charges - Waste Water Management	18/1(a)			0,0%	5,1%	17,9%	(3,9%)	0,0%	0,0%	(26,4%)	2,8%	4,6%	3,9%
% inc Service charges - Waste Management	18/1(a)			0,0%	12,3%	10,7%	(11,5%)	5,7%	0,0%	(23,8%)	14,0%	2,0%	3,8%
% 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)			1 753 658	1 987 536	2 136 427	2 479 431	2 484 352	2 484 352	1 607 296	2 594 236	2 772 070	2 953 651
Service charges	18/1(a)			1 753 658	1 987 536	2 136 427	2 479 431	2 484 352	2 484 352	1 607 296	2 594 236	2 772 070	2 953 651
Property rates	18/1(a)			610 991	656 442	687 339	717 920	717 920	717 920	535 934	779 948	804 653	830 402
Service charges - electricity revenue	18/1(a)			754 974	886 092	942 441	1 218 923	1 219 183	1 219 183	705 624	1 208 285	1 340 815	1 474 895
Service charges - water revenue	18/1(a)			271 599	276 094	312 941	362 722	363 126	363 126	228 121	409 032	422 409	436 689
Service charges - sanitation revenue	18/1(a)			89 253	93 794	110 559	106 274	106 317	106 317	78 265	109 297	114 321	116 784
Service charges - refuse removal	18/1(a)			66 899	75 114	83 147	73 993	77 897	77 897	59 313	68 676	90 462	93 985
Agency services	18/1(a)			-	-	-	-	-	-	-	-	-	-
Capital expenditure excluding capital grant funding	18/1(a)			29 624	29 082	56 981	32 404	37 389	37 389	6 387	25 348	32 763	37 130
Cash receipts from ratespayers	18/1(a)			2 204 292	1 643 625	2 804 825	2 923 034	2 892 632	2 892 632	1 545 423	2 916 615	3 172 292	3 343 454
Ratespayer & Other revenue	18/1(a)			5 316 611	5 983 468	6 068 942	6 723 131	6 455 157	6 455 157	4 429 023	2 974 544	3 669 934	3 941 427
Change in consumer debtors (current and non-current)	18/1(a)			N/A	312 857	228 202	68 224	(67 204)	-	(2 426 489)	2 869 792	188 240	206 755
Operating and Capital Grant Revenue	18/1(a)			372 806	660 747	985 191	1 007 842	1 015 572	1 015 572	685 502	1 029 115	923 178	698 740
Capital expenditure - total	20/1(v)(i)			126 016	176 438	561 573	627 331	632 781	632 781	358 504	630 898	527 672	329 208
Capital expenditure - renewal	20/1(v)(i)			43 168	93 809	279 719	489 498	506 066	506 066	323 348	444 155	209 379	209 379
Supporting benchmarks													
Growth guideline maximum	18/1(a)			6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%
CPX guideline	18/1(a)			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	18/1(a)			-	-	-	-	-	-	-	330 931	-	-
DuRa capital grants total MFY	18/1(a)			-	-	-	-	-	-	-	114 513	-	-
Provincial operating grants	18/1(a)			-	-	-	-	-	-	-	9 063	-	-
Provincial capital grants	18/1(a)			-	-	-	-	-	-	-	-	-	-
District Municipality grants	18/1(a)			-	-	-	-	-	-	-	-	-	-
Total gazetted/advised national, provincial and district grants	18/1(a)			-	-	-	-	-	-	-	455 107	-	-
Average annual collection rate (years inclusive)	18/1(a)			-	-	-	-	-	-	-	-	-	-
DuRa operating													
Pmp	18/1(a)			-	-	-	-	-	-	-	2 000	-	-
Indy	18/1(a)			-	-	-	-	-	-	-	4 500	-	-
Equitable Share	18/1(a)			-	-	-	-	-	-	-	324 431	-	-
Ejwep	18/1(a)			-	-	-	-	-	-	-	-	-	-
DuRa capital													
Allop	18/1(a)			-	-	-	-	-	-	-	330 931	-	-
lnep	18/1(a)			-	-	-	-	-	-	-	30 000	-	-
Wlwg	18/1(a)			-	-	-	-	-	-	-	14 000	-	-
Endom	18/1(a)			-	-	-	-	-	-	-	-	-	-
Indy	18/1(a)			-	-	-	-	-	-	-	5 000	-	-
Rlwg	18/1(a)			-	-	-	-	-	-	-	65 513	-	-
Trend													
Change in consumer debtors (current and non-current)	18/1(a)			N/A	312 857	228 202	68 224	(67 204)	-	(2 426 489)	2 869 792	188 240	206 755
Total Operating Revenue													
2 422 901	2 925 084	2 999 537	3 234 188	3 228 733	3 228 733	2 159 127	3 351 621	3 568 029	3 779 061				
Total Operating Expenditure													
2 567 319	2 755 649	3 105 865	3 212 506	3 484 060	3 484 060	2 251 307	3 344 486	3 548 295	3 697 601				
(144 418)	169 435	(106 327)	21 682	(255 327)	(255 327)	(92 180)	7 135	19 734	81 459				
Operating Performance Surplus/(Deficit)													
74 253													
Cash and Cash Equivalents (30 June 2024)													
Revenue													
% Increase in Total Operating Revenue				20,7%	2,5%	7,8%	(6,2%)	0,0%	(33,1%)	3,8%	6,5%	5,9%	
% Increase in Property Rates Revenue				7,4%	4,7%	4,4%	0,0%	0,0%	(25,3%)	45,3%	3,3%	3,2%	
% Increase in Electricity Revenue				17,4%	6,4%	29,5%	0,0%	0,0%	(42,1%)	(6,9%)	11,0%	10,0%	
% Increase in Property Rates & Services Charges				10,8%	7,5%	16,1%	0,2%	0,0%	(35,3%)	4,4%	6,9%	6,5%	
Expenditure													
% Increase in Total Operating Expenditure				0,0%	7,3%	12,7%	3,4%	8,5%	0,0%	(35,4%)	(4,0%)	6,1%	4,2%
% Increase in Employee Costs				0,0%	8,8%	(1,1%)	17,7%	2,0%	0,0%	(34,6%)	7,7%	4,6%	4,2%
% Increase in Electricity Bulk Purchases				0,0%	0,0%	0,0%	0,0%	0,0%	(100,0%)	0,0%	0,0%	0,0%	
Average Cost Per Budgeted Employee Position (Remuneration)				0	19440,656	445319,9438	371911,1011	522996,7431	413021,573	249183,2898	409432,7767	588329,0265	4849876,984
Average Cost Per Councilor (Remuneration)				0	0	519607,6273	570511,4769	570511,4769	0	307326,1182	631755,6154	660184,5846	0
R&M % of PPE				14,0%	14,4%	19,1%	13,9%	15,5%	15,5%	15,9%	17,9%	21,4%	
Asset Renewal and R&M as a % of PPE				17,3%	19,5%	33,6%	32,9%	35,3%	35,3%	37,0%	37,0%	37,4%	32,4%
Debt Impairment % of Total Billable Revenue				21,1%	16,8%	22,3%	17,6%	21,2%	21,2%	24,6%	16,4%	16,0%	15,5%
Capital Revenue													
Internally Funded & Other (R'000)	18/1(a)			29 624	29 082	56 981	32 404	37 389	37 389	6 387	25 348	32 763	37 130
Borrowing (R'000)	18/1(a)			-	-	-	-	-	-	-	-	-	-
Grant Funding and Other (R'000)	18/1(a)			96 392	147 356	504 592	594 927	595 362	595 362	352 116	605 551	494 889	202 078
Internally Generated Income % of Non Grant Funding	18/1(a)			100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Borrowing % of Non Grant Funding	18/1(a)			0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Grant Funding % of Total Funding	18/1(a)			76,5%	83,5%	89,9%	94,8%	94,1%	94,1%	98,2%	96,0%	93,8%	88,7%
Capital Expenditure													
Total Capital Programme (R'000)	18/1(a)			126 016	176 438	561 573	627 331	632 781	632 781	358 504	630 898	527 672	329 208
Asset Renewal	18/1(a)			75 248	119 113	311 672	510 984	531 691	531 691	244 984	544 803	464 803	231 726
Asset Renewal % of Total Capital Programme	18/1(a)			59,7%	67,5%	55,5%	81,3%	84,0%	84,0%	0,0%	86,4%	88,1%	70,4%
Cash													
Cash balance at year end (R'000)	18/1(a)			-	-	-	-	-	-	-	-	-	-
Cash Coverage Ratio	18/1(a)			(0)	0	0	0	0	0	(0)	0	0	-
Borrowing													
Most recent Credit Rating	18/1(a)			-	-	-	-	-	-	-	-	-	-
Capital Grants to Operating	18/1(a)			4,4%	4,0%	2,8%	1,0%	2,9%	2,9%	2,3%	0,9%	0,8%	0,8%
Borrowing Receipts % of Capital Expenditure	18/1(a)			0,0%	2276,2%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Reserves													
Uncommitted reserves after application of cash and investments	18/1(a)			(1 349 027)	89 286	337 795	(30 815)	(241 212)	(241 212)	(868 125)	1 458 175	1 636 557	1 819 001
Free Basic Services as a % of Equitable Share	18/1(a)			22,4%	20,0%	14,4%	24,5%	24,5%	24,5%	21,0%	21,0%	22,9%	23,2%
Free Services as a % of Operating Revenue (excl operational transfers)	18/1(a)			4,2%	3,7%	3,7%	3,6%	3,6%	3,6%	3,7%	2,3%	3,3%	3,3%
High Level Overview of Funding Compliance													
Total Operating Revenue	2 422 901	2 925 084	2 999 537	3 234 188	3 228 733	3 228 733	2 159 127	3 351 621	3 568 029	3 779 061			
Total Operating Expenditure	2 567 319	2 755 649	3 105 865	3 212 506	3 484 060	3 484 060	2 251 307	3 344 486	3 548 295	3 697 601			
Surplus/(Deficit) Considering Operating Statement	(144 418)	169 435	(106 327)	21 682	(2								

NC091 Sol Plaatje - Supporting Table SA11 Property rates summary

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Valuation:	1									
Date of valuation:		2000-01-01	2023-01-01	2023-01-01	2000-01-01					
Financial year valuation used		0	2023	0	0			0		
Municipal by-laws s6 in place? (Y/N)	2	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	1
No. of data collectors (FTE)	3	–	6	6	6	6	6	6	6	6
No. of internal valuers (FTE)	3	–	2	2	2	2	2	2	2	2
No. of external valuers (FTE)	3	1	1	1	1	1	1	1	1	1
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)		No								
Implementation time of new valuation roll (mths)		–	36	24	12			–		
No. of properties	5	59 220	60 154	61 357	65 609	65 609	65 609	66 922	68 260	69 626
No. of sectional title values	5	1 241	1 271	1 296	1 299	1 299	1 299	1 325	1 352	1 379
No. of unreasonably difficult properties s7(2)		–	–	–	–	–	–	–	–	–
No. of supplementary valuations		2 558	355	3 501	3 571	3 571	3 571	3 642	3 715	3 800
No. of valuation roll amendments		2 558	355	3 501	3 571	3 571	3 571	3 642	3 715	3 800
No. of objections by rate payers		–	266	1	2	2	2	2	250	5
No. of appeals by rate payers		–	34	–	–	–	–	–	20	2
No. of successful objections	8	–	116	1	1	1	1	1	90	3
No. of successful objections > 10%	8	–	52	1	1	1	1	1	50	2
Supplementary valuation		1	1	1	1	1	1	1	1	1
Public service infrastructure value (Rm)	5	129	157	157	157	157	157	157	161	164
Municipality owned property value (Rm)		1 273	1 524	1 555	1 609	1 609	1 609	1 641	1 674	1 708
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)		723	745	753	766	766	766	782	797	813
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
Total valuation reductions:		723	745	753	766	766	766	782	797	813
Total value used for rating (Rm)	5	35 385	39 596	40 388	40 476	40 476	40 476	41 286	45 414	46 323
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5	36 107	40 341	41 148	41 243	41 243	41 243	42 067	46 274	47 200
Rating:										
Residential rate used to determine rate for other categories? (Y/N)	5	Yes	Yes	Yes	No			No		
Differential rates used? (Y/N)		Yes	Yes	Yes	No			No		
Limit on annual rate increase (s20)? (Y/N)		No		No	No	No	No	No	No	No
Special rating area used? (Y/N)		No								
Phasing-in properties s21 (number)		0	0	0	0	0	0	0	0	0
Rates policy accompanying budget? (Y/N)		Yes	Yes	Yes	No			No		
Fixed amount minimum value (R'000)		–	–	–	–			–		
Non-residential prescribed ratio s19? (%)		0,0%	0,0%	0,0%	0,0%			0,0%		
Rate revenue:										
Rate revenue budget (R '000)	6	636 799	681 898	695 535	745 808	745 808	745 808	779 370	818 338	834 705
Rate revenue expected to collect (R'000)	6	573 119	613 708	625 982	633 937	633 937	633 937	662 464	695 587	709 499
Expected cash collection rate (%)		90,0%	90,0%	90,0%	85,0%	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)		2 594	2 011	2 051	2 306	2 306	2 306	2 352	2 399	2 447
Rebates, exemptions - bona fide farm. (R'000)		3 177	3 654	3 727	3 887	3 887	3 887	3 965	4 044	4 125
Rebates, exemptions - other (R'000)		17 859	16 888	17 226	18 360	18 360	18 360	18 727	19 102	19 484
Phase-in reductions/discounts (R'000)		–	–	–	–	–	–	–	–	–
Total rebates, exemptns, reductns, discs (R'000)		23 630	22 553	23 005	24 553	24 553	24 553	25 044	25 545	26 056

References

1. All numbers to be expressed as whole numbers except FTEs and Rates in the Rand
2. To give effect to rates policy
3. Full Time Equivalent (FTE) should be expressed to one decimal place and takes into account full time and part time staff
4. Required to implement new system (FTE)
5. Provide relevant information for historical comparisons. Must reconcile to the total of Table SA12
6. Current and budget year must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)
7. Included in rate revenue budget
8. In favour of the rate-payer

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

Description	Ref	Business and commercial properties	Industrial properties	Mining properties	Residential properties	Agricultural properties	Public benefit organisations	Public service purpose properties	Public service infrastructure properties	Vacant land	Sport Clubs and Fields (Bitou only)	Sectional Title Garages (Drakenstein only)
Current Year 2025/26												
Valuation:												
No. of properties		2 318	185	21	50 535	439	11 047	139	483	1 754	–	–
No. of sectional title property values		82	2	–	1 212	–	2	–	–	–	–	–
No. of unreasonably difficult properties s7(2)												
No. of supplementary valuations		26	5	–	110	3	3 248	5	14	90	–	–
Supplementary valuation (Rm)		83 826 970	27 371 000	23 664 000	218 363 010	48 379 000	295 531 050	4 716 700	739 320	77 744 750	–	–
No. of valuation roll amendments		26	5	–	110	3	3 248	5	14	90	–	–
No. of objections by rate-payers		1	–	–	1	–	–	–	–	–	–	–
No. of appeals by rate-payers		–	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers finalised		–	–	–	–	–	–	–	–	–	–	–
No. of successful objections	5	1	–	–	–	–	–	–	–	–	–	–
No. of successful objections > 10%	5	1	–	–	–	–	–	–	–	–	–	–
Estimated no. of properties not valued												
Years since last valuation (select)		3	3	3	3		3		3			
Frequency of valuation (select)		4	4	4	4		4		4			
Method of valuation used (select)		Market	Market	Market	Market		Market		Market			
Base of valuation (select)		Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.		Land & Impr.		Land & Impr.			
Phasing-in properties s21 (number)												
Combination of rating types used? (Y/N)		No	No	No	No		No		No			
Flat rate used? (Y/N)		No	No	No	No		No		No			
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform		Uniform		Uniform			
Valuation reductions:												
Valuation reductions-public infrastructure (Rm)												
Valuation reductions-nature reserves/park (Rm)												
Valuation reductions-mineral rights (Rm)												
Valuation reductions-R15,000 threshold (Rm)		–	–	–	743	–	–	–	–	24	–	–
Valuation reductions-public worship (Rm)												
Valuation reductions-other (Rm)												
Total valuation reductions:												
Total value used for rating (Rm)	6	7 602	800	105	23 318	2 665	2 788	2 549	161	490	–	–
Total land value (Rm)	6											
Total value of improvements (Rm)	6											
Total market value (Rm)	6	7 630	799	105	23 970	–	2 762	–	161	–	–	–
Rating:												
Average rate	3	–	–	–	–	–	–	–	–	–	–	–
Rate revenue budget (R '000)		275 207	29 780	7 478	286 835	4 252	–	129 858	–	12 397	–	–
Rate revenue expected to collect (R'000)		233 926	25 313	6 356	243 810	3 614	–	110 380	–	10 537	–	–
Expected cash collection rate (%)	4	85,0%	85,0%	85,0%	85,0%	85,0%	0,0%	85,0%	0,0%	85,0%	0,0%	0,0%
Special rating areas (R'000)												
Rebates, exemptions - indigent (R'000)												
Rebates, exemptions - pensioners (R'000)		–	–	–	2 306	–	–	–	–	–	–	–
Rebates, exemptions - bona fide farm. (R'000)		–	–	–	–	3 887	–	–	–	–	–	–
Rebates, exemptions - other (R'000)		4 868	32	320	12 670	43	–	–	–	428	–	–
Phase-in reductions/discounts (R'000)												
Total rebates,exemptns,eductns,discs (R'000)												

References

1. Land & Assistance Act, Restitution of Land Rights, Communal Property Associations
2. Include value of additional reductions is 'free' value greater than MPRA minimum.
3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum
4. Include arrears collections
5. In favour of the rate-payer
6. Provide relevant information for historical comparisons.

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

Description	Ref	Business and commercial properties	Industrial properties	Mining properties	Residential properties	Agricultural properties	Public benefit organisations	Public service purpose properties	Public service infrastructure properties	Vacant land	Sport Clubs and Fields (Bitou only)	Sectional Title Garages (Drakenstein only)
Budget Year 2026/27												
Valuation:												
No. of properties		2 318	185	23	50 535	439	11 047	139	483	1 753	–	–
No. of sectional title property values		86	3	–	1 232	–	3	–	–	–	–	–
No. of unreasonably difficult properties s7(2)												
No. of supplementary valuations		27	6	–	115	5	3 363	6	18	102	–	–
Supplementary valuation (Rm)		85 503 509	27 918 420	24 137 280	222 730 270	49 346 580	301 441 671	4 811 034	754 106	79 299 645	–	–
No. of valuation roll amendments		28	8	–	173	6	3 305	6	18	98	–	–
No. of objections by rate-payers		1	–	–	1	–	–	–	–	–	–	–
No. of appeals by rate-payers		–	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers finalised		–	–	–	–	–	–	–	–	–	–	–
No. of successful objections	5	1	–	–	–	–	–	–	–	–	–	–
No. of successful objections > 10%	5	1	–	–	–	–	–	–	–	–	–	–
Estimated no. of properties not valued												
Years since last valuation (select)		4	4	4	4		4		4			
Frequency of valuation (select)		4	4	4	4		4		4			
Method of valuation used (select)		Market	Market	Market	Market		Market		Market			
Base of valuation (select)		Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.		Land & Impr.		Land & Impr.			
Phasing-in properties s21 (number)												
Combination of rating types used? (Y/N)		No	No	No	No		No		No			
Flat rate used? (Y/N)		No	No	No	No		No		No			
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform		Uniform		Uniform			
Valuation reductions:												
Valuation reductions-public infrastructure (Rm)												
Valuation reductions-nature reserves/park (Rm)												
Valuation reductions-mineral rights (Rm)												
Valuation reductions-R15,000 threshold (Rm)		–	–	–	758	–	–	–	–	24	–	–
Valuation reductions-public worship (Rm)												
Valuation reductions-other (Rm)												
Total valuation reductions:												
Total value used for rating (Rm)	6	7 754	816	107	23 784	2 718	2 844	2 600	164	500	–	–
Total land value (Rm)	6											
Total value of improvements (Rm)	6											
Total market value (Rm)	6	7 630	799	105	23 970	–	2 762	–	161	–	–	–
Rating:												
Average rate	3	–	–	–	–	–	–	–	–	–	–	–
Rate revenue budget (R '000)		287 592	31 120	7 815	299 743	4 444	–	135 702	–	12 955	–	–
Rate revenue expected to collect (R'000)		244 453	26 452	6 642	254 781	3 777	–	115 347	–	11 011	–	–
Expected cash collection rate (%)	4	85,0%	85,0%	85,0%	85,0%	85,0%	0,0%	85,0%	0,0%	85,0%	0,0%	0,0%
Special rating areas (R'000)												
Rebates, exemptions - indigent (R'000)												
Rebates, exemptions - pensioners (R'000)		–	–	–	2 352	–	–	–	–	–	–	–
Rebates, exemptions - bona fide farm. (R'000)		–	–	–	–	3 965	–	–	–	–	–	–
Rebates, exemptions - other (R'000)		4 965	32	326	12 923	44	–	–	–	436	–	–
Phase-in reductions/discounts (R'000)												
Total rebates,exemptns,eductns,discs (R'000)												

References

1. Land & Assistance Act, Restitution of Land Rights, Communal Property Associations
2. Include value of additional reductions is 'free' value greater than MPRA minimum.
3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum
4. Include arrears collections
5. In favour of the rate-payer

6. *Provide relevant information for historical comparisons.*

NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2022/23	2023/24	2024/25	Current Year 2025/26	2026/27 Medium Term Revenue & Expenditure Framework		
							Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Property rates (rate in the Rand)	1								
Residential properties		Residential	0,0116	0,0116	0,0121	0,0126	0,0131	0,0141	0,0151
Residential properties - vacant land		Vacant Residential Property	0,0174	0,0174	0,0197	0,0190	0,0197	0,0212	0,0226
Formal/informal settlements									
Small holdings									
Farm properties - used		Agricultural farms	0,0029	0,0029	0,0030	0,0032	0,0033	0,0035	0,0038
Farm properties - not used		Agricultural business	-	0,0029	0,0030	0,0032	0,0033	0,0035	0,0038
Industrial properties		Industrial	0,0372	0,0348	0,0364	0,0379	0,0393	0,0424	0,0452
Business and commercial properties		Business/Residential	0,0349	0,0348	0,0364	0,0379	0,0393	0,0424	0,0452
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	-	-	-	-	-	-	-
Municipal properties									
Public service infrastructure									
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
Property rates by usage									
Business and commercial properties		Business and Commercial Property	0	0	-	0	0	0	-
Industrial properties		Industrial Property	0	0	-	0	0	0	-
Mining properties		Mining Property	0	0	-	0	0	0	-
Residential properties		Residential Property	0	0	-	0	0	0	-
Agricultural properties		Agricultural Property	0	0	-	0	0	0	-
Public benefit organisations									
Public service purpose properties		Public Service Property	0	0	-	0	0	0	-
Public service infrastructure properties									
Vacant land									
Sport Clubs and Fields (Bitou only)									
Sectional Title Garages (Drakenstein only)									
Exemptions, reductions and rebates (Rands)									
Residential properties									
R15 000 threshold rebate			15 000	15 000	15 000	15 000	15 000	15 000	15 000
General residential rebate			15 000	15 000	15 000	15 000	15 000	15 000	15 000
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
Other rebates or exemptions									
Water tariffs									
Domestic									
Basic charge/fixd fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/k)									
Water usage - life line tariff		Residential (0-6kl)	7	8	8	8	9	9	10
Water usage - Block 1 (c/kl)		Residential (7 - 20 KI)	31	32	34	36	37	39	42

Water usage - Block 2 (c/kl)		34	36	39	40	42	44	47
Water usage - Block 3 (c/kl)		36	38	41	43	44	47	50
Water usage - Block 4 (c/kl)		-	-	-	-	-	-	-
Water usage - Block 5 (c/kl)		39	41	44	45	47	50	53
Water usage - Block 6 (c/kl)								
Other	2							
Waste water tariffs								
Domestic								
Basic charge/ fixed fee (<i>Rands/month</i>)		189	198	213	222	230	244	257
Service point - vacant land (<i>Rands/month</i>)								
Waste water - flat rate tariff (<i>c/kl</i>)								
Volumetric charge - Block 1 (c/kl)								
Volumetric charge - Block 2 (c/kl)								
Volumetric charge - Block 3 (c/kl)								

Volumetric charge - Block 4 (c/kl)									
Other	2	(fill in structure)							
Electricity tariffs									
Domestic									
Basic charge/ fixed fee (Rands/month)		-	-	77	95	104	113	123	135
Service point - vacant land (Rands/month)									
FBE		Indigents tariff - Block 1 (0-	2	2	3	3	3	4	-
Life-line tariff - meter		(describe structure)							
Life-line tariff - prepaid		(describe structure)							
Flat rate tariff - meter (c/kwh)		-	-	-	-	-	-	-	-
Flat rate tariff - prepaid(c/kwh)		-	-	-	5	5	6	6	6
Meter - IBT Block 1 (c/kwh)		2	2	3	3	3	3	3	4
Meter - IBT Block 2 (c/kwh)		3	3	3	3	3	4	4	4
Meter - IBT Block 3 (c/kwh)		-	-	-	-	-	-	-	-
Meter - IBT Block 4 (c/kwh)		-	-	-	-	-	-	-	-
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 1 (c/kwh)		Block 1 (0-350Kwh)	2	2	3	3	3	4	-
Prepaid - IBT Block 2 (c/kwh)		Block 2 (>350Kwh)	3	3	3	3	4	4	-
Prepaid - IBT Block 3 (c/kwh)		-	-	-	-	-	-	-	-
Prepaid - IBT Block 4 (c/kwh)		-	-	-	-	-	-	-	-
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)							
Other	2								
Waste management tariffs									
Domestic									
Street cleaning charge		One regular removal of refuse	135	142	149	155	161	170	180
Basic charge/ fixed fee									
80l bin - once a week									
250l bin - once a week									

References

1. If properties are not rated or zero rated this must be indicated as such
2. Please provide detailed descriptions on Sheet SA13b

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

Description	Ref	Provide description of tariff structure where appropriate	2022/23	2023/24	2024/25	Current Year 2025/26	2026/27 Medium Term Revenue & Expenditure Framework		
							Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Exemptions, reductions and rebates (Rands)									
<i>Residential Properties</i>		standard rebate	-	-	-	15 000	-	-	-
Water tariffs									
<i>Water Usage - Life Line Tariff</i>		Residential (0-6kl)	-	-	-	7	-	-	-
<i>Residential (0 - 6 Kl)</i>		Residential (7-20kl)	-	-	-	29	-	-	-
<i>Residential (7 - 20 Kl)</i>		Residential (21-40kl)	-	-	-	33	-	-	-
<i>Residential (21 - 40 Kl)</i>		Residential (41-60kl)	-	-	-	35	-	-	-
<i>Residential (41 - 60 Kl)</i>		Residential (more than 60kl)	-	-	-	37	-	-	-
Waste water tariffs									
<i>Basic Charge</i>		Basic charge	-	-	-	181	-	-	-
Electricity tariffs									
<i>Domestic Basic Charge</i>		Capacity charge	-	4	-	4	5	6	-
<i>Meter - 1bt Block 1 (C/Kwh)</i>		Block 1 (0-350 Kwh)	-	-	-	2	-	-	-
<i>Meter - 1bt Block 2 (C/Kwh)</i>		Block 2 (>350Kwh)	-	-	-	3	-	-	-
<i>Meter - 1bt Block 3 (C/Kwh)</i>			-	-	-	-	-	-	-
<i>Meter - 1bt Block 4 (C/Kwh)</i>			-	-	-	-	-	-	-

NC091 Sol Plaatje - Supporting Table SA14 Household bills

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27 % incr.	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		597,29	595,48	623,13	649,70	649,70	649,70	3,7%	673,73	720,89	760,54
Electricity: Basic levy		–	66,80	82,68	90,62	90,62	90,62	8,0%	97,87	108,44	118,20
Electricity: Consumption		2 317,04	2 488,62	2 536,28	2 779,76	2 779,76	2 779,76	8,0%	3 002,13	3 340,84	3 641,51
Water: Basic levy											
Water: Consumption		637,51	671,30	714,94	746,39	746,39	746,39	3,7%	774,01	820,99	870,42
Sanitation		147,56	154,79	166,40	173,73	173,73	173,73	3,7%	180,15	191,21	202,11
Refuse removal		105,34	110,92	116,47	121,60	121,60	121,60	3,7%	126,09	135,82	145,47
Other		–	184,80	228,60	250,55	250,55	250,55	8,0%	270,59	296,77	324,07
sub-total		3 804,74	4 272,71	4 468,50	4 812,35	4 812,35	4 812,35	6,5%	5 124,57	5 614,96	6 062,32
VAT on Services		481,12	551,59	542,52	586,81	586,81	586,81	6,9%	627,04	687,42	744,29
Total large household bill:		4 285,86	4 824,30	5 011,02	5 399,16	5 399,16	5 399,16	6,5%	5 751,61	6 302,38	6 806,61
% increase/-decrease		–	12,6%	3,9%	7,7%	–	–	(15,7%)	6,5%	9,6%	8,0%
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		422,90	421,62	441,19	460,00	460,00	460,00	3,7%	477,02	510,41	538,48
Electricity: Basic levy		–	66,80	82,68	90,62	90,62	90,62	8,0%	97,87	108,44	118,20
Electricity: Consumption		1 031,00	1 146,12	1 214,03	1 330,58	1 330,58	1 330,58	8,0%	1 437,01	1 599,14	1 743,07
Water: Basic levy											
Water: Consumption		502,98	529,64	564,06	588,88	588,88	588,88	3,7%	610,67	647,74	686,73
Sanitation		147,56	154,79	166,40	173,73	173,73	173,73	3,7%	180,15	191,21	202,11
Refuse removal		105,34	110,92	116,47	121,60	121,60	121,60	3,7%	126,09	135,82	145,47
Other		–	92,40	114,30	125,27	125,27	125,27	8,0%	135,29	148,38	162,04
sub-total		2 209,78	2 522,29	2 699,13	2 890,68	2 890,68	2 890,68	6,0%	3 064,10	3 341,14	3 596,10
VAT on Services		268,03	315,10	321,55	345,81	345,81	345,81	6,4%	367,77	401,31	433,20
Total small household bill:		2 477,81	2 837,39	3 020,68	3 236,49	3 236,49	3 236,49	6,0%	3 431,87	3 742,45	4 029,30
% increase/-decrease			14,5%	6,5%	7,1%	–	–	(15,5%)	6,0%	9,0%	7,7%
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		248,51	247,76	259,26	270,31	270,31	270,31	3,7%	280,31	293,99	307,60
Electricity: Basic levy											
Electricity: Consumption		460,85	530,43	583,83	639,87	639,87	639,87	8,0%	691,05	736,20	780,52
Water: Basic levy											
Water: Consumption		334,69	352,43	375,33	391,85	391,85	391,85	3,7%	406,35	437,68	468,80
Sanitation											
Refuse removal											
Other		–	–	–	–	–	–	–	–	–	–
sub-total		1 044,05	1 130,62	1 218,42	1 302,03	1 302,03	1 302,03	5,8%	1 377,71	1 467,87	1 556,92
VAT on Services		119,33	132,43	143,87	154,76	154,76	154,76	6,4%	164,61	175,60	186,89
Total small household bill:		1 163,38	1 263,05	1 362,29	1 456,79	1 456,79	1 456,79	5,9%	1 542,32	1 643,47	1 743,81
% increase/-decrease			8,6%	7,9%	6,9%	–	–	(15,4%)	5,9%	6,6%	6,1%

References

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

NC091 Sol Plaatje - Supporting Table SA15 Investment particulars by type

[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														
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		-	-	-	-	-
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			-	-	-	-	-
Standard Bank 048466271-073		6 months	Notice	Yes	Fixed	8,50%	0		07 May 2019	-	-	-	-	-
Nedbank 9002324052		6 months	Call a/c	Yes	Variable	525,00%	0		06 June 2019	-	-	-	-	-
Absa Bank 20-7291-5615		6 months	Notice	Yes	Fixed	8,02%	0		06 June 2019	-	-	-	-	-
Investec Bank Jb 9778751		6 months	Notice	Yes	Fixed	7,95%	0		06 June 2019	-	-	-	-	-
Absa Bank 20-78146864		5 months	Fixed	Yes	Fixed	7,54%	0		26 June 2019	-	-	-	-	-
First Rand,Nedbank,S'Dard,Investec		12 months	Call a/c	Yes	Variable	6,30%	0		30 June 2020	-	-	-	-	-
Standard Bank 048466271-085		12 months	Notice	No	Fixed	585,00%	0		10 November 2022	-	-	-	-	-
Standard Bank - 048466271-087		48 hours	Notice	No	Variable	8,80%	0		31 August 2023	-	-	-	-	-
Standard Bank 048466271-086		12 months	Notice	No	Fixed	9,03%	0		10 November 2023	-	-	-	-	-
Municipality sub-total										-		-	-	-
Entities														
N/A														-
														-
														-
														-
														-
Entities sub-total										-		-	-	-
TOTAL INVESTMENTS AND INTEREST	1									-		-	-	-

References

1. Total investments must reconcile to all items in Table SA15 for the Current Year (30 June)
2. List investments in expiry date order
3. If 'variable' is selected in column F, input interest rate range
4. Withdrawals to be entered as negative

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

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand										
EXPENDITURE	1									
Operating										
National Government										
Monetary Allocations										
Local Government Equitable Share		112 671	229 051	251 739	239 722	273 866	273 866	230 314	237 280	245 033
Expanded Public Works Programme Integrated Grant		4 943	3 426	3 143	4 442	4 442	4 442	3 409	–	–
Infrastructure Skills Development Grant		3 856	3 776	4 373	4 400	4 400	4 400	5 000	4 500	7 000
Integrated Urban Development Grant		–	–	2 629	2 305	2 305	2 305	2 938	3 070	3 193
Local Government Financial Management Grant		1 700	1 700	1 800	1 804	1 804	1 804	2 003	2 103	2 203
Municipal Disaster Relief Grant		–	–	–	–	–	–	–	–	–
Total Monetary Allocations		123 170	237 953	263 684	252 673	286 817	286 817	243 664	246 953	257 429
Total National Government		123 170	237 953	263 684	252 673	286 817	286 817	243 664	246 953	257 429
Provincial Government										
Monetary Allocations										
Capacity Building and Other Grants		8 500	7 625	9 055	8 942	9 687	9 687	9 728	10 166	10 572
Infrastructure Grant		2 938	2 227	5 471	–	6 000	6 000	–	–	–
Total Monetary Allocations		11 438	9 852	14 526	8 942	15 687	15 687	9 728	10 166	10 572
Total Provincial Government		11 438	9 852	14 526	8 942	15 687	15 687	9 728	10 166	10 572
District Municipalities										
Monetary Allocations										
Other transfers/grants [insert description]										
Total Monetary Allocations		-	-	-	-	-	-	-	-	-
Allocations In-kind										
Other transfers/grants [insert description]										
Total Allocations In-kind		-	-	-	-	-	-	-	-	-
Total Operating/District Municipalities		-	-	-	-	-	-	-	-	-
Other Grant Providers										
Monetary Allocations										
European Union		–	–	–	–	–	–	–	–	–
Total Monetary Allocations		-	-	-	-	-	-	-	-	-
Allocations In-kind										
Other transfers/grants [insert description]										
Total Allocations In-kind		-	-	-	-	-	-	-	-	-
Total Operating/Other Grant Providers		-	-	-	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants		134 609	247 805	278 210	261 615	302 504	302 504	253 392	257 119	268 002
Capital										
National Government										
Monetary Allocations										
Energy Efficiency and Demand Side Management Grant		4 000	5 999	4 545	4 348	4 348	4 348	–	–	–
Integrated National Electrification Programme Grant		22 829	21 181	3 958	16 522	16 522	16 522	22 192	12 724	13 299
Integrated Urban Development Grant		61 424	57 349	64 588	66 144	66 609	66 609	75 532	56 078	57 909
Municipal Infrastructure Grant		–	–	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant		–	–	–	87	87	87	–	–	–
Regional Bulk Infrastructure Grant		–	39 754	431 501	499 130	499 130	499 130	503 478	426 087	220 870
Water Services Infrastructure Grant		8 138	–	8 696	8 696	8 696	8 696	4 348	–	–
Total Monetary Allocations		96 392	124 283	504 592	594 927	595 392	595 392	605 551	494 889	292 078
Total National Government		96 392	124 283	504 592	594 927	595 392	595 392	605 551	494 889	292 078
Provincial Government										
Monetary Allocations										
Other transfers/grants [insert description]										
Total Monetary Allocations		-	-	-	-	-	-	-	-	-
Total Provincial Government		-	-	-	-	-	-	-	-	-
District Municipalities										
Monetary Allocations										
Specify (Add grant description)		–	6 000	–	–	–	–	–	–	–
Total Monetary Allocations		-	6 000	-	-	-	-	-	-	-
Allocations In-kind										
Other transfers/grants [insert description]										
Total Allocations In-kind		-	-	-	-	-	-	-	-	-
Total Capital/District Municipalities		-	6 000	-	-	-	-	-	-	-
Other Grant Providers										
Monetary Allocations										
European Union		–	17 073	–	–	–	–	–	–	–
Total Monetary Allocations		-	17 073	-	-	-	-	-	-	-
Allocations In-kind										
Other transfers/grants [insert description]										
Total Allocations In-kind		-	-	-	-	-	-	-	-	-
Total Capital/Other Grant Providers		-	17 073	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		96 392	130 283	504 592	594 927	595 392	595 392	605 551	494 889	292 078
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		231 000	378 087	782 802	856 542	897 896	897 896	858 943	752 007	560 079

References

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

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

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand										
Operating transfers and grants:	1,3									
Monetary Allocations										
Balance unspent at beginning of the year		(599)	(1 644)	(1 224)	(3 604)	(3 604)	(3 604)	–	–	–
Current year receipts		(11 159)	(9 802)	(11 986)	(12 947)	(12 947)	(12 947)	(13 668)	(9 859)	(12 459)
Repayment of grants		599	11 249	1 224	–	–	–	–	–	–
Conditions met - transferred to revenue		(21 872)	(31 273)	(23 662)	(27 193)	(27 193)	(27 193)	(24 077)	(16 459)	(21 659)
Conditions still to be met - transferred to liabilities		9 515	8 578	9 227	10 642	10 642	10 642	10 409	6 600	9 200
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		(84)	–	(87)	(3 490)	(3 490)	(3 490)	(1 302)	(1 302)	(1 302)
Current year receipts		(15 900)	(33 724)	(18 511)	(9 007)	(16 737)	(16 737)	–	(9 681)	(10 068)
Conditions met - transferred to revenue		(31 968)	(67 362)	(36 989)	(21 505)	(36 965)	(36 965)	(1 302)	(20 663)	(21 438)
Conditions still to be met - transferred to liabilities		15 984	33 637	18 391	9 007	16 737	16 737	–	9 681	10 068
Total operating transfers and grants revenue		(53 840)	(98 634)	(60 651)	(48 698)	(64 158)	(64 158)	(25 378)	(37 122)	(43 096)
Total operating transfers and grants - CTBM	2	25 499	42 215	27 618	19 649	27 379	27 379	10 409	16 281	19 268
Capital transfers and grants:	1,3									
Monetary Allocations										
Balance unspent at beginning of the year		(1 042)	(5 589)	(2 746)	(91 862)	(91 862)	(91 862)	–	–	–
Current year receipts		(113 738)	(136 499)	(574 597)	(684 166)	(684 166)	(684 166)	(696 383)	(567 214)	(333 894)
Conditions met - transferred to revenue		(222 929)	(212 446)	(1 078 843)	(1 384 128)	(1 384 128)	(1 384 128)	(1 305 904)	(1 069 938)	(601 194)
Conditions still to be met - transferred to liabilities		108 149	70 358	501 500	608 100	608 100	608 100	609 521	502 724	267 299
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts		–	(6 437)	–	–	–	–	–	–	–
Conditions met - transferred to revenue		–	(6 437)	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		–	–	–	–	–	–	–	–	–
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
Total capital transfers and grants revenue		(222 929)	(218 883)	(1 078 843)	(1 384 128)	(1 384 128)	(1 384 128)	(1 305 904)	(1 069 938)	(601 194)
Total capital transfers and grants - CTBM	2	108 149	70 358	501 500	608 100	608 100	608 100	609 521	502 724	267 299
TOTAL TRANSFERS AND GRANTS REVENUE		(276 769)	(317 518)	(1 139 493)	(1 432 826)	(1 448 286)	(1 448 286)	(1 331 283)	(1 107 060)	(644 290)
TOTAL TRANSFERS AND GRANTS - CTBM		133 648	112 573	529 118	627 749	635 479	635 479	619 930	519 005	286 567

References

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

2. CTBM = conditions to be met

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

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

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand											
<u>Monetary Transfers to other municipalities</u>	1										
Total Monetary Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
<u>Monetary Transfers to Entities/Other External Mechanisms</u>	2										
Total Monetary Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
<u>Monetary Transfers to other Organs of State</u>	3										
Total Monetary Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
<u>Monetary Transfers to Organisations</u>											
Non-Prof:Oth Inst/Grants&Don Diam & Dor		-	-	-	750	750	750	-	-	-	-
Non-Prof:Oth Inst/Grants&Don Oth Pub Gra		169	-	288	800	800	800	-	-	-	-
Non-Prof:Oth Institut/Gariep		-	-	-	-	-	-	-	-	-	-
Non-Prof:Oth Institut/Sport Council		-	-	-	-	-	-	-	-	-	-
Non-Prof:Other Institutions/Spca		2 300	2 400	2 500	2 600	2 600	2 600	1 300	-	-	-
Total Monetary Transfers To Organisations		2 469	2 400	2 788	4 150	4 150	4 150	1 300	-	-	-
<u>Hh Oth Trans: Housing - Individual Supp</u>		-	-	-	-	-	-	-	-	-	-
<u>Hh Ssp Soc Ass: Grant In Aid</u>		130	126	20	150	300	300	67	-	-	-
Total Monetary Transfers To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL Monetary TRANSFERS AND GRANTS	6	2 469	2 400	2 788	4 150	4 150	4 150	1 300	-	-	-
<u>In-Kind Transfers to other municipalities</u>	1										
Total In-Kind Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
<u>In-Kind Transfers to Entities/Other External Mechanisms</u>	2										
Total In-Kind Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
<u>In-Kind Transfers to other Organs of State</u>	3										
Total In-Kind Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
<u>In-Kind Grants to Organisations</u>	4										
Total In-Kind Grants To Organisations		-	-	-	-	-	-	-	-	-	-
<u>Groups of Individuals</u>	5										
Ts_O_Ik_Hh_Esb_Injury On Duty		-	-	-	-	-	-	-	-	-	-
Ts_O_Ik_Hh_Esb_Leave Gratuity		-	-	-	-	-	-	-	-	-	-
Total In-Kind Grants To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL In-Kind TRANSFERS AND GRANTS		-	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS	6	2 469	2 400	2 788	4 150	4 150	4 150	1 300	-	-	-

References

1. Insert description listed by municipal name and demarcation code of recipient
2. Insert description of each entity or external mechanism (an external mechanism may be provided with resources to ensure a minimum level of service)
3. Insert description of each Organ of State (e.g. transfer to electricity provider to compensate for FBS provided)
4. Insert description of each other organisation (e.g. charity)
5. Insert description of each other organisation (e.g. the aged, child-headed households)
6. All descriptions should separate transfers for 'capital purposes' and 'operating purposes'

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

Summary of Employee and Councillor remuneration		Ref	2022/23	2023/24	2024/25	Ct
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget
Councillors (Political Office Bearers plus Other)	1		A	B	C	D
Allowances and Service Related Benefits						
Basic Salary			–	–	–	30 893
Cell phone Allowance			3 040	2 997	3 048	2 910
Housing Allowance			–	–	–	–
In-kind Benefits						
Market Related Non-pensionable Allowance						
Motor Vehicle Allowance			–	–	–	950
Office-bearer Allowance			27 105	29 109	27 956	–
Out of pocket Expenses						
Travelling Allowance			772	919	1 094	80
Use of Personal Facilities						
Total Allowances and Service Related Benefits			30 917	33 026	32 097	34 833
Social Contributions						
Medial Aid Benefits			425	536	657	710
Pension Fund Contributions			882	1 065	1 040	1 540
Total Social Contributions			1 308	1 600	1 697	2 250
Total Councillors			32 224	34 626	33 794	37 083
% increase	4			7,5%	(2,4%)	9,7%
Senior Managers of the Municipality	2					
Salaries and Allowances						
Basic Salary			6 702	4 942	5 763	8 743
Bonuses						
Allowance						
Accommodation, Travel and Incidental						
Cellular and Telephone	3		132	101	115	198
Housing Benefits	3		28	22	21	24
Non-pensionable						
Travel or Motor Vehicle	3		1 534	1 065	1 136	2 113
Voluntary Work						
Total Allowance			1 694	1 188	1 272	2 336
Service Related Benefits						
Acting	3					
Bonus	3					
Danger Allowance	3					
Entertainment	3					
Fire Brigade						
In-kind Benefits	3					
Leave Pay	3					
Lifeguard/Duty Squads						
Long Service Award			44	14	29	31
Overtime						
Scarcity	3					
Standby Allowance	3					
Tools Allowance	3					
Uniform/Special/Protective Clothing	3					
Leave gratuity						
Long Term Service Award						
Total Service Related Benefits			44	14	29	31
Total Salaries and Allowances			8 441	6 144	7 064	11 110
Social Contributions						
Bargaining Council						
Group Life Insurance			19	20	21	21
Medical			233	192	208	140
Pension			940	407	718	1 318
Unemployment Insurance			10	7	9	13
Total Social Contributions			1 202	625	955	1 491
Post-retirement Benefit	6					
Medical						
Other Benefits						
Pension						
Total Post-retirement Benefit			-	-	-	-
Costs Capitalised to PPE						
Sub Total - Senior Managers of Municipality			9 643	6 769	8 018	12 601
% increase	4			(29,8%)	18,5%	57,2%
Other Municipal Staff						
Salaries and Allowances						
Basic Salary			433 826	460 448	463 558	538 612
Bonuses						

Allowance					
Accommodation, Travel and Incidental	3	1 456	1 631	1 585	1 740
Cellular and Telephone					
Housing Benefits	3	2 737	2 856	4 158	3 152
Non-pensionable					

Travel or Motor Vehicle	3	42 089	43 767	41 631	50 362
Voluntary Work					
Total Allowance		46 282	48 255	47 375	55 254
Service Related Benefits					
Acting	3				
Bonus	3	30 249	30 591	30 549	39 432
Danger Allowance	3				
Entertainment	3				
Fire Brigade					
In-kind Benefits	3				
Leave Pay	3	14 403	7 128	10 012	16 200
Lifeguard/Duty Squads					
Long Service Award		–	–	–	31 845
Overtime		69 383	90 602	78 779	58 301
Scarcity	3				
Standby Allowance	3	7 228	8 343	8 872	9 555
Tools Allowance	3	3	3	3	3
Uniform/Special/Protective Clothing	3	13 030	29 683	23 011	23 378
Leave gratuity					
Long Term Service Award					
Total Service Related Benefits		134 297	166 350	151 225	178 714
Total Salaries and Allowances		614 405	675 053	662 158	772 580
Social Contributions					
Bargaining Council					
Group Life Insurance		11 959	12 490	12 421	16 611
Medical		50 925	54 500	58 162	69 790
Pension		63 452	67 626	67 851	79 092
Unemployment Insurance		3 640	3 734	3 685	3 957
Total Social Contributions		129 975	138 349	142 118	169 451
Post-retirement Benefit	6				
Medical		39 393	43 162	41 384	49 900
Other Benefits					
Pension					
Total Post-retirement Benefit		39 393	43 162	41 384	49 900
Costs Capitalised to PPE					
Sub Total - Other Municipal Staff		783 773	856 564	845 660	991 931
% increase	4		9,3%	(1,3%)	17,3%
Total Parent Municipality		825 640	897 959	887 472	1 041 615
Board Members of Entities					
Salaries and Allowances					
Basic Salary					
Bonuses					
Allowance					
Accommodation, Travel and Incidental					
Cellular and Telephone	3				
Housing Benefits	3				
Non-pensionable					
Travel or Motor Vehicle	3				
Voluntary Work					
Total Allowance		-	-	-	-
Service Related Benefits					
Acting	3				
Bonus	3				
Danger Allowance	3				
Entertainment	3				
Fire Brigade					
In-kind Benefits	3				
Leave Pay	3				
Lifeguard/Duty Squads					
Long Service Award					
Overtime					
Scarcity	3				

Current Year 2025/26		2026/27 Medium Term Revenue & Expenditure Framework		
Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
E	F	G	H	I
30 893	30 893	33 851	35 374	36 966
2 910	2 910	3 208	3 352	3 503
-	-	-	-	-
950	950	1 205	1 259	1 316
-	-	-	-	-
80	80	80	84	87
34 833	34 833	38 344	40 070	41 873
710	710	1 100	1 150	1 201
1 540	1 540	1 620	1 693	1 769
2 250	2 250	2 720	2 842	2 970
37 083	37 083	41 064	42 912	44 843
-	-	10,7%	4,5%	4,5%
8 743	8 743	8 489	8 864	9 219
198	198	221	231	241
24	24	29	31	32
2 113	2 113	1 950	2 037	2 118
2 336	2 336	2 201	2 299	2 391
31	31	33	34	35
31	31	33	34	35
11 110	11 110	10 723	11 197	11 645
21	21	21	22	23
198	198	253	264	275
1 318	1 318	1 256	1 312	1 364
13	13	13	13	14
1 549	1 549	1 543	1 611	1 675
-	-	-	-	-
12 659	12 659	12 266	12 808	13 321
0,5%	-	(3,1%)	4,4%	4,0%
535 862	535 862	568 257	594 983	619 738

1 743	1 743	1 708	1 784	1 858
3 199	3 199	3 102	3 244	3 379

50 308	50 308	48 522	50 730	52 845
55 250	55 250	53 331	55 758	58 082
40 916	40 916	47 679	49 832	51 932
9 200	9 200	25 044	26 171	27 218
32 001	32 001	33 138	34 632	36 084
76 276	76 276	49 803	52 274	54 841
9 877	9 877	11 539	12 068	12 595
3	3	32	33	34
25 869	25 869	26 687	27 877	29 036
194 141	194 141	193 921	202 887	211 740
785 253	785 253	815 509	853 628	889 561
17 100	17 100	20 313	21 234	22 128
74 269	74 269	104 381	109 106	113 696
81 157	81 157	97 720	102 152	106 467
3 957	3 957	4 289	4 482	4 670
176 483	176 483	226 702	236 974	246 961
49 900	49 900	48 700	50 892	52 927
49 900	49 900	48 700	50 892	52 927
1 011 636	1 011 636	1 090 911	1 141 493	1 189 449
2,0%	–	7,8%	4,6%	4,2%
1 061 378	1 061 378	1 144 241	1 197 214	1 247 613
-	-	-	-	-

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.
Councillors	3							
Speaker	4		992 702		129 354			1 122 056
Chief Whip								-
Executive Mayor			1 240 882	40 000	49 354			1 330 236
Deputy Executive Mayor								-
Executive Committee			9 306 602	1 040 000	793 542			11 140 144
Total for all other councillors			22 310 906	1 640 000	3 520 773			27 471 679
Total Councillors	8	-	33 851 092	2 720 000	4 493 023			41 064 115
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1 716 721	272 822	362 741			2 352 284
Chief Finance Officer			1 164 468	195 606	484 607			1 844 681
SM D01			1 228 500	271 495	331 464			1 831 459
SM D02			1 492 619	256 456	476 824			2 225 899
SM D03			1 524 187	292 006	364 386			2 180 579
SM D04			1 362 612	254 440	213 600			1 830 652
								-
List of each official with packages >= senior manager								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
Total Senior Managers of the Municipality	8,10	-	8 489 107	1 542 825	2 233 622	-		12 265 554
A Heading for Each Entity	6,7							
List each member of board by designation								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
Total for municipal entities	8,10	-	-	-	-	-		-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	-	42 340 199	4 262 825	6 726 645	-		53 329 669

References

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

NC091 Sol Plaatje - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2024/25			Current Year 2025/26			Budget Year 2026/27		
		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		65	65	–	65	65	–	65	65	–
Board Members of municipal entities	4									
Municipal employees	5									
Municipal Manager and Senior Managers	3	6	6	–	6	6	–	6	6	–
Other Managers	7	3	3	–	162	162	–	162	162	–
Professionals		198	96	31	198	165	31	198	165	31
Finance		13	10	3	13	10	3	13	10	3
Spatial/town planning		19	11	4	19	11	4	19	11	4
Information Technology		4	4	–	4	4	–	4	4	–
Roads		2	2	–	2	2	–	2	2	–
Electricity		13	5	3	13	5	3	13	5	3
Water		2	2	–	2	2	–	2	2	–
Sanitation		3	2	1	3	2	1	3	2	1
Refuse		–	–	–	–	–	–	–	–	–
Other		142	60	20	142	129	20	142	129	20
Technicians		275	211	28	275	212	34	275	212	34
Finance		10	6	4	10	6	4	10	6	4
Spatial/town planning		29	13	7	29	14	7	29	14	7
Information Technology		8	5	1	8	5	2	8	5	2
Roads		6	5	1	6	5	1	6	5	1
Electricity		150	120	5	150	120	5	150	120	5
Water		10	9	1	10	9	1	10	9	1
Sanitation		25	19	6	25	19	6	25	19	6
Refuse		1	1	–	1	1	–	1	1	–
Other		36	33	3	36	33	8	36	33	8
Clerks (Clerical and administrative)		429	337	42	429	337	42	429	337	42
Service and sales workers		348	233	–	254	233	–	254	233	–
Skilled agricultural and fishery workers		145	73	–	145	73	–	145	73	–
Craft and related trades										
Plant and Machine Operators		215	135	42	215	135	42	215	135	42
Elementary Occupations		1 017	581	99	1 017	639	99	1 017	639	99
TOTAL PERSONNEL NUMBERS	9	2 701	1 740	242	2 766	2 027	248	2 766	2 027	248
% increase					2,4%	16,5%	2,5%	–	–	–
Total municipal employees headcount	6, 10	3 021	1 975	273	3 086	2 262	279	3 086	2 262	279
Finance personnel headcount	8, 10	306	221	31	306	221	31	306	221	31
Human Resources personnel headcount	8, 10	14	14	–	14	14	–	14	14	–

References

1. Positions must be funded and aligned to the municipality's current organisational structure
2. Full Time Equivalent (FTE). E.g. One full time person = 1FTE. A person working half time (say 4 hours out of 8) = 0.5FTE.
3. s57 of the Systems Act
4. Include only in Consolidated Statements
5. Include municipal entity employees in Consolidated Statements
6. Include headcount (number of persons, Not FTE) of managers and staff only (exclude councillors)
7. Managers who provide the direction of a critical technical function
8. Total number of employees working on these functions

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

Description	Ref	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue																
Exchange Revenue																
Service charges - Electricity		100 690	100 690	100 690	100 690	100 690	100 690	100 690	100 690	100 690	100 690	100 690	100 690	1 208 285	1 340 815	1 474 895
Service charges - Water		34 086	34 086	34 086	34 086	34 086	34 086	34 086	34 086	34 086	34 086	34 086	34 086	409 032	422 409	435 689
Service charges - Waste Water Management		9 108	9 108	9 108	9 108	9 108	9 108	9 108	9 108	9 108	9 108	9 108	9 108	109 297	114 331	118 784
Service charges - Waste Management		7 390	7 390	7 390	7 390	7 390	7 390	7 390	7 390	7 390	7 390	7 390	7 390	88 676	90 462	93 880
Sale of Goods and Rendering of Services		1 568	1 568	1 568	1 568	1 568	1 568	1 568	1 568	1 568	1 568	1 568	1 568	18 813	19 661	20 447
Agency services																
Interest		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned from Receivables		13 425	13 425	13 425	13 425	13 425	13 425	13 425	13 425	13 425	13 425	13 425	13 425	161 100	167 974	175 541
Interest earned from Current and Non Current Assets		2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	25 000	22 000	25 000
Dividends		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rent on Land																
Rental from Fixed Assets		2 887	2 887	2 887	2 887	2 887	2 887	2 887	2 887	2 887	2 887	2 887	2 887	34 645	36 204	38 012
Licence and permits		63	63	63	63	63	63	63	63	63	63	63	63	750	784	815
Special rating levies																
Construction Contract Revenue																
Development Charges																
Operational Revenue		317	317	317	317	317	317	317	317	317	317	317	317	3 803	3 969	4 128
Non-Exchange Revenue																
Property rates		64 912	64 912	64 912	64 912	64 912	64 912	64 912	64 912	64 912	64 912	64 912	64 912	778 948	804 653	830 402
Surcharges and Taxes																
Fines, penalties and forfeits		3 074	3 074	3 074	3 074	3 074	3 074	3 074	3 074	3 074	3 074	3 074	3 074	36 890	38 550	40 092
Licences or permits		758	758	758	758	758	758	758	758	758	758	758	758	9 100	9 510	9 890
Transfer and subsidies - Operational		27 728	27 728	27 728	27 728	27 728	27 728	27 728	27 728	27 728	27 728	27 728	27 728	332 732	355 965	364 846
Interest		10 292	10 292	10 292	10 292	10 292	10 292	10 292	10 292	10 292	10 292	10 292	10 292	123 500	129 052	134 236
Fuel Levy																
Operational Revenue		921	921	921	921	921	921	921	921	921	921	921	921	11 050	11 690	12 405
Gains on disposal of Fixed and Intangible Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Gains		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Discontinued Operations																
Total Revenue (excluding capital transfers and contributions)		279 302	279 302	279 302	279 302	279 302	279 302	279 302	279 302	279 302	279 302	279 302	279 302	3 351 621	3 568 029	3 779 061
Expenditure																
Employee related costs		91 931	91 931	91 931	91 931	91 931	91 931	91 931	91 931	91 931	91 931	91 931	91 931	1 103 177	1 154 302	1 202 769
Remuneration of councillors		3 422	3 422	3 422	3 422	3 422	3 422	3 422	3 422	3 422	3 422	3 422	3 422	41 064	42 912	44 843
Bulk purchases - electricity		90 642	90 642	90 642	90 642	90 642	90 642	90 642	90 642	90 642	90 642	90 642	90 642	1 087 700	1 195 382	1 255 151
Inventory consumed		26 619	26 619	26 619	26 619	26 619	26 619	26 619	26 619	26 619	26 619	26 619	26 619	319 428	329 308	343 398
Debt impairment		35 429	35 429	35 429	35 429	35 429	35 429	35 429	35 429	35 429	35 429	35 429	35 429	425 149	444 705	458 935
Depreciation, amortisation and impairment		7 542	7 542	7 542	7 542	7 542	7 542	7 542	7 542	7 542	7 542	7 542	7 542	90 500	94 608	98 565
Interest, Dividends and Rent on Land		1 145	1 145	1 145	1 145	1 145	1 145	1 145	1 145	1 145	1 145	1 145	1 145	13 735	11 315	8 589
Contracted services		3 072	3 072	3 072	3 072	3 072	3 072	3 072	3 072	3 072	3 072	3 072	3 072	36 865	42 038	46 977
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Irrecoverable debts written off		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational costs		14 072	14 072	14 072	14 072	14 072	14 072	14 072	14 072	14 072	14 072	14 072	14 072	168 868	178 725	188 374
Disposal of Fixed and Intangible Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Losses		4 833	4 833	4 833	4 833	4 833	4 833	4 833	4 833	4 833	4 833	4 833	4 833	58 000	55 000	50 000
Total Expenditure		278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	3 344 486	3 548 295	3 697 601
Surplus/(Deficit)		595	595	595	595	595	595	595	595	595	595	595	595	7 135	19 734	81 459
Transfers and subsidies - capital (monetary allocations)		58 032	58 032	58 032	58 032	58 032	58 032	58 032	58 032	58 032	58 032	58 032	58 032	696 383	567 214	333 894
Transfers and subsidies - capital (in-kind)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	703 519	586 947	415 354
Income Tax																
Surplus/(Deficit) after income tax		58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	703 519	586 947	415 354
Share of Surplus/Deficit attributable to Joint Venture																
Share of Surplus/Deficit attributable to Minorities																
Surplus/(Deficit) attributable to municipality		58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	703 519	586 947	415 354
Share of Surplus/Deficit attributable to Associate																
Intercompany/Parent subsidiary transactions																
Surplus/(Deficit) for the year	1	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	703 519	586 947	415 354

References

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

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

Description	Ref	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue by Vote																
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal And General		93 721	93 721	93 721	93 721	93 721	93 721	93 721	93 721	93 721	93 721	93 721	93 721	1 124 656	1 009 610	787 514
Vote 03 - Municipal Manager		272	272	272	272	272	272	272	272	272	272	272	272	3 259	3 259	3 259
Vote 04 - Corporate Services		578	578	578	578	578	578	578	578	578	578	578	578	6 934	6 523	9 103
Vote 05 - Community Services		13 249	13 249	13 249	13 249	13 249	13 249	13 249	13 249	13 249	13 249	13 249	13 249	158 989	173 428	180 166
Vote 06 - Financial Services		67 077	67 077	67 077	67 077	67 077	67 077	67 077	67 077	67 077	67 077	67 077	67 077	804 930	831 814	858 665
Vote 07 - Strategy Econ Development And Planning		814	814	814	814	814	814	814	814	814	814	814	814	9 771	10 211	10 619
Vote 08 - Infrastructure And Services		161 622	161 622	161 622	161 622	161 622	161 622	161 622	161 622	161 622	161 622	161 622	161 622	1 939 466	2 100 398	2 263 631
Vote 09 -																
Vote 10 -																
Vote 11 -																
Vote 12 -																
Vote 13 -																
Vote 14 -																
Vote 15 - Other																
Total Revenue by Vote		337 334	337 334	337 334	337 334	337 334	337 334	337 334	337 334	337 334	337 334	337 334	337 334	4 048 004	4 135 242	4 112 955
Expenditure by Vote to be appropriated																
Vote 01 - Executive & Council		5 497	5 497	5 497	5 497	5 497	5 497	5 497	5 497	5 497	5 497	5 497	5 497	65 966	68 936	71 913
Vote 02 - Municipal And General		37 633	37 633	37 633	37 633	37 633	37 633	37 633	37 633	37 633	37 633	37 633	37 633	451 595	468 737	486 724
Vote 03 - Municipal Manager		2 634	2 634	2 634	2 634	2 634	2 634	2 634	2 634	2 634	2 634	2 634	2 634	31 606	33 075	34 440
Vote 04 - Corporate Services		4 483	4 483	4 483	4 483	4 483	4 483	4 483	4 483	4 483	4 483	4 483	4 483	53 796	55 493	60 034
Vote 05 - Community Services		35 705	35 705	35 705	35 705	35 705	35 705	35 705	35 705	35 705	35 705	35 705	35 705	428 459	448 242	465 821
Vote 06 - Financial Services		15 368	15 368	15 368	15 368	15 368	15 368	15 368	15 368	15 368	15 368	15 368	15 368	184 419	193 782	201 569
Vote 07 - Strategy Econ Development And Planning		6 039	6 039	6 039	6 039	6 039	6 039	6 039	6 039	6 039	6 039	6 039	6 038	72 462	75 706	78 743
Vote 08 - Infrastructure And Services		171 348	171 348	171 348	171 348	171 348	171 348	171 348	171 348	171 348	171 348	171 348	171 348	2 056 182	2 204 323	2 298 357
Vote 09 -																
Vote 10 -																
Vote 11 -																
Vote 12 -																
Vote 13 -																
Vote 14 -																
Vote 15 - Other																
Total Expenditure by Vote		278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	3 344 486	3 548 295	3 697 601
Surplus/(Deficit) before assoc.		58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	703 519	586 947	415 354
Income Tax																
Share of Surplus/Deficit attributable to Minorities																
Intercompany/Parent subsidiary transactions																
Surplus/(Deficit)	1	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	703 519	586 947	415 354

References

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

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

Description		Ref	Budget Year 2026/27											Medium Term Revenue and Expenditure Framework		
R thousand	July		August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue - Functional																
Governance and administration			161 443	161 443	161 443	161 443	161 443	161 443	161 443	161 443	161 443	161 443	161 443	1 937 320	1 848 782	1 656 150
Executive and council			93 721	93 721	93 721	93 721	93 721	93 721	93 721	93 721	93 721	93 721	93 721	1 124 656	1 009 610	787 514
Finance and administration			67 722	67 722	67 722	67 722	67 722	67 722	67 722	67 722	67 722	67 722	67 722	812 664	839 172	868 637
Internal audit																
Community and public safety			3 541	3 541	3 541	3 541	3 541	3 541	3 541	3 541	3 541	3 541	3 541	42 493	54 086	56 609
Community and social services			309	309	309	309	309	309	309	309	309	309	309	3 707	13 555	14 097
Sport and recreation			293	293	293	293	293	293	293	293	293	293	293	3 510	3 668	3 815
Public safety			73	73	73	73	73	73	73	73	73	73	73	870	909	946
Housing			2 867	2 867	2 867	2 867	2 867	2 867	2 867	2 867	2 867	2 867	2 867	34 401	35 949	37 746
Health			0	0	0	0	0	0	0	0	0	0	0	5	5	5
Economic and environmental services			2 039	2 039	2 039	2 039	2 039	2 039	2 039	2 039	2 039	2 039	2 039	24 470	25 420	26 306
Planning and development			802	802	802	802	802	802	802	802	802	802	802	9 620	9 906	10 172
Road transport			1 238	1 238	1 238	1 238	1 238	1 238	1 238	1 238	1 238	1 238	1 238	14 850	15 514	16 134
Environmental protection																
Trading services			169 245	169 245	169 245	169 245	169 245	169 245	169 245	169 245	169 245	169 245	169 245	2 030 941	2 193 599	2 360 000
Energy sources			103 865	103 865	103 865	103 865	103 865	103 865	103 865	103 865	103 865	103 865	103 865	1 246 385	1 381 744	1 518 882
Water management			41 207	41 207	41 207	41 207	41 207	41 207	41 207	41 207	41 207	41 207	41 207	494 483	511 278	528 557
Waste water management			13 608	13 608	13 608	13 608	13 608	13 608	13 608	13 608	13 608	13 608	13 608	163 297	170 491	177 472
Waste management			10 565	10 565	10 565	10 565	10 565	10 565	10 565	10 565	10 565	10 565	10 565	126 776	130 086	135 089
Other			1 065	1 065	1 065	1 065	1 065	1 065	1 065	1 065	1 065	1 065	1 065	12 780	13 355	13 889
Total Revenue - Functional			337 334	337 334	337 334	337 334	337 334	337 334	337 334	337 334	337 334	337 334	337 334	4 048 004	4 135 242	4 112 955
Expenditure - Functional																
Governance and administration			72 419	72 419	72 419	72 419	72 419	72 419	72 419	72 419	72 419	72 419	72 418	869 022	905 205	943 463
Executive and council			44 268	44 268	44 268	44 268	44 268	44 268	44 268	44 268	44 268	44 268	44 268	531 218	551 991	573 567
Finance and administration			27 547	27 547	27 547	27 547	27 547	27 547	27 547	27 547	27 547	27 547	27 546	330 560	345 643	362 023
Internal audit			604	604	604	604	604	604	604	604	604	604	604	7 244	7 570	7 873
Community and public safety			19 972	19 972	19 972	19 972	19 972	19 972	19 972	19 972	19 972	19 972	19 972	239 664	250 990	261 013
Community and social services			4 758	4 758	4 758	4 758	4 758	4 758	4 758	4 758	4 758	4 758	4 758	57 100	61 116	63 238
Sport and recreation			6 103	6 103	6 103	6 103	6 103	6 103	6 103	6 103	6 103	6 103	6 103	73 230	75 803	78 857
Public safety			4 136	4 136	4 136	4 136	4 136	4 136	4 136	4 136	4 136	4 136	4 136	49 636	51 760	53 876
Housing			3 143	3 143	3 143	3 143	3 143	3 143	3 143	3 143	3 143	3 143	3 143	37 712	39 336	41 146
Health			1 832	1 832	1 832	1 832	1 832	1 832	1 832	1 832	1 832	1 832	1 832	21 985	22 975	23 895
Economic and environmental services			17 654	17 654	17 654	17 654	17 654	17 654	17 654	17 654	17 654	17 654	17 654	211 850	220 929	229 840
Planning and development			5 363	5 363	5 363	5 363	5 363	5 363	5 363	5 363	5 363	5 363	5 363	64 359	67 232	69 970
Road transport			12 206	12 206	12 206	12 206	12 206	12 206	12 206	12 206	12 206	12 206	12 206	146 468	152 629	158 759
Environmental protection			85	85	85	85	85	85	85	85	85	85	85	1 023	1 069	1 111
Trading services			166 062	166 062	166 062	166 062	166 062	166 062	166 062	166 062	166 062	166 062	166 062	1 992 739	2 138 577	2 229 387
Energy sources			111 793	111 793	111 793	111 793	111 793	111 793	111 793	111 793	111 793	111 793	111 793	1 341 512	1 463 003	1 533 226
Water management			32 049	32 049	32 049	32 049	32 049	32 049	32 049	32 049	32 049	32 049	32 049	384 592	397 243	407 206
Waste water management			13 075	13 075	13 075	13 075	13 075	13 075	13 075	13 075	13 075	13 075	13 075	156 898	163 779	169 944
Waste management			9 145	9 145	9 145	9 145	9 145	9 145	9 145	9 145	9 145	9 145	9 145	109 737	114 551	119 011
Other			2 601	2 601	2 601	2 601	2 601	2 601	2 601	2 601	2 601	2 601	2 601	31 211	32 594	33 899
Total Expenditure - Functional			278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	278 707	3 344 486	3 548 295	3 697 601
Surplus/(Deficit) before assoc.			58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	703 519	586 947	415 354
Intercompany/Parent subsidiary transactions																
Surplus/(Deficit)		1	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	58 627	703 519	586 947	415 354

References

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

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

Description	Ref	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Multi-year expenditure to be appropriated	1															
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 02 - Municipal And General		725	725	725	725	725	725	725	725	725	725	725	725	8 696	–	5 430
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 05 - Community Services		978	978	978	978	978	978	978	978	978	978	978	978	11 739	13 478	2 609
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 07 - Strategy Econ Development And Planning		196	196	196	196	196	196	196	196	196	196	196	196	2 348	4 522	5 826
Vote 08 - Infrastructure And Services		42 764	42 764	42 764	42 764	42 764	42 764	42 764	42 764	42 764	42 764	42 764	42 764	513 169	437 115	273 597
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–			
Capital multi-year expenditure sub-total	2	44 663	44 663	44 663	44 663	44 663	44 663	44 663	44 663	44 663	44 663	44 663	44 663	535 951	455 115	287 462
Single-year expenditure to be appropriated																
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 02 - Municipal And General		688	688	688	688	688	688	688	688	688	688	688	688	8 261	20 435	25 217
Vote 03 - Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 04 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 05 - Community Services		72	72	72	72	72	72	72	72	72	72	72	72	870	3 043	5 430
Vote 06 - Financial Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 07 - Strategy Econ Development And Planning		214	214	214	214	214	214	214	214	214	214	214	214	2 565	–	–
Vote 08 - Infrastructure And Services		6 938	6 938	6 938	6 938	6 938	6 938	6 938	6 938	6 938	6 938	6 938	6 938	83 251	49 078	11 099
Vote 09 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 10 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 11 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 12 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–			
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–	–	–			
Capital single-year expenditure sub-total	2	7 912	7 912	7 912	7 912	7 912	7 912	7 912	7 912	7 912	7 912	7 912	7 912	94 947	72 556	41 746
Total Capital Expenditure	2	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	630 898	527 672	329 208

References

- 1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates
- 2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

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

Description	Ref	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand																
Capital Expenditure - Functional	1															
Governance and administration		1 413	1 413	1 413	1 413	1 413	1 413	1 413	1 413	1 413	1 413	1 413	1 413	16 957	20 435	30 648
Executive and council		1 413	1 413	1 413	1 413	1 413	1 413	1 413	1 413	1 413	1 413	1 413	1 413	16 957	20 435	30 648
Finance and administration		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Internal audit																
Community and public safety		1 051	1 051	1 051	1 051	1 051	1 051	1 051	1 051	1 051	1 051	1 051	1 051	12 609	16 522	8 039
Community and social services		1 051	1 051	1 051	1 051	1 051	1 051	1 051	1 051	1 051	1 051	1 051	1 051	12 609	16 522	8 039
Sport and recreation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety																
Housing																
Health																
Economic and environmental services		1 780	1 780	1 780	1 780	1 780	1 780	1 780	1 780	1 780	1 780	1 780	1 780	21 358	31 217	33 744
Planning and development		268	268	268	268	268	268	268	268	268	268	268	268	3 217	4 522	5 826
Road transport		1 512	1 512	1 512	1 512	1 512	1 512	1 512	1 512	1 512	1 512	1 512	1 512	18 141	26 696	27 918
Environmental protection																
Trading services		48 190	48 190	48 190	48 190	48 190	48 190	48 190	48 190	48 190	48 190	48 190	48 190	578 279	459 498	256 777
Energy sources		2 103	2 103	2 103	2 103	2 103	2 103	2 103	2 103	2 103	2 103	2 103	2 103	25 236	18 811	15 038
Water management		42 029	42 029	42 029	42 029	42 029	42 029	42 029	42 029	42 029	42 029	42 029	42 029	504 348	429 565	224 348
Waste water management		4 058	4 058	4 058	4 058	4 058	4 058	4 058	4 058	4 058	4 058	4 058	4 058	48 696	11 121	17 391
Waste management																
Other																
Total Capital Expenditure - Functional	2	52 434	52 434	52 434	52 434	52 434	52 434	52 434	52 434	52 434	52 434	52 434	52 434	629 203	527 672	329 208
Funded by:																
National Government		50 463	50 463	50 463	50 463	50 463	50 463	50 463	50 463	50 463	50 463	50 463	50 463	605 551	494 889	292 078
Provincial Government																
District Municipality		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies (capital expenditure allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital		50 463	50 463	50 463	50 463	50 463	50 463	50 463	50 463	50 463	50 463	50 463	50 463	605 551	494 889	292 078
Borrowing																
Internally generated funds		2 112	2 112	2 112	2 112	2 112	2 112	2 112	2 112	2 112	2 112	2 112	2 112	25 348	32 783	37 130
Total Capital Funding		52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	630 898	527 672	329 208

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates
2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Cash Receipts By Source													1		
Property rates	55 175	55 175	55 175	55 175	55 175	55 175	55 175	55 175	55 175	55 175	55 175	55 175	662 106	683 955	705 842
Service charges - electricity revenue	106 112	106 112	106 112	106 112	106 112	106 112	106 112	106 112	106 112	106 112	106 112	106 112	1 273 349	1 422 520	1 564 770
Service charges - water revenue	33 481	33 481	33 481	33 481	33 481	33 481	33 481	33 481	33 481	33 481	33 481	33 481	401 778	414 932	428 004
Service charges - sanitation revenue	9 400	9 400	9 400	9 400	9 400	9 400	9 400	9 400	9 400	9 400	9 400	9 400	112 801	117 960	122 592
Service charges - refuse revenue	7 425	7 425	7 425	7 425	7 425	7 425	7 425	7 425	7 425	7 425	7 425	7 425	89 096	90 938	94 380
Rental of facilities and equipment	2 887	2 887	2 887	2 887	2 887	2 887	2 887	2 887	2 887	2 887	2 887	2 887	34 645	36 204	38 012
Interest earned - external investments	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	25 000	22 000	25 000
Interest earned - outstanding debtors	2 440	2 440	2 440	2 440	2 440	2 440	2 440	2 440	2 440	2 440	2 440	2 440	29 275	30 446	31 793
Dividends received															
Fines, penalties and forfeits	3 074	3 074	3 074	3 074	3 074	3 074	3 074	3 074	3 074	3 074	3 074	3 074	36 890	38 550	40 092
Licences and permits	821	821	821	821	821	821	821	821	821	821	821	821	9 850	10 293	10 705
Agency services															
Transfers and Subsidies - Operational	27 728	27 728	27 728	27 728	27 728	27 728	27 728	27 728	27 728	27 728	27 728	27 728	332 732	355 965	364 846
Other revenue	903	903	903	903	903	903	903	903	903	903	903	903	10 837	7 395	6 765
Cash Receipts by Source	251 530	251 530	251 530	251 530	251 530	251 530	251 530	251 530	251 530	251 530	251 530	251 530	3 018 358	3 231 158	3 432 801
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	58 032	58 032	58 032	58 032	58 032	58 032	58 032	58 032	58 032	58 032	58 032	58 032	696 383	567 214	333 894
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)	28 772	28 772	28 772	28 772	28 772	28 772	28 772	28 772	28 772	28 772	28 772	28 772	345 264	349 545	332 292
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments															
Insurance Refund - Capital	67	67	67	67	67	67	67	67	67	67	67	67	800	836	869
Interest on Short Term Investment (Greater than 90 days) and Long Term Investments															
Total Cash Receipts by Source	338 400	338 400	338 400	338 400	338 400	338 400	338 400	338 400	338 400	338 400	338 400	338 400	4 060 805	4 148 752	4 099 857
Cash Payments by Type															
Employee related costs	91 931	91 931	91 931	91 931	91 931	91 931	91 931	91 931	91 931	91 931	91 931	91 931	1 103 177	1 154 302	1 202 769
Remuneration of councillors	3 422	3 422	3 422	3 422	3 422	3 422	3 422	3 422	3 422	3 422	3 422	3 422	41 064	42 912	44 843
Finance charges	1 145	1 145	1 145	1 145	1 145	1 145	1 145	1 145	1 145	1 145	1 145	1 145	13 735	11 315	8 589
Bulk purchases - Electricity	104 238	104 238	104 238	104 238	104 238	104 238	104 238	104 238	104 238	104 238	104 238	104 238	1 250 855	1 374 690	1 443 424
Acquisition inventory - water and other inventory	10 381	10 381	10 381	10 381	10 381	10 381	10 381	10 381	10 381	10 381	10 381	10 381	124 568	123 433	120 391
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - other municipalities															
Transfers and subsidies - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	45 506	45 506	45 506	45 506	45 506	45 506	45 506	45 506	45 506	45 506	45 506	45 506	546 068	572 399	602 670
Cash Payments by Type	256 622	256 622	256 622	256 622	256 622	256 622	256 622	256 622	256 622	256 622	256 622	256 622	3 079 466	3 279 051	3 422 686
Other Cash Flows/Payments by Type															
Capital assets	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	52 575	147 210	725 533	609 322	381 089
Retention (Capital)															
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	20 280	20 280	20 280	20 280	20 280	20 280	20 280	20 280	20 280	20 280	20 280	20 280	243 358	264 866	285 976
Total Cash Payments by Type	330 868	330 868	330 868	330 868	330 868	330 868	330 868	330 868	330 868	330 868	330 868	425 502	4 065 045	4 172 071	4 109 751
NET INCREASE/(DECREASE) IN CASH HELD	7 533	7 533	7 533	7 533	7 533	7 533	7 533	7 533	7 533	7 533	7 533	(87 101)	(4 240)	(23 319)	(9 894)
Cash/cash equivalents at the month/year begin:	78 493	86 026	93 559	101 092	108 624	116 157	123 690	131 223	138 756	146 289	153 822	161 354	78 493	74 253	50 934
Cash/cash equivalents at the month/year end:	86 026	93 559	101 092	108 624	116 157	123 690	131 223	138 756	146 289	153 822	161 354	74 253	74 253	50 934	41 040

References

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

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

[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

References

1. Total agreement period from commencement until end
2. Annual value

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

Description	Ref	Preceding Years	Current Year 2025/26	2026/27 Medium Term Revenue & Expenditure Framework			Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Forecast 2033/34	Forecast 2034/35	Forecast 2035/36	Total Contract Value
		Total	Original Budget	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
R thousand	1,3													
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)		4 219	3 000	2 600	2 717	2 826	-	-	-	-	-	-	-	15 361
Total Operating Expenditure Implication		4 219	3 000	2 600	2 717	2 826	-	-	-	-	-	-	-	15 361
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		4 219	3 000	2 600	2 717	2 826	-	-	-	-	-	-	-	15 361
Entities:														
Revenue Obligation By Contract	2													
														-
														-
														-
Total Operating Revenue Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure Obligation By Contract	2													
														-
														-
														-
Total Operating Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure Obligation By Contract	2													
														-
														-
														-
Total Capital Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Entity Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-

References

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

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

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

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

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		36 181	20 659	231 012	88 715	82 000	82 000	67 974	34 869	61 008
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		22 708	15 982	3 958	25 217	26 087	26 087	24 366	17 072	15 038
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks		22 708	15 982	3 958	25 217	26 087	26 087	24 366	17 072	15 038
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		1 076	-	218 358	46 541	29 391	29 391	12 304	6 676	28 579
Dams and Weirs										
Boreholes										
Reservoirs		-	-	22 882	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works										
Bulk Mains		-	-	195 476	46 541	29 391	29 391	12 304	6 676	28 579
Distribution		1 076	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations										
Capital Spares										
Sanitation Infrastructure		12 397	4 676	8 696	16 957	26 522	26 522	31 304	11 121	17 391
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		12 397	4 676	8 696	16 957	26 522	26 522	31 304	11 121	17 391
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										
Revelments										
Promenades										
Capital Spares										
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										

Community Assets										
Community Facilities	-	-	2 014	3 043	3 478	3 478	6 522	3 043	5 430	
Halls	-	-	-	3 043	3 478	3 478	6 522	3 043	5 430	
Centres	-	-	-	870	435	435	5 652	-	-	
Crèches	-	-	-	2 174	3 043	3 043	-	-	-	
Clinics/Care Centres	-	-	-	-	-	-	-	-	-	
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-	
Testing Stations	-	-	-	-	-	-	-	-	-	
Museums	-	-	-	-	-	-	-	-	-	
Galleries	-	-	-	-	-	-	-	-	-	
Theatres	-	-	-	-	-	-	-	-	-	
Libraries	-	-	-	-	-	-	-	-	-	
Cemeteries/Crematoria	-	-	-	-	-	-	870	3 043	5 430	
Police	-	-	-	-	-	-	-	-	-	
Parks	-	-	-	-	-	-	-	-	-	
Public Open Space	-	-	-	-	-	-	-	-	-	
Nature Reserves	-	-	-	-	-	-	-	-	-	
Public Ablution Facilities	-	-	-	-	-	-	-	-	-	
Markets	-	-	-	-	-	-	-	-	-	
Stalls	-	-	-	-	-	-	-	-	-	
Abattoirs	-	-	-	-	-	-	-	-	-	
Airports	-	-	-	-	-	-	-	-	-	
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-	
Capital Spares	-	-	-	-	-	-	-	-	-	
Sport and Recreation Facilities	-	-	2 014	-	-	-	-	-	-	
Indoor Facilities	-	-	2 014	-	-	-	-	-	-	
Outdoor Facilities	-	-	-	-	-	-	-	-	-	
Capital Spares	-	-	-	-	-	-	-	-	-	
Heritage assets	-	-	-	-	-	-	-	-	-	
Monuments	-	-	-	-	-	-	-	-	-	
Historic Buildings	-	-	-	-	-	-	-	-	-	
Works of Art	-	-	-	-	-	-	-	-	-	
Conservation Areas	-	-	-	-	-	-	-	-	-	
Other Heritage	-	-	-	-	-	-	-	-	-	
Investment properties	3 296	11 313	4 157	4 783	4 783	4 783	3 217	4 522	5 826	
Revenue Generating	3 296	11 313	4 157	4 783	4 783	4 783	3 217	4 522	5 826	
Improved Property	3 296	11 313	4 157	4 783	4 783	4 783	3 217	4 522	5 826	
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	-	17 073	-	-	-	-	-	-	-	
Servitudes	-	-	-	-	-	-	-	-	-	
Licences and Rights	-	17 073	-	-	-	-	-	-	-	
Water Rights	-	-	-	-	-	-	-	-	-	
Effluent Licenses	-	-	-	-	-	-	-	-	-	
Solid Waste Licenses	-	-	-	-	-	-	-	-	-	
Computer Software and Applications	-	-	-	-	-	-	-	-	-	
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-	
Unspecified	-	17 073	-	-	-	-	-	-	-	
Computer Equipment	2 943	1 059	2 135	7 652	3 913	3 913	1 304	3 913	4 348	
Computer Equipment	2 943	1 059	2 135	7 652	3 913	3 913	1 304	3 913	4 348	
Furniture and Office Equipment	984	339	22	870	870	870	870	1 739	1 739	
Furniture and Office Equipment	984	339	22	870	870	870	870	1 739	1 739	
Machinery and Equipment	-	-	38	-	-	-	-	-	-	
Machinery and Equipment	-	-	38	-	-	-	-	-	-	
Transport Assets	7 364	6 881	10 522	12 174	6 087	6 087	6 087	14 783	19 130	
Transport Assets	7 364	6 881	10 522	12 174	6 087	6 087	6 087	14 783	19 130	
Land	-	-	-	-	-	-	-	-	-	
Land	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Living resources	-	-	-	-	-	-	-	-	-	
Mature	-	-	-	-	-	-	-	-	-	
Policing and Protection	-	-	-	-	-	-	-	-	-	
Zoological plants and animals	-	-	-	-	-	-	-	-	-	
Immature	-	-	-	-	-	-	-	-	-	
Policing and Protection	-	-	-	-	-	-	-	-	-	
Zoological plants and animals	-	-	-	-	-	-	-	-	-	
Total Capital Expenditure on new assets	1	50 768	57 324	249 901	117 237	101 130	101 130	85 974	62 869	97 482

References

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

Cemeteries/Crematoria	-	-	-	5 217	5 217	5 217	-	-	-	
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets	-	-	-	2 039	2 039	2 039	-	-	-	
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities	-	-	3 704	1 739	1 119	1 119	8 696	-	5 430	
Indoor Facilities										
Outdoor Facilities	-	-	3 704	1 739	1 119	1 119	8 696	-	5 430	
Capital Spares										
Heritage assets	-	-	-	-	-	-	-	-	-	
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties	-	-	-	-	-	-	-	-	-	
Revenue Generating	-	-	-	-	-	-	-	-	-	
Improved Property										
Unimproved Property										
Non-revenue Generating	-	-	-	-	-	-	-	-	-	
Improved Property										
Unimproved Property										
Other assets	-	-	-	-	-	-	-	-	-	
Operational Buildings	-	-	-	-	-	-	-	-	-	
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing	-	-	-	-	-	-	-	-	-	
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	
Biological or Cultivated Assets										
Intangible Assets	-	-	-	-	-	-	-	-	-	
Servitudes										
Licences and Rights	-	-	-	-	-	-	-	-	-	
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
Computer Equipment	-	-	-	-	-	-	-	-	-	
Computer Equipment										
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-	
Furniture and Office Equipment										
Machinery and Equipment	-	-	-	-	-	-	-	-	-	
Machinery and Equipment										
Transport Assets	-	-	-	-	-	-	-	-	-	
Transport Assets										
Land	-	-	-	-	-	-	-	-	-	
Land										
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals										
Living resources	-	-	-	-	-	-	-	-	-	
Mature	-	-	-	-	-	-	-	-	-	
Policing and Protection										
Zoological plants and animals										
Immature	-	-	-	-	-	-	-	-	-	
Policing and Protection										
Zoological plants and animals										
Total Capital Expenditure on renewal of existing assets	1	43 168	93 809	279 719	489 498	506 066	506 066	523 348	444 155	208 379
Renewal of Existing Assets as % of total capex		34.3%	53.2%	49.8%	78.0%	80.0%	80.0%	83.0%	84.2%	63.3%
Renewal of Existing Assets as % of deprecn"		60.1%	122.2%	279.8%	542.7%	561.0%	561.0%	578.3%	469.5%	211.4%

References

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

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

RCOS - Sri Prayag - Supporting Table 3A34: Repairs and Maintenance expenditure by Asset Class										
Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand	1									
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		256 231	267 642	353 142	304 291	347 664	347 664	338 365	354 709	371 383
Roads Infrastructure		55 439	71 854	80 076	74 566	99 575	99 575	82 216	85 596	89 113
Roads		45 295	71 454	79 328	74 066	99 025	99 025	81 466	84 813	88 298
Road Structures										
Road Furniture		10 143	399	747	500	550	550	750	784	815
Capital Spares										
Storm water Infrastructure		5 457	7 340	5 224	3 200	3 200	3 200	3 200	3 328	3 461
Drainage Collection		5 457	7 340	5 224	3 200	3 200	3 200	3 200	3 328	3 461
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		63 100	65 143	148 936	89 489	96 193	96 193	95 700	100 451	105 405
Power Plants										
HV Substations		1 173	918	1 332	1 320	1 450	1 450	1 340	1 407	1 477
HV Switching Station		2 170	4 203	5 608	4 105	4 510	4 510	6 650	6 957	7 252
HV Transmission Conductors										
MV Substations		1 541	913	1 767	1 800	12 600	12 600	2 000	2 100	2 205
MV Switching Stations		7 311	4 662	7 477	5 950	5 584	5 584	6 050	6 353	6 670
MV Networks		2 159	1 833	2 315	2 800	1 624	1 624	3 100	3 255	3 418
LV Networks		16 258	18 212	23 146	34 300	31 650	31 650	35 800	37 590	39 470
Capital Spares		32 487	34 402	107 292	39 214	38 775	38 775	40 760	42 790	44 914
Water Supply Infrastructure		70 657	60 170	56 957	60 459	61 108	61 108	68 561	72 630	76 942
Dams and Weirs										
Boreholes										
Reservoirs		2 930	3 363	2 327	5 200	3 200	3 200	5 200	5 512	5 843
Pump Stations		189	53	-	1 000	1 500	1 500	1 000	1 060	1 124
Water Treatment Works		1 255	1 737	7 971	2 500	2 500	2 500	2 500	2 650	2 809
Bulk Mains		26	4 686	807	3 500	4 900	4 900	3 500	3 710	3 933
Distribution		64 443	47 372	42 570	41 854	44 503	44 503	50 106	53 068	56 206
Distribution Points										
PRV Stations										
Capital Spares		1 813	2 959	3 281	6 405	4 505	4 505	6 255	6 630	7 028
Sanitation Infrastructure		41 842	45 814	46 114	53 233	64 040	64 040	65 183	68 141	70 914
Pump Station		9 774	5 774	7 659	15 600	25 450	25 450	15 500	16 205	16 864
Reticalution		29 509	38 119	34 360	35 033	36 020	36 020	42 183	44 098	45 899
Waste Water Treatment Works		463	500	3 499	600	600	600	3 000	3 135	3 260
Outfall Sewers										
Toilet Facilities		2 096	1 422	595	2 000	1 970	1 970	4 500	4 703	4 891
Capital Spares										
Solid Waste Infrastructure		19 737	17 321	15 836	23 345	23 549	23 549	23 505	24 562	25 548
Landfill Sites		19 669	17 050	15 683	23 045	23 249	23 249	23 205	24 250	25 224
Waste Transfer Stations										
Waste Processing Facilities		68	271	153	300	300	300	300	312	324
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		951	5 206	3 831	3 490	3 394	3 394	3 200	2 891	3 008
Community Facilities		505	4 153	2 830	2 840	2 644	2 644	2 150	2 521	2 622
Halls		(1 684)	1 554	1 158	120	120	120	130	136	141
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations		50	24	-	100	100	100	100	105	109
Testing Stations										
Museums										
Galleries										

Total Repairs and Maintenance Expenditure	1	312 569	331 925	410 686	373 745	418 418	418 418	410 001	428 970	448 852

R&M as a % of PPE & Investment Property		14,0%	14,4%	19,1%	13,9%	15,5%	15,5%	15,9%	17,9%	21,4%
R&M as % Operating Expenditure		12,2%	12,0%	13,2%	11,6%	12,0%	12,0%	18,2%	12,8%	12,6%

References

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

<i>Theatres</i>									
<i>Libraries</i>	-	-	278	-	-	-	-	-	-
<i>Cemeteries/Crematoria</i>	-	-	349	-	-	-	-	-	-
<i>Police</i>									
<i>Parks</i>									
<i>Public Open Space</i>	-	-	243	-	-	-	-	-	-
<i>Nature Reserves</i>									
<i>Public Ablution Facilities</i>									
<i>Markets</i>	-	-	-	-	-	-	-	-	-
<i>Stalls</i>	-	-	1 458	-	-	-	-	-	-
<i>Abattoirs</i>									
<i>Airports</i>									
<i>Taxi Ranks/Bus Terminals</i>	-	-	104	-	-	-	-	-	-
<i>Capital Spares</i>									
Sport and Recreation Facilities	-	-	2 630	-	-	-	-	-	-
<i>Indoor Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Outdoor Facilities</i>	-	-	2 630	-	-	-	-	-	-
<i>Capital Spares</i>									
Heritage assets	-	-	-	-	-	-	-	-	-
<i>Monuments</i>									
<i>Historic Buildings</i>									
<i>Works of Art</i>									
<i>Conservation Areas</i>									
<i>Other Heritage</i>									
Investment properties	201	202	199	300	300	300	300	314	326
<i>Revenue Generating</i>	201	202	199	300	300	300	300	314	326
<i>Improved Property</i>	-	-	199	-	-	-	-	-	-
<i>Unimproved Property</i>	201	202	-	300	300	300	300	314	326
<i>Non-revenue Generating</i>	-	-	-	-	-	-	-	-	-
<i>Improved Property</i>									
<i>Unimproved Property</i>									
Other assets	-	-	8 461	-	-	-	-	-	-
<i>Operational Buildings</i>	-	-	8 086	-	-	-	-	-	-
<i>Municipal Offices</i>	-	-	7 561	-	-	-	-	-	-
<i>Pay/Enquiry Points</i>	-	-	62	-	-	-	-	-	-
<i>Building Plan Offices</i>									
<i>Workshops</i>	-	-	463	-	-	-	-	-	-
<i>Yards</i>									
<i>Stores</i>									
<i>Laboratories</i>									
<i>Training Centres</i>									
<i>Manufacturing Plant</i>									
<i>Depots</i>									
<i>Capital Spares</i>									
<i>Housing</i>	-	-	375	-	-	-	-	-	-
<i>Staff Housing</i>	-	-	375	-	-	-	-	-	-
<i>Social Housing</i>									
<i>Capital Spares</i>									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
<i>Biological or Cultivated Assets</i>									
Intangible Assets	3 622	5 149	5 476	5 700	5 700	5 700	6 000	6 270	6 521
<i>Servitudes</i>									
<i>Licences and Rights</i>	3 622	5 149	5 476	5 700	5 700	5 700	6 000	6 270	6 521
<i>Water Rights</i>									
<i>Effluent Licenses</i>									
<i>Solid Waste Licenses</i>									
<i>Computer Software and Applications</i>	3 622	5 149	5 476	5 700	5 700	5 700	6 000	6 270	6 521
<i>Load Settlement Software Applications</i>									
<i>Unspecified</i>	-	-	-	-	-	-	-	-	-
Computer Equipment	2 447	2 752	2 018	3 000	3 000	3 000	2 700	2 822	2 934
<i>Computer Equipment</i>	2 447	2 752	2 018	3 000	3 000	3 000	2 700	2 822	2 934
Furniture and Office Equipment	1 401	1 396	141	2 000	2 000	2 000	1 500	1 568	1 630
<i>Furniture and Office Equipment</i>	1 401	1 396	141	2 000	2 000	2 000	1 500	1 568	1 630
Machinery and Equipment	1 338	1 377	1 016	1 500	1 500	1 500	1 200	1 254	1 304
<i>Machinery and Equipment</i>	1 338	1 377	1 016	1 500	1 500	1 500	1 200	1 254	1 304
Transport Assets	6 487	6 833	3 589	9 000	9 000	9 000	7 000	7 315	7 608
<i>Transport Assets</i>	6 487	6 833	3 589	9 000	9 000	9 000	7 000	7 315	7 608
Land	773	2 112	6 781	-	-	-	-	-	-
<i>Land</i>	773	2 112	6 781	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
<i>Zoo's, Marine and Non-biological Animals</i>									
Living resources	-	-	-	-	-	-	-	-	-
<i>Mature</i>	-	-	-	-	-	-	-	-	-
<i>Policing and Protection</i>									
<i>Zoological plants and animals</i>									
<i>Immature</i>	-	-	-	-	-	-	-	-	-
<i>Policing and Protection</i>									
<i>Zoological plants and animals</i>									
Total Depreciation	1	71 830	76 760	99 985	90 200	90 200	90 500	94 608	98 565

References

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

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

[illegible]

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 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
Residential Property	0.012646	0.013114	0.014132	0.015083
Vacant Residential Property	0.018969	0.019671	0.021197	0.022624
Industrial Property	0.037938	0.039342	0.042395	0.045248
Vacant Industrial	0.044262	0.045899	0.049460	0.052789
Business and Commercial Property	0.037938	0.039342	0.042395	0.045248
Vacant Business and Commercial Property	0.044262	0.045899	0.049460	0.052789
Agricultural Property	0.003162	0.003278	0.003533	0.003771
Mining Property	0.075877	0.078683	0.084789	0.090496
Public Service Property	0.051849	0.053767	0.057939	0.061839
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	0.012646	0.013114	0.014132	0.015083
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 240 000 in addition to criteria per the Policy. The proposed rebate for Rural Residential is 15%, bona fide Agricultural Property is 40%, Rural Commercial, Industrial properties is 75% and Rural mines is 50%, Creches and Guesthouses is 30% and independent schools 65% subject to the requirements per the policy.

1.1.2 Public Service Infrastructure is no longer 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 50% to 40 % for the next year.

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

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

1.1.6 The categories of property with zero rate tariffs are those that are 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).

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 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
1.2 <u>MUNICIPAL SWIMMING POOLS & SPORTS FIELDS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u>				
1.2.1 <u>Karen Muir Swimming Pool</u>				
Admission fees - Children	18.00	19.00	20.00	21.00
Admission fees - Adults	23.00	24.00	26.00	28.00
Season tickets - Children	174.00	180.00	194.00	207.00
Season tickets - Adults	301.00	312.00	336.00	359.00
Hire of pool (Strictly for swimming purposes)	2,533.00	2,627.00	2,831.00	3,022.00
Key / Loss / damage / breakage deposit	2,132.00	2,211.00	2,383.00	2,543.00
1.2.2 <u>Florianville Swimming Pool</u>				
Admission fees - Children	18.00	19.00	20.00	21.00
Admission fees - Adults	23.00	24.00	26.00	28.00
Season tickets - Children	147.00	152.00	164.00	175.00
Season tickets - Adults	240.00	249.00	268.00	286.00
Hire of pool (Strictly for swimming purposes)	2,397.00	2,486.00	2,679.00	2,859.00
Key / Loss / damage / breakage deposit	2,132.00	2,211.00	2,383.00	2,543.00
1.2.3 <u>Roodepan Swimming Pool</u>				
Admission fees - Children	14.00	15.00	16.00	17.00
Admission fees - Adults	23.00	24.00	26.00	28.00
Season tickets - Children	134.00	139.00	150.00	160.00
Season tickets - Adults	214.00	222.00	239.00	255.00
Hire of pool (Strictly for swimming purposes)	2,397.00	2,486.00	2,679.00	2,859.00
Key / Loss / damage / breakage deposit	2,132.00	2,211.00	2,383.00	2,543.00
1.2.4 <u>Galeshewe Swimming Pool</u>				
Admission fees - Children	14.00	15.00	16.00	17.00
Admission fees - Adults	23.00	24.00	26.00	28.00
Season tickets - Children	134.00	139.00	150.00	160.00
Season tickets - Adults	214.00	222.00	239.00	255.00
Hire of pool (Strictly for swimming purposes)	2,397.00	2,486.00	2,679.00	2,859.00
Key / Loss / damage / breakage deposit	2,132.00	2,211.00	2,383.00	2,543.00
1.2.5 <u>De Beers Stadium</u>				
<u>Athletics</u>				
Hire of athletics track	1,785.00	1,851.00	1,995.00	2,129.00
Key / Loss / damage / breakage deposit	1,785.00	1,851.00	1,995.00	2,129.00
Apparatus per day	1,066.00	1,105.00	1,191.00	1,271.00
Key / Loss / damage / breakage deposit	1,467.00	1,521.00	1,639.00	1,749.00
Training sessions (Schools/Clubs) for athletics during the week, except public holidays from 07:00-18:00	246.00	255.00	275.00	294.00
Hire of sports field	960.00	996.00	1,073.00	1,145.00
Key / Loss / damage / breakage deposit	1,467.00	1,521.00	1,639.00	1,749.00
Preparation Fee	960.00	996.00	1,073.00	1,145.00
VIP Lounge	960.00	996.00	1,073.00	1,145.00
Lights :Fixed (plus hourly rate)	2,051.00	2,127.00	2,292.00	2,446.00
: Hourly rate	65.00	67.00	72.00	77.00
HIRE OF STADIUM				
Sport per day (soccer)	1,332.00	1,381.00	1,488.00	1,588.00
Other than sport	3,331.00	3,454.00	3,722.00	3,972.00
Key / Loss / damage / breakage deposit	2,665.00	2,764.00	2,978.00	3,178.00
Training session- soccer purposes(session during the week, except public holidays for a maximum of three (3) hours from 07:00-18:00)	236.00	400.00	431.00	460.00
Music festivals/events /commercial use	30,643.00	29,000.00	31,250.00	33,353.00
Key / Loss / damage / breakage deposit	42,635.00	23,000.00	24,785.00	26,453.00
HIRE OF HALL NO. 4				
Indoor sport (strictly for sporting codes and no events allowed)	214.00	222.00	239.00	255.00
Hire of cafeteria/bar	428.00	444.00	478.00	510.00
Key / Loss / damage / breakage deposit	1,467.00	1,521.00	1,639.00	1,749.00
Season ticket for individuals for athletics (season is for 90 days with a maximum of 3 hours per session, during the week-except for public holidays within 07:00-18:00)	226.00	234.00	252.00	269.00
Individual per session	58.00	60.00	65.00	69.00
GROUPS:				



	PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	R	R	R	R
1 - 10 per session	100.00	104.00	112.00	120.00
11 - 20 per session	128.00	133.00	143.00	153.00
21 - 30 per session	162.00	168.00	181.00	193.00
31 - 40 per session	199.00	206.00	222.00	237.00
41 - 60 per session	234.00	243.00	262.00	280.00
61 and more per session	340.00	353.00	380.00	406.00
1.2.6 Galeshewe Stadium				
Sport per day (soccer)	1,332.00	1,000.00	1,078.00	1,151.00
Hire of multipurpose courts	987.00	300.00	323.00	345.00
Hire of athletic track	New	500.00		
Key / Loss / damage / breakage deposit	1,798.00	1,865.00	2,010.00	2,145.00
Refundable loss deposit	New	200.00		
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	226.00	234.00	252.00	269.00
Individual per session	58.00	60.00	65.00	69.00
GROUPS:				
1 - 10 per session	100.00	104.00	112.00	120.00
11 - 20 per session	128.00	133.00	143.00	153.00
21 - 30 per session	162.00	168.00	181.00	193.00
31 - 40 per session	199.00	206.00	222.00	237.00
41 - 60 per session	234.00	243.00	262.00	280.00
61 and more per session	340.00	353.00	380.00	406.00
Training sessions (schools/clubs) for athletics during the week, except public holidays from 07:00-18:00	246.00	255.00	275.00	294.00
Other than sport	5,995.00	6,217.00	6,699.00	7,150.00
Key / Loss / damage / breakage deposit	2,665.00	2,764.00	2,978.00	3,178.00
Music festivals/events /commercial use	23,982.00	25,000.00	26,940.00	28,753.00
Key / Loss / damage / breakage deposit	41,302.00	19,000.00	20,474.00	21,852.00
Lights :Fixed (plus hourly rate)	4,129.00	4,282.00	4,614.00	4,925.00
: Hourly rate	119.00	123.00	133.00	142.00
1.2.7 Galeshewe Arena				
Hire of arena per day	521.00	540.00	582.00	621.00
Hire of hall per day	266.00	276.00	297.00	317.00
Key / Loss / damage / breakage deposit	868.00	900.00	970.00	1,035.00
Music festivals/events /commercial use	7,860.00	8,151.00	8,784.00	9,375.00
Key / Loss / damage / breakage deposit	15,988.00	16,580.00	17,867.00	19,069.00
Lights :Fixed (plus hourly rate)	67.00	69.00	74.00	79.00
: Hourly rate	20.00	21.00	23.00	25.00
1.2.8 West-End Indoor Facility				
Competitive sport -				
Prior occupation per day	958.00	993.00	1,070.00	1,142.00
Main Hall (per day)	2,252.00	2,335.00	2,516.00	2,685.00
Key / Loss / damage / breakage deposit	2,239.00	2,322.00	2,502.00	2,670.00
Small Hall (per day)	1,398.00	1,450.00	1,563.00	1,668.00
Key / Loss / damage / breakage deposit	1,398.00	1,450.00	1,563.00	1,668.00
Training sessions -				
Main Hall (per hour)	233.00	242.00	261.00	279.00
Key / Loss / damage / breakage deposit	350.00	363.00	391.00	417.00
Small Hall (per hour)	168.00	174.00	188.00	201.00
Key / Loss / damage / breakage deposit	307.00	318.00	343.00	366.00
Other than sports:				
* Monday - Friday				
07:00 - 12:00 (per session)	1,344.00	1,394.00		
12:00 - 17:00 (per session)	1,344.00	1,394.00		
17:00 - 07:00 (per hour)	809.00	839.00		
* Saturdays				
A basic fee charged for 4 hours or part thereof	2,098.00	2,176.00		
For every additional hour which the facility is used				
an additional tariff is payable	561.00	582.00		



PRESENT TARIFFS R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
* <u>Sundays & Public Holidays</u> 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	2,307.00 809.00 1,679.00	2,392.00 839.00 1,741.00	
Kitchen (per day) * <u>All Dances (Music festivals Excluded)</u> 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	798.00 3,497.00 965.00 2,098.00	828.00 3,626.00 1,001.00 2,176.00	
*** Funerals - for 4 hours For every additional hour	2,098.00 455.00	2,176.00 472.00	
*** <u>Key / Loss / damage / breakage deposit</u>	1,398.00	1,450.00	
Preparation fee (per hour) applicable to all activities Aircon \ 8 hour session	616.00 1,398.00	639.00 1,450.00	

1.2.9

West-End ClubCompetitive sport -

Prior occupation per day	1,049.00	1,088.00	1,172.00	1,251.00
Main Hall (per day)	1,398.00	1,450.00	1,563.00	1,668.00
Key / Loss / damage / breakage deposit	1,398.00	1,450.00	1,563.00	1,668.00

Training sessions -

Main Hall (per hour)	231.00	240.00	259.00	276.00
Key / Loss / damage / breakage deposit	377.00	391.00	421.00	449.00
Kitchen	797.00	826.00	890.00	950.00
Key / Loss / damage / breakage deposit	1,398.00	1,450.00	1,563.00	1,668.00
Braai area	838.00	869.00	936.00	999.00
Key / Loss / damage / breakage deposit	1,398.00	1,450.00	1,563.00	1,668.00
Trog Bar	1,118.00	1,159.00	1,249.00	1,333.00
Key / Loss / damage / breakage deposit	1,398.00	1,450.00	1,563.00	1,668.00
Soccer Field	797.00	826.00	890.00	950.00
Key / Loss / damage / breakage deposit	1,118.00	1,159.00	1,249.00	1,333.00
Cricket field	797.00	826.00	890.00	950.00
Key / Loss / damage / breakage deposit	1,118.00	1,159.00	1,249.00	1,333.00
Air Conditioner	908.00	942.00	1,015.00	1,083.00

Hiring of facility other than sports:* Monday - Friday

07:00 - 12:00 (per session)	1,344.00	1,394.00
12:00 - 17:00 (per session)	1,344.00	1,394.00
17:00 - 07:00 (per hour)	809.00	839.00

* 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	2,098.00 561.00	2,176.00 582.00

* 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 * Key / Loss / damage / breakage deposit	2,307.00 809.00 1,679.00	2,392.00 839.00 1,741.00

Kitchen (per day)

798.00 828.00

* 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 ** Key / Loss / damage / breakage deposit	3,497.00 965.00 2,098.00	3,626.00 1,001.00 2,176.00



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*** Funerals - for 4 hours
For every additional hour

2,098.00
455.00

2,176.00
472.00

*** Key / Loss / damage / breakage deposit

1,398.00
1,450.00

Preparation fee (per hour) applicable to all activities
Aircon \ 8 hour session
Deposit on hiring of facilities
(Within 7 days of the request for the reservation)

616.00
1,398.00
50% of total
amount

639.00
1,450.00
50% of total
amount

50% of total
amount

50% of total
amount

Cancellation

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

If a reservation is cancelled within 10 days of occupation the client will 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 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	<u>Open Mine Caravan Park</u>				
	Caravans - (per Caravan)	175.00	181.00	195.00	208.00
	- (per person)	91.00	94.00	101.00	108.00
	Caravan Club				
	Minimum of 20 Caravans - (per Caravan)	133.00	138.00	149.00	159.00
	- (per person)	85.00	88.00	95.00	101.00
	Pensioners - (per Caravan)	125.00	130.00	140.00	149.00
	- (per person)	85.00	88.00	95.00	101.00
	Tent (per site)	133.00	138.00	149.00	159.00
	(per person)	105.00	109.00	117.00	125.00
	Day Visitors:				
	Car (per car)	105.00	109.00	117.00	125.00
	(per person)	113.00	117.00	126.00	134.00
	Bus (per bus)	518.00	537.00	579.00	618.00
	(per person)	91.00	94.00	101.00	108.00
	Music Festival/Events?Commercial Use	7,800.00	7,800.00	8,405.00	8,971.00
	Key loss/Damage/Breakage deposit	11,000.00	11,000.00	11,854.00	12,652.00
1.3	<u>BURIAL PLOT FEES (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u>				
1.3.1	<u>West-End and Kenilworth Cemeteries</u>				
	Re-opening (casket)	1,333.00	1,382.00	1,489.00	1,589.00
	Re-opening (adults)	1,086.00	1,126.00	1,213.00	1,295.00
	Re-opening (babies)	862.00	894.00	963.00	1,028.00
	Burial of ashes	287.00	298.00	321.00	343.00
	Grave fees (adult)	1,829.00	1,897.00	2,044.00	2,182.00
	Grave fees (children under 7)	1,398.00	1,450.00	1,563.00	1,668.00
	Special graves (casket)	2,575.00	2,670.00	2,877.00	3,071.00
	Wall of Remembrance (per niche)	2,705.00	2,805.00	3,023.00	3,226.00
	Two burials per grave	3,921.00	4,066.00	4,382.00	4,677.00
	Reserved graves	3,921.00	4,066.00	4,382.00	4,677.00
	Monument erection fee - single graves	667.00	692.00	746.00	796.00
	Monument erection fee - double graves	1,149.00	1,192.00	1,284.00	1,370.00
	Sundry payment - Saturday funerals	1,373.00	1,424.00	1,535.00	1,638.00



	PRESENT TARIFFS R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
1.3.2	<u>Roodepan, Greenpoint and Galeshewe Cemeteries</u>			
	Re-opening (casket)	1,149.00	1,192.00	1,284.00
	Re-opening (adults)	876.00	908.00	978.00
	Re-opening (babies)	760.00	788.00	849.00
	Burial of ashes	287.00	298.00	321.00
	Grave fees (adult)	1,149.00	1,192.00	1,284.00
	Grave fees (children under 7)	509.00	528.00	569.00
	Special graves (casket)	2,222.00	2,304.00	2,483.00
	Pauper graves	483.00	501.00	540.00
	Two burials per grave	2,745.00	2,847.00	3,068.00
	Reserved graves	2,797.00	2,900.00	3,125.00
	Monument erection fee - single graves	667.00	692.00	746.00
	Monument erection fee - double graves	1,149.00	1,192.00	1,284.00
	Sundry payment - Saturday funerals	1,373.00	1,424.00	1,535.00
1.3.3	<u>Ritchie, Motswedimosa and Rietvale Cemeteries</u>			
	Re-opening (casket)	1,149.00	1,192.00	1,284.00
	Re-opening (adults)	876.00	908.00	978.00
	Re-opening (babies)	760.00	788.00	849.00
	Burial of ashes	287.00	298.00	321.00
	Grave fees (adult)	1,149.00	1,192.00	1,284.00
	Grave fees (children under 7)	509.00	528.00	569.00
	Special graves (casket)	2,222.00	2,304.00	2,483.00
	Pauper graves	483.00	501.00	540.00
	Two burials per grave	2,745.00	2,847.00	3,068.00
	Reserved graves	2,797.00	2,900.00	3,125.00
	Monument erection fee - single graves	667.00	692.00	746.00
	Monument erection fee - double graves	1,149.00	1,192.00	1,284.00
	Sundry payment - Saturday funerals	1,373.00	1,424.00	1,535.00
	<u>Phutanang Cemetery</u>			
	Re-opening (dome casket/casket)	1,149.00	1,192.00	1,284.00
	Re-opening (adults)-normal	876.00	908.00	978.00
	Re-opening (babies)	760.00	788.00	849.00
	Burial of ashes	287.00	298.00	321.00
	Grave fees (adult)	1,096.00	1,137.00	1,225.00
	Grave fees (children under 7)	509.00	528.00	569.00
	Special graves (dome casket/casket)	2,131.00	2,210.00	2,381.00
	Pauper graves	483.00	501.00	540.00
	Two burials per grave	2,022.00	2,097.00	2,260.00
	Reserved graves	2,618.00	2,715.00	2,926.00
	Monument erection fee - single graves	667.00	692.00	746.00
	Monument erection fee - double graves	1,149.00	1,192.00	1,284.00
	Sundry payment - Saturday funerals	1,373.00	1,424.00	1,535.00
1.3.4	Grave Fees for Deceased Indigent Accountholders	444.00	460.00	496.00
1.4	<u>PLEASURE RESORTS AND CARAVAN PARKS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u>			

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

176.00

183.00

197.00

210.00

Per bed available in the unit

247.00

256.00

276.00

295.00

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

102.00

106.00

114.00

122.00

Per bed available in the unit

176.00

183.00

197.00

210.00

If group bookings are made where more than 50 beds are required, a 15% discount becomes applicable.

Upgraded Rondavels : Basic tariff per unit

146.00

151.00

163.00

174.00

Upgraded Rondavels : Per bed available in the unit

194.00

201.00

217.00

232.00

Caravan Park

Caravan (per day)

146.00

151.00

163.00

174.00

Per person (per day)

68.00

71.00

77.00

82.00

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

56.00

58.00

63.00

67.00

Day visitors (1 May - 31 August)

34.00

35.00

38.00

41.00

Cars

40.00

41.00

44.00

47.00

Season ticket (minimum 100 tickets)

50% discount

50% discount

50% discount

50% discount

Boats

105.00

109.00

117.00

125.00

Hall (for period of 24 hours)

741.00

768.00

828.00

884.00

Key / Loss / damage / breakage deposit

Chalets and Villas

692.00

718.00

774.00

826.00

Rondavels

692.00

718.00

774.00

826.00

Hall

692.00

718.00

774.00

826.00

Group reservations

7,759.00

8,046.00

8,670.00

9,253.00

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

176.00

183.00

197.00

210.00

Basic tariff per unit

159.00

165.00

178.00

190.00

Per bed available in the unit

Rondavels

Basic tariff per unit

102.00

106.00

114.00

122.00

Per bed available in the unit

52.00

54.00

58.00

62.00

Entire Resort: (Chalets, Rondavels, Hall, Dormitories, Ablutions, Day visitors area)

48492.00

50,286.00

54,188.00

57,835.00

(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)



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Key / Loss / damage / breakage deposit

Resort	24,939.00	25,862.00	27,869.00	29,745.00
Chalets	692.00	718.00	774.00	826.00
Rondavels	692.00	718.00	774.00	826.00

Camping sites

Tent 6 persons(per day)	131.00	136.00	147.00	157.00
Per person (per day)	68.00	71.00	77.00	82.00

Caravans

Per caravan (per day)	152.00	158.00	170.00	181.00
Per person (per day)	85.00	88.00	95.00	101.00

Hall

24-hour period	1,662.00	1,723.00	1,857.00	1,982.00
Per person	49.00	51.00	55.00	59.00
Key / Loss / damage / breakage deposit	692.00	718.00	774.00	826.00

Day visitors

Per person	56.00	58.00	63.00	67.00
Cars	41.00	43.00	46.00	49.00

Group accommodation

Key / Loss / damage / breakage deposit	2,078.00	2,155.00	2,322.00	2,478.00
Per person per night (without bedding)	138.00	143.00	154.00	164.00
Per person per night (with bedding)	167.00	173.00	186.00	199.00

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

Rekaofela and Transka Pleasure Resorts

Chalets : Rekaofela

Basic tariff per unit	215.00	223.00	240.00	256.00
Per bed available in the unit	257.00	267.00	288.00	307.00
(Amount converted to the nearest multiple of 5).				
Key / Loss / damage / breakage deposit	692.00	718.00	774.00	826.00

Chalets : Transka

Basic tariff per unit	176.00	183.00	197.00	210.00
Per bed available in the unit	176.00	183.00	197.00	210.00
Key / Loss / damage / breakage deposit	692.00	718.00	774.00	826.00

Caravan Park :Transka

Caravan (per day)	159.00	165.00	178.00	190.00
Per person (per day)	85.00	88.00	95.00	101.00

Entire Transka Resort: (Chalets, Hall,Dormitories,Ablutions, Day visitors area,Swimming Pools)

Hiring fee	New	50,000.00		
Refundable loss deposit	New	25,000.00		
15 (fifteen) security guards from a recognised securit company on the day of the event				
6 (six) private lifesavers to perform lifesaving duties during the event				

Group accommodation

Transka - per person per night (with bedding)	159.00	165.00	178.00	190.00
Key / Loss / damage / breakage deposit	2,078.00	2,155.00	2,322.00	2,478.00
Rekaofela - per person per night	188.00	195.00	210.00	224.00
Key / Loss / damage / breakage deposit	2,078.00	2,155.00	2,322.00	2,478.00

	PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	R	R	R	R
Hall - (24-hour period) Kopano	1,454.00	1,508.00	1,625.00	1,734.00
- (48-hour period)	1,522.00	1,578.00	1,700.00	1,814.00
- (72-hour period)	1,594.00	1,653.00	1,781.00	1,901.00
- (96-hour period)	1,662.00	1,723.00	1,857.00	1,982.00
(More than 96 hours)	2,425.00	2,515.00	2,710.00	2,892.00
Key / Loss / damage / breakage deposit	2,078.00	2,155.00	2,322.00	2,478.00
<u>Training Centre - Mongano Hall</u>				
Per person per night	188.00	195.00	210.00	224.00
Key / Loss / damage / breakage deposit	2,078.00	2,155.00	2,322.00	2,478.00
Hall - (24-hour period)	3,116.00	3,231.00	3,482.00	3,716.00
- (48-hour period)	3,256.00	3,376.00	3,638.00	3,883.00
- (72-hour period)	3,464.00	3,592.00	3,871.00	4,132.00
- (96-hour period)	3,602.00	3,735.00	4,025.00	4,296.00
(More than 96 hours)	6,165.00	6,393.00	6,889.00	7,353.00
Key / Loss / damage / breakage deposit	2,078.00	2,155.00	2,322.00	2,478.00
Prior occupation	1,386.00	1,437.00	1,549.00	1,653.00
<u>Recreation Hall - Riverside Hall</u>				
Hall - (24-hour period)	7,759.00	8,046.00	8,670.00	9,253.00
- (48-hour period)	8,037.00	8,334.00	8,981.00	9,585.00
- (72-hour period)	8,175.00	8,477.00	9,135.00	9,750.00
- (96-hour period)	8,452.00	8,765.00	9,445.00	10,081.00
(More than 96 hours)	9,282.00	9,625.00	10,372.00	11,070.00
Prior occupation (per day)	790.00	819.00	883.00	942.00
Key / Loss / damage / breakage deposit	3,464.00	3,592.00	3,871.00	4,132.00
<u>Meals and refreshments</u>				
That a 10% levy be charged on all catering costs over weekends, long weekends and public holidays.				
<u>Catering at Rekaofela Resort is compulsory</u>				
<u>No outside Caterers are allowed to do catering at this facility</u>				
Daily conference tariff per person per day for a minimum of 20-40 delegates.	943.00	978.00	1,054.00	1,125.00
Daily conference tariff per person per day for less than 20 delegates,	1,109.00	1,150.00	1,239.00	1,322.00
Breakfast	70.00	73.00	79.00	84.00
	75.00	78.00	84.00	90.00
	91.00	94.00	101.00	108.00
	108.00	112.00	121.00	129.00
	122.00	127.00	137.00	146.00
	140.00	145.00	156.00	166.00
	188.00	195.00	210.00	224.00
Lunch / Dinner	91.00	94.00	101.00	108.00
	108.00	112.00	121.00	129.00
	115.00	119.00	128.00	137.00
	122.00	127.00	137.00	146.00
	115.00	119.00	128.00	137.00
	132.00	137.00	148.00	158.00
	138.00	143.00	154.00	164.00
	146.00	151.00	163.00	174.00
	152.00	158.00	170.00	181.00
	159.00	165.00	178.00	190.00
	168.00	174.00	188.00	201.00
	182.00	189.00	204.00	218.00
	194.00	201.00	217.00	232.00
	209.00	217.00	234.00	250.00
	244.00	253.00	273.00	291.00

		PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
		R	R	R	R
Poeding		41.00	43.00	46.00	49.00
		49.00	51.00	55.00	59.00
		63.00	65.00	70.00	75.00
<u>Additional meals</u>					
Finger lunch per person		68.00	71.00	77.00	82.00
		91.00	94.00	101.00	108.00
		99.00	103.00	111.00	118.00
		132.00	137.00	148.00	158.00
		152.00	158.00	170.00	181.00
Spitbraai per person		305.00	316.00	341.00	364.00
		352.00	365.00	393.00	419.00
		401.00	416.00	448.00	478.00
Weddings per person		327.00	339.00	365.00	390.00
		352.00	365.00	393.00	419.00
		419.00	435.00	469.00	501.00
		472.00	489.00	527.00	562.00
<u>Coffee/Tea & Refreshments</u>					
Coffee/Tea (per person)		28.00	29.00	31.00	33.00
Coffee/Tea & refreshments (per person)		69.00	72.00	78.00	83.00
Coffee/Tea & muffens (per person)		61.00	63.00	68.00	73.00
Tableclothes (weddings) each		75.00	78.00	84.00	90.00
Crockery and cutlery (per day)		457.00	474.00	511.00	545.00
Overhead projector (per day)		90.00	93.00	100.00	107.00
Video machine (per day)		85.00	88.00	95.00	101.00
Television (per day)		56.00	58.00	63.00	67.00
Flip chart		56.00	58.00	63.00	67.00
Flip chart paper (per batch)		380.00	394.00	425.00	454.00
Cool room (24-hours)		151.00	157.00	169.00	180.00
Data Projector (per day)		305.00	316.00	341.00	364.00
<u>Printing charges and phone calls</u>					
Paper prints - A4		13.00	13.00	14.00	15.00
Paper prints - A3		20.00	21.00	23.00	25.00
Fax - A4		29.00	30.00	32.00	34.00
<u>Day Visitor Tariff</u>					
Per person (Transka)		29.00	30.00	32.00	34.00
Per person Seasonal (Transka) Easter/ December till 10th of January		84.00	87.00	94.00	100.00
School children out of season (Transka)		14.00	15.00	16.00	17.00
Winter Period (1 May till 31st July		14.00	15.00	16.00	17.00
Buses (15 Seater and more) / Cars		40.00	41.00	44.00	47.00
Putt-Putt		27.00	28.00	30.00	32.00

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



	PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	R	R	R	R
<u>Hire of Lapas</u>				
Lapa A	523.00	542.00	584.00	623.00
Lapa B	523.00	542.00	584.00	623.00
Lapa C	589.00	611.00	658.00	702.00
Key / Loss / damage / breakage deposit	654.00	678.00	731.00	780.00

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

1.4.4

Adventure Centre

Course fees

Instruction (per activity, per person)	589.00	611.00	658.00	702.00
1-Activity introduction (per person) - instruction, refreshments, equipment	654.00	678.00	731.00	780.00

Instructor's fees

Instructor's fees per day (with OAA Level 2 training)	589.00	611.00	658.00	702.00
Instructor's fees per day (with OAA Level 3 training)	654.00	678.00	731.00	780.00
Instructor's transport costs (per Km)	6.58	6.82	7.35	7.84

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.



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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

553.00	573.00	617.00	659.00

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	1,961.00	2,034.00	2,192.00	2,340.00

2 Bedroom	2,484.00	2,576.00	2,776.00	2,963.00

Hercules Court

1 Bedroom	2,157.00	2,237.00	2,411.00	2,573.00

2 Bedroom	2,614.00	2,711.00	2,921.00	3,118.00

Holland Court

1 Bedroom	2,875.00	2,981.00	3,212.00	3,428.00

2 Bedroom	3,529.00	3,660.00	3,944.00	4,209.00

3 Bedroom	3,791.00	3,931.00	4,236.00	4,521.00

Bachelor	2,548.00	2,642.00	2,847.00	3,039.00

Newton Court

1 Bedroom	3,202.00	3,320.00	3,578.00	3,819.00

2 Bedroom	3,921.00	4,066.00	4,382.00	4,677.00

3 Bedroom	4,509.00	4,676.00	5,039.00	5,378.00

Tiffany Court

2 Bedroom	3,921.00	4,066.00	4,382.00	4,677.00

Eugenie Court

1 Bedroom	3,137.00	3,253.00	3,505.00	3,741.00

2 Bedroom	3,791.00	3,931.00	4,236.00	4,521.00

Jonker Court

1 Bedroom	2,614.00	2,711.00	2,921.00	3,118.00

2 Bedroom	3,137.00	3,253.00	3,505.00	3,741.00

Eureka Court

1 Bedroom	2,614.00	2,711.00	2,921.00	3,118.00

2 Bedroom	3,202.00	3,320.00	3,578.00	3,819.00

Krisant Court

1 Bedroom	2,484.00	2,576.00	2,776.00	2,963.00

2 Bedroom	3,202.00	3,320.00	3,578.00	3,819.00

Roodepan Flats

1 Bedroom	954.00	989.00	1,066.00	1,138.00

2 Bedroom	1,569.00	1,627.00	1,753.00	1,871.00

3 Bedroom	2,157.00	2,237.00	2,411.00	2,573.00



	PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	R	R	R	R
<u>Flamingo Court</u>				
1 Bedroom	1,634.00	1,694.00	1,825.00	1,948.00
2 Bedroom	2,091.00	2,168.00	2,336.00	2,493.00
Bachelor	1,504.00	1,560.00	1,681.00	1,794.00
<u>Lerato Park Communal Residential Units (CRU)</u>				
Bachelor unit-CRU Units (Type A-30m ²)	1,973.00	2,046.00	2,205.00	2,353.00
1 Bedroom unit -CRU Units (Type B-42m ²)	2,741.00	2,842.00	3,063.00	3,269.00
2 Bedroom unit- Rental units (Type C - 42m ²)	2,741.00	2,842.00	3,063.00	3,269.00
2 Bedroom unit- Rental units (Type D - 43m ²)	3,069.00	3,183.00	3,430.00	3,661.00
2 Bedroom unit- Rental units (Type E - 52m ²)	3,837.00	3,979.00	4,288.00	4,577.00
2 Bedroom unit- Rental units (Type F - 52m ²)	3,837.00	3,979.00	4,288.00	4,577.00
2 Bedroom unit- Rental units (Type G - 52m ²)	3,837.00	3,979.00	4,288.00	4,577.00
NB: Rental charges are inclusive of Sewerage and Refuse removal as per Council approved tariffs.				
<u>Carports</u>				
Carport with locking facility (per month)	145.00	150.00	162.00	173.00
Carport without locking facility (per month)	65.00	67.00	72.00	77.00
Key deposit	196.00	203.00	219.00	234.00
Administration fee	221.00	229.00	247.00	264.00
<u>By-pass houses</u>				
7 Villiers street	2,418.00	2,507.00	2,702.00	2,884.00
9 Villiers street	2,222.00	2,304.00	2,483.00	2,650.00
27a St Augustines road	2,418.00	2,507.00	2,702.00	2,884.00
28 St Augustines road	2,745.00	2,847.00	3,068.00	3,274.00
29 St Augustines road	2,157.00	2,237.00	2,411.00	2,573.00
20 Auction	2,418.00	2,507.00	2,702.00	2,884.00
4 Marriott	2,222.00	2,304.00	2,483.00	2,650.00
21 Diebel	2,940.00	3,049.00	3,286.00	3,507.00
13 Fuller	1,961.00	2,034.00	2,192.00	2,340.00
49 Jacobson	3,268.00	3,389.00	3,652.00	3,898.00
183 Barkly	1,373.00	1,424.00	1,535.00	1,638.00
185 Barkly	3,006.00	3,117.00	3,359.00	3,585.00
30 Meyer	4,444.00	4,608.00	4,966.00	5,300.00
West end Nursery house	2,418.00	2,507.00	2,702.00	2,884.00
Pioneer cemetery house	640.00	664.00	716.00	764.00
104a Waterworks street	2,745.00	2,847.00	3,068.00	3,274.00
Administration fee	196.00	203.00	219.00	234.00
<u>Santa centre</u>				
Rental units	94.00	97.00	105.00	112.00
<u>Dingaan family units</u>				
Bachelor	378.00	392.00	422.00	450.00
1 Bedroom	419.00	435.00	469.00	501.00
<u>Selling Scheme</u>				
Administration charges	131.00	136.00	147.00	157.00
Insurance	60.00	62.00	67.00	72.00
<u>Informal housing</u>				
Occupation fee	156.00	162.00	175.00	187.00
<u>MARK (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)</u>				
<u>Hire</u>				
Office (per m ²) per month	40.00	41.00	44.00	47.00
<u>Cold rooms per month</u>				
Outsdie	3922.00	4,067.00	4,383.00	4,678.00
Inside	9992.00	10,362.00	11,166.00	11,917.00
<u>Outside buildings</u> (per m ²) per month	49.00	51.00	55.00	59.00
Parking per month	85.00	88.00	95.00	101.00
Transaction fees per transaction	1.29	1.34	1.45	1.54
Ripening fees per pallet per day	26.00	27.00	29.00	31.00
Ripening fees per box per day	6.58	6.82	7.35	7.84
Hiring of the Lapa	1,662.00	1,723.00	1,857.00	1,982.00
<u>Small trollies per day</u>				
Trolley	7.67	7.96	8.57	9.15
Pallet jack	35.00	36.00	39.00	42.00
Storage (per m ²) per month	14.00	15.00	16.00	17.00

Big trollies (plus refundable deposits of R10.00)



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2027/07/01

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17.00

PROPOSED
TARIFFS
2028/07/01

R
18.00



1.7

SIDEWALK AND ROAD TARIFFS (SERVICES & INFRASTRUCTURE)

	PRESENT TARIFFS R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
Lowered curbing per metre	316.00	328.00	353.00	377.00
Per safety pole on sidewalk	285.00	296.00	319.00	340.00
Tar patching work per m ² - area ÷ 30mm thickness installed	477.00	495.00	533.00	569.00
Application fee for upgrading of sidewalk per square metre	2.47	2.56	2.76	2.94
Application and advertisement for closure of road	6,928.00	7,184.00	7,741.00	8,262.00
Lowered kerbs inspections	112.00	116.00	125.00	133.00
Erf peg inspections (per inspection)	188.00	195.00	210.00	224.00

Access Cost

Residential access without ingeneering drawings	1,644.00	1,705.00	1,837.00	1,961.00
Residential access with ingeneering drawings	1,973.00	2,046.00	2,205.00	2,353.00
Other access without engineering drawings	New	1,705.00		
Other access with engineering drawings	New	3,000.00		

Penalties related to Transgress within Roads environment

Encroachment of sidewalk per m ² per month	329.00	341.00	367.00	392.00
Unlawful access per linear metre (m) per month	New	500.00		

Wayleave Fees:

Once-off fee

a) Application of a wayleave (to offset the cost of the documentation and inspection costs),	3,083.00	3,197.00	3,445.00	3,677.00
b) A non-refundable deposit per road crossing shall be applied.	2,467.00	2,558.00	2,757.00	2,943.00

Wayleave inspection Fees

Yearly Recurring fees

a) An additional cost per linear metre per annum, in lure of a rental fees of use of the municipal infrastructure.	2.47	2.56	2.76	2.94
b) Failure to comply with the stipulated request as per (a) above will result in a fixed cost per annum being applied.	246,616.00	255,741.00	275,587.00	294,134.00

1.8

URBAN PLANNING (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)

1.8.1

Building Control Section**Building Plan Inspection Fees**

The fees for the approval of building plans of all buildings (including covered stoep, veranda's, carports and outbuildings) calculated along the external walls on each floor and excluding the areas of external staircases, chimney breasts, architectural features and eaves, are as follows:

The minimum charge for any approval	930.00	964.00	1,039.00	1,109.00
Minor building work as defined in the definitions of the NBR	930.00	964.00	1,039.00	1,109.00
Swimming Pool	930.00	964.00	1,039.00	1,109.00
Boundary Wall - Plan Submission	930.00	964.00	1,039.00	1,109.00
Cellphone Mast - Plan Submission	1,294.00	1,342.00	1,446.00	1,543.00
Re-inspection of defective work (every inspection more than two)	878.00	910.00	981.00	1,047.00
Re-submission of lapsed plans	1,678.00	1,740.00	1,875.00	2,001.00
Alterations to drainage systems	763.00	791.00	852.00	909.00
For all new buildings per m ²	24.00	25.00	27.00	29.00
For all as-built buildings, completed or under construction	114.00	118.00	127.00	136.00
For new buildings over 500m ² (per m ²)	22.00	23.00	25.00	27.00
For all new buildings per m ² exceeding 1000m ²	21.00	22.00	24.00	26.00
Per Government subsidized house	92.00	95.00	102.00	109.00
For additions to any existing building per m ²	24.00	25.00	27.00	29.00
For additions over 500m ² (per m ²)	22.00	23.00	25.00	27.00
For additions of buildings per m ² exceeding 1000m ²	21.00	22.00	24.00	26.00
For business temporary structure/s per square meter	13.00	13.00	14.00	15.00
For any temporary government building/s per square meter	24.00	25.00	27.00	29.00
For residential temporary structure per square meter	6.58	6.82	7.35	7.84

For internal alterations to existing buildings.

Between 0 & 250m ² any existing building	1,399.00	1,451.00	1,564.00	1,669.00
Between 250 & 500m ² any existing building	1,587.00	1,646.00	1,774.00	1,893.00
Between 500 & 750m ² any existing building	2,702.00	2,802.00	3,019.00	3,222.00



	PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	R	R	R	R
Between 750 & 1000m ² any existing building	5,181.00	5,373.00	5,790.00	6,180.00
Between 1000 & 5000m ² any existing building	9,865.00	10,230.00	11,024.00	11,766.00
Between 5000 & 10000m ² any existing building	16,286.00	16,889.00	18,200.00	19,425.00
Private Contractors - Council supervision				
per house type (over and above inspection fees)	188.00	195.00	210.00	224.00
Postage of Plans less than weigh 1Kg	279.00	289.00	311.00	332.00
Postage of Plans less than weigh 2Kg	560.00	581.00	626.00	668.00
Postage of Plans less than weigh 5Kg	1,117.00	1,158.00	1,248.00	1,332.00
Postage of Plans less than weigh 7Kg	2,233.00	2,316.00	2,496.00	2,664.00
Postage of Plans exceeding weigh 7Kg	3,725.00	3,863.00	4,163.00	4,443.00
1.8.1.2 Building Control Penalty and Fine schedule for Law-Enforcement (New)				
Demolition Permit	1,371.00	1,422.00	1,532.00	1,635.00
Section 7 (6) Approval	7,620.00	7,902.00	8,515.00	9,088.00
Accumulative daily fine CIB	188.00	195.00	210.00	224.00
Under construction illegal work per m ²	114.00	118.00	127.00	136.00
Submission fee for completed illegal work per m ²	114.00	118.00	127.00	136.00
Dumping building rubble exceed 30days per m ³	374.00	388.00	418.00	446.00
Dumping building rubble exceed 60days per m ³	561.00	582.00	627.00	669.00
Encroachment to council land (per day)	188.00	195.00	210.00	224.00
Failing to display building permit onsite	930.00	964.00	1,039.00	1,109.00
Aggressive FDBP (per day)	188.00	195.00	210.00	224.00
Structure as nuisance in terms of Section 10	188.00	195.00	210.00	224.00
Aggressive structure as nuisance	1,862.00	1,931.00	2,081.00	2,221.00
Unauthorised erected public tent 500-1000m ²	930.00	964.00	1,039.00	1,109.00
Unauthorised erected public tent 1000-5000m ²	1,862.00	1,931.00	2,081.00	2,221.00
Unauthorised erected public tent 2000-10000m ²	3,725.00	3,863.00	4,163.00	4,443.00
Unauthorised erected public tent 10000-above	9,311.00	9,656.00	10,405.00	11,105.00
Unauthorised erected artist stage	2,793.00	2,896.00	3,121.00	3,331.00
Unauthorised demolishing of structure/s	9,311.00	9,656.00	10,405.00	11,105.00
Unauthorised occupying building/s	4,654.00	4,826.00	5,200.00	5,550.00
Amendment fee	930.00	964.00	1,039.00	1,109.00
Additional Occupancy per certificate	196.00	203.00	219.00	234.00
Services rendered: Application in terms of the Sol Plaatje Land Use By-Laws 2015 read together with SPLUM Act (Act 16 of 2013): Basic fee plus				
Rezoning	3,910.00	4,055.00	4,370.00	4,664.00
Consent use / Conditional uses	1,433.00	1,486.00	1,601.00	1,709.00
Phasing of Layout Plan	777.00	806.00	869.00	927.00
All departures included in applications submitted for council approval(basic fee included)	1,433.00	1,486.00	1,601.00	1,709.00
Consolidation	777.00	806.00	869.00	927.00
Subdivision:				
Basic subdivision fee	1,433.00	1,486.00	1,601.00	1,709.00
Thereafter:				
3-10 erven an additional payment (per erf)	155.00	161.00	173.00	185.00
11-50 erven an additional payment (per erf)	79.00	82.00	88.00	94.00
51 and above erven an additional payment (per erf)	18.00	19.00	20.00	21.00
Advertising deposit per application (Local Newspapers)	2,793.00	2,896.00	3,121.00	3,331.00
Removal, Suspension or Amendment of Title Deed	1,433.00	1,486.00	1,601.00	1,709.00
Advertising: Government Gazette	7,073.00	7,335.00	7,904.00	8,436.00
Advertising: Local Newspaper (two placements)	4,654.00	4,826.00	5,200.00	5,550.00
Amendment of condition of approval/layout plan of previous Council decision without the basic fee	1,433.00	1,486.00	1,601.00	1,709.00
Extension of Council approval without basic fee	1,433.00	1,486.00	1,601.00	1,709.00
Cancellation Fee	562.00	583.00	628.00	670.00
Delegated Departures as per Zoning Scheme:				
Delegated departures (coverage: Erven less than 600m ² not exceeding 60%)	837.00	868.00	935.00	998.00
Delegated departures (second dwelling: max 75m ²) (excluding electrical contribution fees)	837.00	868.00	935.00	998.00
Delegated departures (garages/carports: not exceeding 6m on Street Building Lines except title conditions for garages)	837.00	868.00	935.00	998.00
All departures excluding the above for Council approval	2,425.00	2,515.00	2,710.00	2,892.00



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

Home business registration	1,025.00	1,063.00	1,145.00	1,222.00
Home business registration (Galeshewe)	1,025.00	1,063.00	1,145.00	1,222.00
Other:				
Information (without copy costs)	48.00	50.00	54.00	58.00
Zoning Certificate	148.00	153.00	165.00	176.00
CUP Reports/SDF/LUMS/IDP/GURP	1,678.00	1,740.00	1,875.00	2,001.00
Building Plan research (without copy costs)	48.00	50.00	54.00	58.00
Building statistics - Monthly	279.00	289.00	311.00	332.00
- Annually	2,051.00	2,127.00	2,292.00	2,446.00
Scanning of plans - any size	33.00	34.00	37.00	39.00

1.8.1.3 **RESIDENTIAL BUSINESS BYLAW 2011**

OFFENCE

SECT

Any person who contravenes or fails to comply with this: The owner/operator of every residential business shall be the dwelling unit on the premises in which the business operates.	4.1 (i)	2,770.00	2,872.00	3,095.00	3,303.00
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	4.2	1,386.00	1,437.00	1,549.00	1,653.00
Any person who contravenes or fails to comply with this: One commercial vehicle which is not heavy equipment and which is not more than two tons in rated capacity may be parked outdoors on the property. Additional commercial vehicle must be garaged or screened as for heavy equipment.	4.3	1,386.00	1,437.00	1,549.00	1,653.00
Any person who contravenes or fails to comply with this: Any outdoors lighting fixture newly installed or replaced shall be shield so that it does not produce a strong, direct light beyond the property boundaries. Lighting must be compatible with the character of the district.	4.6 (i)	692.00	718.00	774.00	826.00
Any person who contravenes or fails to comply with this: Hours of operation: In no case shall a residential business be open to the public, including non-resident employees, clients, visitors, deliveries, earlier than 07h00 nor later than 21h00 with the exception of Tuck Shops may operate from 06h00-22h00.	4.7	1,386.00	1,437.00	1,549.00	1,653.00
Any person who contravenes or fails to comply with this: General Nuisances: Any activity that might result in excessive noise, electrical interference, smoke, dust, odours, heat, or glare beyond that which is common to the residential character of the area is prohibited.	4.8	2,770.00	2,872.00	3,095.00	3,303.00
Any person who contravenes or fails to comply with this: Hazardous Materials: No highly toxic, explosive, Flammable, combustible, corrosive, radioactive or similar hazardous materials shall be used, stored, or manufactured on the premises in amounts exceeding those found in normal residential use.	4.9	2,770.00	2,872.00	3,095.00	3,303.00
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.	4.1	2,770.00	2,872.00	3,095.00	3,303.00
Any person who contravenes or fails to comply with this: No more two (2) employees who do not live on the premises shall be permitted to work on the premises at any one time for residential business	5.1	2,770.00	2,872.00	3,095.00	3,303.00
Any person who contravenes or fails to comply with this: A residential business may not use more than of the gross floor area of the buildings for business purposes, as in accordance's with the municipality's Land Use Management scheme, from time to time.	5.2	1,386.00	1,437.00	1,549.00	1,653.00
Any person who contravenes or fails to comply with this: Tuck shop shall serve a minimum of at least 60 household and least be at least 200m from formal business opportunity	6.1	2,770.00	2,872.00	3,095.00	3,303.00
Any person who contravenes or fails to comply with this: Tuck shop trade is restricted to general household consumables and liquor sales shall not be permitted.	6.2	2,770.00	2,872.00	3,095.00	3,303.00
Any person who contravenes or fails to comply with this: Tuck Shops shall only be allowed to operate between the hours of 06h00 to 22h00	6.3	1,386.00	1,437.00	1,549.00	1,653.00
Any person who contravenes or fails to comply with this: Tuck Shops shall be of a separate, permanent structure and must be separated by a wall and/or door from other activities in the residential home, such as sleeping cooking or entertainment areas, if attached to the house	6.4	1,386.00	1,437.00	1,549.00	1,653.00
Any person who contravenes or fails to comply with this: Tuck shop must adhere to the conditions as prescribed by the Municipality's Environmental Health By-law and must comply with National Building Regulations and Building Standards Act, 1977 (103 of 1977)	6.5	1,386.00	1,437.00	1,549.00	1,653.00
Amendment of a land development application prior to approval in terms of Section 42 of SPLUMA		2,223.00	2,305.00	2,484.00	2,651.00
Registration of servitudes in terms of section 15		1,083.00	1,123.00	1,210.00	1,291.00



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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;

(e) the South African Music Rights Organisation (SAMRO) where a licence is required if background music is to be played to the guests;

(f) the Northern Cape Liquor Act 4, 2008 (Act No 4 of 2008) read together with the Liquor Act 59, 2003, (Act 59 of 2003) if liquor, including complimentary drinks, are served to guests;

(g) the Tobacco Products Control Amendment Act, 1999 (Act No 12 of 1999), as amended, where it is a requirement that signs are displayed in areas designated for smoking and no-smoking signs are displayed elsewhere;

2.1 (a)-(g)

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;

2,770.00 2,872.00 3,095.00 3,303.00

2.2 (a)

2,770.00 2,872.00 3,095.00 3,303.00

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)

2,078.00 2,155.00 2,322.00 2,478.00

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)

2,078.00 2,155.00 2,322.00 2,478.00

Any person who contravenes or fails to comply with this: No kitchen facility may be provided to guests in the lettable rooms;

2.3

2,078.00 2,155.00 2,322.00 2,478.00

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

2,078.00 2,155.00 2,322.00 2,478.00

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

1,386.00 1,437.00 1,549.00 1,653.00

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

1,386.00 1,437.00 1,549.00 1,653.00

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

2,078.00 2,155.00 2,322.00 2,478.00

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

2,078.00 2,155.00 2,322.00 2,478.00

(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)

2,192.00 2,273.00 2,449.00 2,614.00



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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 3m² 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 14m² for a maximum of 30 children accommodated with an additional 0,3 m² per child for 30 to 100 children and a further 0.1 m² 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

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2,770.00

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3,095.00

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2.4

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	PRESENT TARIFFS	2026/07/01 R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
(x) Ceilings shall be dust proof		692.00	718.00	774.00	826.00
(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;		1,109.00	1,150.00	1,239.00	1,322.00
(xii) All worktables shall be constructed of metal with a stainless steel top;		692.00	718.00	774.00	826.00
(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;		692.00	718.00	774.00	826.00
(xiv) Facilities for the storage of vegetables shall be provided;		692.00	718.00	774.00	826.00
(xv) There shall be provided suitable refrigeration facilities for the storage of perishable foodstuffs		1,386.00	1,437.00	1,549.00	1,653.00
(xvi) There shall be provided a sufficient number of metal bins with covers for the temporary storage of refuse pending disposal		1,386.00	1,437.00	1,549.00	1,653.00
1.8.2 Advertising					
Application fee		472.00	489.00	527.00	562.00
Directional sign board single once off		1,840.00	1,908.00	2,056.00	2,194.00
Directional sign board double once off		3,604.00	3,737.00	4,027.00	4,298.00
LED - Digital Billboard displayed on municipal property per month		2,766.00	2,868.00	3,091.00	3,299.00
Per banner		441.00	457.00	492.00	525.00
Per Illegal Boards		551.00	571.00	615.00	656.00
Per Illegal Boards Additional fee if not removed within 2 (two) weeks		367.00	381.00	411.00	439.00
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		1,840.00	1,908.00	2,056.00	2,194.00
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		9,196.00	9,536.00	10,276.00	10,968.00
The above advertising tariffs are subject to a 5% discount only when the following criteria are met: Five (5) or more boards must be placed. The application fee must exceed R1 500-00 for any particular advertising.					
1.8.3 Plan Printing Charges					
<u>Paper prints:</u>					
Size A4		13.00	13.00	14.00	15.00
Size A3		14.00	15.00	16.00	17.00
Size A2		21.00	22.00	24.00	26.00
Size A1		77.00	80.00	86.00	92.00
Size A0		113.00	117.00	126.00	134.00
<u>Opaque Film Prints & Transparent Prints</u>					
Size A4		29.00	30.00	32.00	34.00
Size A3		56.00	58.00	63.00	67.00
Size A2		147.00	152.00	164.00	175.00
Size A1		205.00	213.00	230.00	245.00
Size A0		316.00	328.00	353.00	377.00
<u>Plans plotted by REGIS System</u>					
Size A4		64.00	66.00	71.00	76.00
Size A3		87.00	90.00	97.00	104.00
Size A2		172.00	178.00	192.00	205.00
Size A1		256.00	265.00	286.00	305.00
Size A0		303.00	314.00	338.00	361.00



	PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	R	R	R	R
<u>Paper prints: Color</u>				
Size A4	6.00	6.00	6.00	6.00
Size A3	5.00	5.00	5.00	5.00
Size A2	18.00	19.00	20.00	21.00
Size A1	84.00	87.00	94.00	100.00
Size A0	102.00	106.00	114.00	122.00
<u>Opaque Film Prints & Transparent Prints Color</u>				
Size A4	34.00	35.00	38.00	41.00
Size A3	66.00	68.00	73.00	78.00
Size A2	181.00	188.00	203.00	217.00
Size A1	246.00	255.00	275.00	294.00
Size A0	372.00	386.00	416.00	444.00
<u>Plans plotted by REGIS System - Color</u>				
Size A4	69.00	72.00	78.00	83.00
Size A3	127.00	132.00	142.00	152.00
Size A2	215.00	223.00	240.00	256.00
Size A1	346.00	359.00	387.00	413.00
Size A0	366.00	380.00	409.00	437.00
<u>Other</u>				
Information (without copy cart)	37.00	38.00	41.00	44.00
CUP Reports/SDF/LUMS/IDP/GURP	177.00	184.00	198.00	211.00
Building Plan search fee (without copy cart)	1,857.00	1,926.00	2,075.00	2,215.00
Building Statistics - Monthly	177.00	184.00	198.00	211.00
- Annually	1,857.00	1,926.00	2,075.00	2,215.00
Building Occupancy Certificate	1,079.00	1,422.00	1,532.00	1,635.00
Temporary Occupancy	1,079.00	1,119.00	1,206.00	1,287.00
Hoarding on Municipal property per square meter	177.00	184.00	198.00	211.00
Compulsory (removal executed by Municipal) of Building rubble per m3 load	928.00	962.00	1,037.00	1,107.00
Penalty on illegal building structure/s, per day and to be attached to account	279.00	289.00	311.00	332.00
Penalty on illegal encroaching to adjacent erf/erven, per day and to be attached to account	279.00	289.00	311.00	332.00
Penalty on illegal usage of property other than as zoned, per day and to be attached to account	279.00	289.00	311.00	332.00
Penalty on illegal closing of adjacent neighbour access, per day and to be attached to account	279.00	289.00	311.00	332.00
Penalty on illegal closing for storm water flow allowance, per day and to be attached to account	279.00	289.00	311.00	332.00
Penalty on deviation from approved building plan/s, per day and to be attached to account	279.00	289.00	311.00	332.00
Penalty on illegal encroaching to municipality land or property, per day and to be attached to account	279.00	289.00	311.00	332.00
Unauthorised sewer connection	1,862.00	1,931.00	2,081.00	2,221.00
Unauthorised water connection	1,862.00	1,931.00	2,081.00	2,221.00
Unauthorised electrical connection	1,862.00	1,931.00	2,081.00	2,221.00
Commencing building work or statutory stages controlled without council authorisation	929.00	963.00	1,038.00	1,108.00
Unauthorised erection of structures for event	27,710.00	28,735.00	30,965.00	33,049.00
Any other application that is not mentioned above but linked to Sol Plaatje Land Use By-Law	1,140.00	1,182.00	1,274.00	1,360.00
<u>PARKS & RECREATION (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u>				
<u>TARIFFS FOR RECREATION HALL</u>				
<u>Development Sport</u>				
Training sessions (Monday - Thursday)				
07:45 - 16:30 (per hour)	63.00	65.00	70.00	75.00
Key / Loss / damage / breakage deposit	153.00	159.00	171.00	183.00

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1.9.1



	PRESENT TARIFFS R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
<u>* Monday - Friday</u>				
07:00 - 12:00 (per session)	448.00	465.00	501.00	535.00
12:00 - 17:00 (per session)	448.00	465.00	501.00	535.00
17:00 - 07:00 (per hour)	561.00	582.00	627.00	669.00
<u>* Saturdays</u>				
A basic fee is charged for 4 hours or part thereof	922.00	956.00	1,030.00	1,099.00
For every additional hour which the facility is used an additional tariff is payable	448.00	465.00	501.00	535.00
<u>* Sundays & Public Holidays</u>				
A basic fee is charged for 4 hours or part thereof	979.00	1,015.00	1,094.00	1,168.00
For every additional hour which the facility is used an additional tariff is payable	461.00	478.00	515.00	550.00
<u>* All Dances (Music festivals Excluded)</u>				
A basic fee is charged for 4 hours or part thereof	3,497.00	3,626.00	3,907.00	4,170.00
For every additional hour which the facility is used an additional tariff is payable	922.00	956.00	1,030.00	1,099.00
<u>* Funerals - for 4 hours</u>	838.00	869.00	936.00	999.00
For every additional hour	455.00	472.00	509.00	543.00
Preparation fee (per hour)	561.00	582.00	627.00	669.00
<u>* Key / Loss / damage / breakage deposit</u>	1,539.00	1,596.00	1,720.00	1,836.00
<u>TARIFFS FOR SOCIAL CENTRE, R C ELLIOTT HALL AND RITCHIE</u>				
<u>Development Sport</u>				
Training sessions (Monday - Thursday)				
07:45 - 16:30 (per hour)	63.00	65.00	70.00	75.00
Key / Loss / damage / breakage deposit	153.00	159.00	171.00	183.00
<u>* Monday - Friday</u>				
07:00 - 12:00 (per session)	448.00	465.00	501.00	535.00
12:00 - 17:00 (per session)	318.00	330.00	356.00	380.00
17:00 - 07:00 (per hour)	561.00	582.00	627.00	669.00
<u>* Saturdays</u>				
A basic fee charged for 4 hours or part thereof	908.00	942.00	1,015.00	1,083.00
For every additional hour which the facility is used an additional tariff is payable	461.00	478.00	515.00	550.00
<u>* Sundays & Public Holidays</u>				
A basic fee is charged for 4 hours or part thereof	979.00	1,015.00	1,094.00	1,168.00
For every additional hour which the facility is used an additional tariff is payable	461.00	478.00	515.00	550.00
<u>* All Dances (Music festivals Excluded)</u>				
A basic fee is charged for 4 hours or part thereof	3,497.00	3,626.00	3,907.00	4,170.00
For every additional hour which the facility is used an additional tariff is payable	922.00	956.00	1,030.00	1,099.00
<u>* Funerals - for 4 hours</u>	838.00	869.00	936.00	999.00
For every additional hour	455.00	472.00	509.00	543.00
Preparation fee (per hour)	561.00	582.00	627.00	669.00
<u>* Key / Loss / damage / breakage deposit</u>	1,539.00	1,596.00	1,720.00	1,836.00

1.9.2



	PRESENT TARIFFS R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
1.9.3 <u>TARIFFS FOR FLORIANVILLE HALL</u>				
<u>Development Sport</u>				
Training sessions (Monday - Thursday)				
07:45 - 16:30 (per hour)	63.00	65.00	70.00	75.00
Key / Loss / damage / breakage deposit	153.00	159.00	171.00	183.00
<u>* Monday - Friday</u>				
07:00 - 12:00 (per session)	448.00	465.00	501.00	535.00
12:00 - 17:00 (per session)	448.00	465.00	501.00	535.00
17:00 - 07:00 (per hour)	561.00	582.00	627.00	669.00
<u>* Saturdays</u>				
A basic fee charged for 4 hours or part thereof	911.00	945.00	1,018.00	1,087.00
For every additional hour which the facility is used an additional tariff is payable	461.00	478.00	515.00	550.00
<u>* Sundays & Public Holidays</u>				
A basic fee is charged for 4 hours or part thereof	979.00	1,015.00	1,094.00	1,168.00
For every additional hour which the facility is used an additional tariff is payable	970.00	1,006.00	1,084.00	1,157.00
<u>* All Dances (Music festivals Excluded)</u>				
A basic fee is charged for 4 hours or part thereof	3,497.00	3,626.00	3,907.00	4,170.00
For every additional hour which the facility is used an additional tariff is payable	922.00	956.00	1,030.00	1,099.00
<u>* Funerals - for 4 hours</u>				
For every additional hour	838.00	869.00	936.00	999.00
Preparation fee (per hour)	455.00	472.00	509.00	543.00
	561.00	582.00	627.00	669.00
<u>* Key / Loss / damage / breakage deposit</u>				
	1,539.00	1,596.00	1,720.00	1,836.00
1.9.4 <u>GARDNER WILLIAMS HALL, GREENPOINT HALL AND GALESHEWE CENTRE (BATHO BANTU HALL)</u>				
<u>Development Sport</u>				
Training sessions (Monday - Thursday)				
07:45 - 16:30 (per hour)	63.00	65.00	70.00	75.00
Key / Loss / damage / breakage deposit	153.00	159.00	171.00	183.00
<u>* Monday - Friday</u>				
07:00 - 12:00 (per session)	302.00	313.00	337.00	360.00
12:00 - 17:00 (per session)	302.00	313.00	337.00	360.00
17:00 - 07:00 (per hour)	302.00	313.00	337.00	360.00
<u>* Saturdays</u>				
A basic fee charged for 4 hours or part thereof	838.00	869.00	936.00	999.00
For every additional hour which the facility is used an additional tariff is payable	420.00	436.00	470.00	502.00
<u>* Sundays & Public Holidays</u>				
A basic fee is charged for 4 hours or part thereof	867.00	899.00	969.00	1,034.00
For every additional hour which the facility is used an additional tariff is payable	461.00	478.00	515.00	550.00
<u>* Key / Loss / damage / breakage deposit</u>				
	1,539.00	1,596.00	1,720.00	1,836.00
<u>* All Dances (Music festivals Excluded)</u>				
A basic fee is charged for 4 hours or part thereof	3,497.00	3,626.00	3,907.00	4,170.00
For every additional hour which the facility is used an additional tariff is payable	922.00	956.00	1,030.00	1,099.00

		PRESENT	PROPOSED		PROPOSED
			TARIFFS	TARIFFS	
		TARIFFS	2026/07/01	2027/07/01	2028/07/01
		R	R	R	R
* Funerals - for 4 hours		838.00	869.00	936.00	999.00
For every additional hour		455.00	472.00	509.00	543.00
Preparation fee (per hour)		561.00	582.00	627.00	669.00
* Key / Loss / damage / breakage deposit		1,539.00	1,596.00	1,720.00	1,836.00
1.9.5	<u>CITY HALL</u>				
	<u>* Monday - Friday</u>				
07:00 - 12:00 (per session)		1,344.00	1,394.00	1,502.00	1,603.00
12:00 - 17:00 (per session)		1,344.00	1,394.00	1,502.00	1,603.00
17:00 - 07:00 (per hour)		809.00	839.00	904.00	965.00
	<u>* Saturdays</u>				
A basic fee charged for 4 hours or part thereof		2,098.00	2,176.00	2,345.00	2,503.00
For every additional hour which the facility is used					
an additional tariff is payable		561.00	582.00	627.00	669.00
	<u>* Sundays & Public Holidays</u>				
A basic fee is charged for 4 hours or part thereof		2,307.00	2,392.00	2,578.00	2,751.00
For every additional hour which the facility is used					
an additional tariff is payable		809.00	839.00	904.00	965.00
* Key / Loss / damage / breakage deposit		1,679.00	1,741.00	1,876.00	2,002.00
	<u>* All Dances (Music festivals Excluded)</u>				
A basic fee is charged for 4 hours or part thereof		3,497.00	3,626.00	3,907.00	4,170.00
For every additional hour which the facility is used					
an additional tariff is payable		965.00	1,001.00	1,079.00	1,152.00
** Key / Loss / damage / breakage deposit		2,098.00	2,176.00	2,345.00	2,503.00
	<u>*** Supper Room</u>				
07:00 - 12:00 (per session)		1,049.00	1,088.00	1,172.00	1,251.00
12:00 - 17:00 (per session)		1,049.00	1,088.00	1,172.00	1,251.00
17:00 - 07:00 (per hour)		770.00	798.00	860.00	918.00
*** Funerals - for 4 hours		2,098.00	2,176.00	2,345.00	2,503.00
For every additional hour		455.00	472.00	509.00	543.00
	<u>*** Key / Loss / damage / breakage deposit</u>				
		1,398.00	1,450.00	1,563.00	1,668.00
Preparation fee (per hour) applicable to all activities		616.00	639.00	689.00	735.00
Aircon \ 8 hour session		1,398.00	1,450.00	1,563.00	1,668.00
If a request is received from a the following organizations * to use the facilities at a reduced tariff ONLY the Municipal Manager may approve a reduced tariff. The relevant deposit, which is refundable, is payable.					
* Registered Welfare Organisations					
* Registered Non-profitable Organisations					
* Schools					
* Churches					
NB. Government Departments to pay full tariff.					
1.9.6	<u>PROPERTY SERVICES</u>				
Administration costs for the sale of land (once-off) -					
15% of the sale / hire price:					
* Minimum		783.00	812.00	875.00	934.00
* Maximum		2,367.00	2,455.00	2,646.00	2,824.00
Administration costs for the leasing of land/property (with each renewal of contract)		783.00	812.00	875.00	934.00
Advertising for alienation or leasing of land		1,046.00	1,085.00	1,169.00	1,248.00



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1.9.7

TRAFFIC

FUNCTIONS, MARCHES & SPORT

Monday to Saturday

One or two Officers per event

1,359.00

1,409.00

1,518.00

1,620.00

Three or four Officers per event

2,664.00

2,763.00

2,977.00

3,177.00

More than four Officers per event

3,311.00

3,434.00

3,700.00

3,949.00

Sunday and Public Holidays

Per Officer per hour or part thereof

1,277.00

1,324.00

1,427.00

1,523.00

ESCORT OF ABNORMAL LOADS

Monday to Saturday

Per Officer per hour or part thereof

801.00

831.00

895.00

955.00

Sunday and Public Holidays

Per Officer per hour or part thereof

2,587.00

2,683.00

2,891.00

3,086.00

RENTAL OF ROAD SIGNS

Renting of temporary Road Signs -

450.00

467.00

503.00

537.00

Deposit per sign

263.00

273.00

294.00

314.00

HIRE OF PARKING BAY

Hiring of a Parking Bay per Parking Bay per Day

296.00

307.00

331.00

353.00

SEARCH FEES

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

143.00

148.00

159.00

170.00

Accident Report

121.00

125.00

135.00

144.00

WEIGHBRIDGE

0 - 3500 kg

175.00

181.00

195.00

208.00

3500 - 9000 kg

307.00

318.00

343.00

366.00

9000 - 16000 kg

472.00

489.00

527.00

562.00

Above 16000 kg

779.00

808.00

871.00

930.00

1.9.8

LIBRARY

Videos, Fiksie en Nie-fiksie / DVD

11.00

11.00

12.00

13.00

Damaged barcode

5.00

5.00

5.00

5.00

Postal tariffs : reminders

11.00

11.00

12.00

13.00

Fines : per week

5.00

5.00

5.00

5.00

: per month

17.00

18.00

19.00

20.00

Maximum fine per item

55.00

57.00

61.00

65.00

Reservation fee

6.00

6.00

6.00

6.00

Admin fee : Phone calls

21.00

22.00

24.00

26.00

Admin fee : Cell phone calls

25.00

26.00

28.00

30.00

Book record covers

18.00

19.00

20.00

21.00

Duplicate computer membership card

55.00

57.00

61.00

65.00

Photocopy charges - A4

1.00

1.00

1.00

1.00

- A3

2.00

2.00

2.00

2.00

Colour Printing -A4

4.00

4.00

4.00

4.00

-A3

8.00

8.00

9.00

10.00

Internet Black and White Printing -A4

2.00

2.00

2.00

2.00

-A3

4.00

4.00

4.00

4.00

Country members (per annum)

209.00

217.00

234.00

250.00

Visitors - deposit

219.00

227.00

245.00

261.00

- fee

197.00

204.00

220.00

235.00



	PRESENT TARIFFS R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
<u>Laminates:</u>				
A4	11.00	11.00	12.00	13.00
A3	21.00	22.00	24.00	26.00
85mm x 60	5.00	5.00	5.00	5.00
A5	6.00	6.00	6.00	6.00
Inter library loans	119.00	123.00	133.00	142.00
Books rebinding	110.00	114.00	123.00	131.00
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)	40.00	41.00	44.00	47.00
<u>Fax facility:</u>				
Local per page	8.00	8.00	9.00	10.00
National per page	18.00	19.00	20.00	21.00
International per page	46.00	48.00	52.00	55.00
Faxes received per page	5.00	5.00	5.00	5.00
Fax to mail (all 086 numbers) per page	17.00	18.00	19.00	20.00
<u>MAIN- AND GALESHEWE LIBRARIES</u>				
<u>Non-profitable Organisations and Cultural Activities</u>				
Per session	231.00	240.00	259.00	276.00
Kitchen facilities	88.00	91.00	98.00	105.00
Key / Loss / damage / breakage deposit	658.00	682.00	735.00	784.00
<u>Commercial Institutions and Political Parties</u>				
Per session	538.00	558.00	601.00	641.00
Kitchen facilities	88.00	91.00	98.00	105.00
Key / Loss / damage / breakage deposit	636.00	660.00	711.00	759.00
Audio visual material (per item)	110.00	114.00	123.00	131.00
Data Projector (Main Library only) per session	417.00	432.00	466.00	497.00
<u>HALL RENTALS</u>				
<u>SONNY LEON/ BEACONSFIELD/JUDY SCOTT LIBRARY</u>				
<u>Non-profitable organisations and Cultural Activities</u>				
Per session	137.00	142.00	153.00	163.00
Kitchen facilities	88.00	91.00	98.00	105.00
Key / Loss / damage / breakage deposit	636.00	660.00	711.00	759.00
<u>Commercial Institutions and Political Parties</u>				
Per session	351.00	364.00	392.00	418.00
Kitchen facilities	88.00	91.00	98.00	105.00
Key / Loss / damage / breakage deposit	636.00	660.00	711.00	759.00
Audio visual material (per item)	110.00	114.00	123.00	131.00
<u>AFRICANA LIBRARY</u>				
<u>Research fees</u>				
* National	1,162.00	1,205.00	1,299.00	1,386.00
* International	1,480.00	1,535.00	1,654.00	1,765.00
* Pro rata fees will be levied for partially research request				
1.9.9				
<u>EMERGENCY SERVICES</u>				
<u>Km Turnout fees</u>				
(Calculated per vehicle per Km traveled from turnout to the incident to return to the Fire Station)				
* Fire fighting vehicle	57.00	59.00	64.00	68.00
* Assistance vehicle	11.00	11.00	12.00	13.00
<u>Turnout fees for the fire fighting vehicles, portable pumps and assistance vehicles</u>				
(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	2,703.00	2,803.00	3,021.00	3,224.00
Portable pump	1,352.00	1,402.00	1,511.00	1,613.00
Assistance vehicle	1,352.00	1,402.00	1,511.00	1,613.00
Hazmat Pumps	2,703.00	2,803.00	3,021.00	3,224.00



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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	1,352.00	1,402.00	1,511.00	1,613.00
Portable pump	677.00	702.00	756.00	807.00
Assistance vehicle	677.00	702.00	756.00	807.00
Hazmat Pumps	212.00	220.00	237.00	253.00

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	733.00	760.00	819.00	874.00

Specialized equipment

(Calculated per unit used)

Chemical extinguisher	562.00	583.00	628.00	670.00
CO ² extinguisher	562.00	583.00	628.00	670.00
Breathing apparatus	389.00	403.00	434.00	463.00
Refill of SCBA/SCUBA cylinder : per cylinder	44.00	46.00	50.00	53.00
* Jaws of Life rescue equipment - per incident / use	1,163.00	1,206.00	1,300.00	1,387.00
* Rollgliss rescue equipment - per incident / use	1,163.00	1,206.00	1,300.00	1,387.00
* Medical equipment (consumables) - per patient	562.00	583.00	628.00	670.00
* Pneumatic Equipment - per incident / use	1,163.00	1,206.00	1,300.00	1,387.00
* Chemical suites - per suit per incident	Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement
* Hazmat equipment (consumables) - per incident / use	Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement

Fire extinguishing material

(Calculated per unit state or part thereof)

Water - municipal tariff per Kl				
CO ² - purchase tariff per Kg	Tariff +20%	Tariff +20%	Tariff +20%	Tariff +20%
Dry chemical powder - purchase tariff per Kg	Tariff +20%	Tariff +20%	Tariff +20%	Tariff +20%
Foam - purchase tariff per liter	Tariff +20%	Tariff +20%	Tariff +20%	Tariff +20%

		PRESENT	PROPOSED	PROPOSED	PROPOSED
		TARIFFS	TARIFFS	TARIFFS	TARIFFS
		2026/07/01	2026/07/01	2027/07/01	2028/07/01
		R	R	R	R
<u>Inspection fees</u>					
(Calculated per inspection or plan approved)					
Fire prevention inspection per project		677.00	702.00	756.00	807.00
Site inspection per project		677.00	702.00	756.00	807.00
Inspection of flammable liquids, solids and gasses installations:					
* 1 liter - 2000 liter		783.00	812.00	875.00	934.00
* 2001 liter - 5000 liter		1,014.00	1,052.00	1,134.00	1,210.00
* 5001 liter - 50000 liter		1,236.00	1,282.00	1,381.00	1,474.00
* 50001 lire and more		1,463.00	1,517.00	1,635.00	1,745.00
*Tankers - irrespective the size and inspected at the Emergency Services - per registration certificate		746.00	774.00	834.00	890.00
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)	302.00		313.00	337.00	360.00
<u>Training</u>					
As per Prospectus - calculated in terms of time and material used.					
1.9.10	<u>DEVELOPMENT SERVICES</u>				
<u>Tram</u>					
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
<u>Regional Tourism Centre</u>					
Kiosk:					
Minimum tender price/month - 12 month period		1,634.00	1,694.00	1,825.00	1,948.00
Cubicles:					
Minimum tender price/month - 12 month period		1,177.00	1,221.00	1,316.00	1,405.00
Exhibition space per m² per day		23.00	24.00	26.00	28.00
Hawkers shelter per day		41.00	43.00	46.00	49.00
<u>Informal Trade facilities</u>					
Informal trade permits with storage facilities		460.00	477.00	514.00	549.00
Informal trade permits without storage facilities		220.00	228.00	246.00	263.00
Fruits and Vegetable Structures		301.00	312.00	336.00	359.00
Pension Pay Points (Card Carrying Pensioners)		88.00	91.00	98.00	105.00
Caravans within CBD		583.00	605.00	652.00	696.00
Caravans outside CBD		291.00	302.00	325.00	347.00
Informal car wash operations (under 36sq metres)		438.00	454.00	489.00	522.00
Trading from shipping containers		658.00	682.00	735.00	784.00
1.9.11	<u>POUND SERVICES</u>				
<u>Impounding:</u>					
Horses, donkey's, cattle and pigs (each, once off payment)		210.00	218.00	235.00	251.00
Sheep and goat (each, once off payment)		85.00	88.00	95.00	101.00
<u>Maintenance</u>					
Horses, donkey's, cattle and pigs (each per day)		85.00	88.00	95.00	101.00
Sheep and goat (each per day)		42.00	44.00	47.00	50.00
<u>G.W.K rent tariff</u>					
Large stock unit		85.00	88.00	95.00	101.00
Small stock unit		51.00	53.00	57.00	61.00
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.					



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1.10 **LABORATORY TARIFFS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**

Chemical Analysis

Digester samples	782.00	811.00	874.00	933.00
Waste activated sludge	221.00	229.00	247.00	264.00
Sludge volume index	113.00	117.00	126.00	134.00
Nitrates	177.00	184.00	198.00	211.00
Potassium	213.00	221.00	238.00	254.00
Sulfates	213.00	221.00	238.00	254.00
Phosphate	213.00	221.00	238.00	254.00
Fluoride	213.00	221.00	238.00	254.00
Total solids	213.00	221.00	238.00	254.00
Free Residual Chlorine	113.00	117.00	126.00	134.00
Magnesium	243.00	252.00	272.00	290.00
COD	194.00	201.00	217.00	232.00
TKN = Total Kjeldahl Nitrogen	243.00	252.00	272.00	290.00
NH-3/Ammonia	243.00	252.00	272.00	290.00
Zinc	243.00	252.00	272.00	290.00
Iron	243.00	252.00	272.00	290.00
Manganese	243.00	252.00	272.00	290.00
Plate Count	221.00	229.00	247.00	264.00
Suspended solids	221.00	229.00	247.00	264.00
Hardness	221.00	229.00	247.00	264.00
Alkalinity	221.00	229.00	247.00	264.00
Total Chloride	221.00	229.00	247.00	264.00
Aluminium	221.00	229.00	247.00	264.00
PH	96.00	100.00	108.00	115.00
Conductivity	96.00	100.00	108.00	115.00
Turbidity	96.00	100.00	108.00	115.00
Dissolved Oxygen	96.00	100.00	108.00	115.00

Packets

Water Bacteriological E. coli and coli	448.00	465.00	501.00	535.00

1.11 **MISCELLANEOUS (FINANCIAL SERVICES)**

1.11.1 Furnishing of information

(a) Search of any account	117.00	121.00	130.00	139.00
(b) For the inspection of any Deed document or diagram or any details relating thereto	117.00	121.00	130.00	139.00
(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)	117.00	121.00	130.00	139.00
(d) For the handling of Clearance figures an admin fee will be applicable	55.00	57.00	61.00	65.00
(e) For the issuing of a Clearance certificate	132.00	137.00	148.00	158.00
(f) For incorrect payment allocations a fee will be applicable	55.00	57.00	61.00	65.00
(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).	261.00	271.00	292.00	312.00

NB. ABOVE - In respect of (a)(b) and (d) for every hour or portion thereof

1.11.2	Water - Reconnection fees	1,307.00	1,355.00	1,460.00	1,558.00
	Water - Disconnection fees	1,307.00	1,355.00	1,460.00	1,558.00
	Water - Temporary consumption (Funerals, etc.)	261.00	271.00	292.00	312.00
1.11.3	Special meter reading	261.00	271.00	292.00	312.00
1.11.4	Meter test - Electricity	783.00	812.00	875.00	934.00
	Electricity - Temporary consumption (Funerals, etc.)	393.00	408.00	440.00	470.00
1.11.5	Electricity - Non-payment penalty:				
	* For Conventional meters	851.00	882.00	950.00	1,014.00
	* For Prepaid meters	523.00	542.00	584.00	623.00



		PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
		R	R	R	R
1.11.6	Electricity - Reconnection fees (Controller Wire)	916.00	950.00	1,024.00	1,093.00
	Tampering administration fee	2,222.00	2,304.00	2,483.00	2,650.00
	Tamper disconnection fee	4,248.00	4,405.00	4,747.00	5,066.00
	Tamper reconnection fee	4,248.00	4,405.00	4,747.00	5,066.00
1.11.7	<u>Informal Housing - Erven with pails</u>				
	Bulk refuse	39.00	40.00	43.00	46.00
	Pails	See sanitation	See sanitation	See sanitation	See sanitation
	High Mast	37.00	38.00	41.00	44.00
	Gravel road	34.00	35.00	38.00	41.00
	Stand pipe	39.00	40.00	43.00	46.00
1.11.8	<u>Informal Housing - Sewered Erven</u>				
	Bulk refuse	39.00	40.00	43.00	46.00
	Sewerage	See sanitation	See sanitation	See sanitation	See sanitation
	High Mast	37.00	38.00	41.00	44.00
	Gravel road	34.00	35.00	38.00	41.00
	Stand pipe	39.00	40.00	43.00	46.00
1.11.9	Electricity availability	327.00	339.00	365.00	390.00
1.11.10	Water availability	327.00	339.00	365.00	390.00
1.11.11	Fixed electricity (limited supply - 2Amps)	327.00	339.00	365.00	390.00
1.11.12	<u>Deposits - Electricity and Water Supply</u>				
	<u>Flats:</u>				
	1-Bedroom	1,730.00	1,794.00	1,933.00	2,063.00
	2-Bedroom	2,075.00	2,152.00	2,319.00	2,475.00
	3-Bedroom	2,630.00	2,727.00	2,939.00	3,137.00
	<u>Townhouses:</u>				
	2-Bedroom	2,075.00	2,152.00	2,319.00	2,475.00
	3-Bedroom	2,630.00	2,727.00	2,939.00	3,137.00
	<u>Domestic Houses:</u>				
	2-Bedroom	2,075.00	2,152.00	2,319.00	2,475.00
	3-Bedroom	2,630.00	2,727.00	2,939.00	3,137.00
	More than 3-bedrooms	3,736.00	3,874.00	4,175.00	4,456.00
	Builders water deposit	3,529.00	3,660.00	3,944.00	4,209.00
	<u>Business/Industries:</u>				
	Small power users	3,736.00	3,874.00	4,175.00	4,456.00
	Large power users	8,994.00	9,327.00	10,051.00	10,727.00
	<u>Rural consumers</u>				
	Informal housing	104.00	108.00	116.00	124.00
	<u>Businesses/Industries:</u>				
	Bulk water supply	8,994.00	9,327.00	10,051.00	10,727.00
	Indigents - Water deposit	96.00	100.00	108.00	115.00
1.11.13	Valuation Roll (CD or Disk)	6,208.00	6,438.00	6,938.00	7,405.00
1.11.14	Address List (CD or Disk)	6,208.00	6,438.00	6,938.00	7,405.00



			PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
			R	R	R	R
1.11.15	<u>Penalty for an unmetered</u> (official)					
	Water connection		15,684.00	16,264.00	17,526.00	18,705.00
	Thereafter a daily penalty until meter is installed (per day)		1,700.00	1,763.00	1,900.00	2,028.00
	Consumption per house		8,497.00	8,811.00	9,495.00	10,134.00
1.11.16	Electricity and water availability for Business/Industries/State.		327.00	339.00	365.00	390.00
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		457.00	474.00	511.00	545.00
1.11.18	A basic tariff for services which are impractical to be metered as per the Tariff Policy		196.00	203.00	219.00	234.00
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	<u>WATER TARIFFS (SERVICES & INFRASTRUCTURE)</u>					
1.12.1	<u>Water Connections</u>					
	Size of Connection (mm)	Size of Meter (mm)				
	20	15	11,747.69	12,182.36	12,901.12	13,713.89
	25	20	12,210.15	12,661.93	13,408.98	14,253.75
	40	32	24,114.73	25,006.98	26,482.39	28,150.78
	50	40	28,381.09	29,431.19	31,167.63	33,131.19
	80	50	46,302.35	48,015.53	50,848.45	54,051.90
		Additional costs	Additional costs	Additional costs	Additional costs	Additional costs
	100	75	54,007.31	56,005.58	59,309.91	63,046.43
		Additional costs	Additional costs	Additional costs	Additional costs	Additional costs
	150	100	64,009.35	66,377.70	70,293.98	74,722.50
		Additional costs	Additional costs	Additional costs	Additional costs	Additional costs
	250	150	64,009.35	66,377.70	70,293.98	74,722.50
		Additional costs	Additional costs	Additional costs	Additional costs	Additional costs
	300	150	64,009.35	66,377.70	70,293.98	74,722.50
		Additional costs	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.		1,726.91	1,790.81	1,896.47	2,015.94
1.12.2	<u>Testing of Water Meters</u>					
	Tariff per meter tested		1,755.01	1,819.95	1,927.32	2,048.75
1.12.3	<u>Exposure of Services</u>					
	Tariff per service exposure		871.07	903.30	956.59	1,016.86
1.12.4	<u>Water</u> (Normal tariff structure)					
	Schools, Sports fields and Parks		25.80	26.75	28.33	30.12
	Charities/Churches		25.80	26.75	28.33	30.12
	Business - Commercial		43.79	45.41	48.09	51.12
	Business - Industrial	*	35.78	37.10	39.29	41.77
	Indigents (0 - 6 KI)		8.42	8.73	9.24	9.83
	Residential (0 - 6 KI)		8.42	8.73	9.24	9.83
	Residential (7 - 20 KI)		35.76	37.09	39.28	41.75
	Residential (21 - 40 KI)		40.25	41.74	44.21	46.99
	Residential (41 - 60 KI)		42.58	44.15	46.76	49.70
	Residential (more than 60 KI)		45.49	47.17	49.96	53.10



	PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	R	R	R	R
Flats (0 - 6 KI)	8.42	8.73	9.24	9.83
Flats (7 - 20 KI)	35.78	37.10	39.29	41.77
Flats (21 - 40 KI)	40.25	41.74	44.21	46.99
Flats (more than 40 KI)	45.49	47.17	49.96	53.10
Prepaid water per KI Households	21.64	22.44	23.77	25.27
Builders Water	50.37	52.23	55.31	58.80
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 KI)	8.42	8.73	9.24	9.83
Residential (7 - 20 KI)	37.57	38.96	41.26	43.86
Residential (21 - 40 KI)	44.29	45.93	48.64	51.70
Residential (41 - 60 KI)	48.96	50.78	53.77	57.16
Residential (more than 60 KI)	54.59	56.61	59.95	63.72
Flats (0 - 6 KI)	8.42	8.73	9.24	9.83
Flats (7 - 20 KI)	37.57	38.96	41.26	43.86
Flats (21 - 40 KI)	44.29	45.93	48.64	51.70
Flats (more than 40 KI)	54.59	56.61	59.95	63.72
Schools,sport, parks	29.66	30.76	32.57	34.62
Churches	29.66	30.76	32.57	34.62
Builders water	57.91	60.06	63.60	67.61
Industries	50.37	52.23	55.31	58.80
Commercial	41.13	42.66	45.17	48.02

level 2 - 40% saving

Residential/Indigents (0 - 6 KI)	8.42	8.73	9.24	9.83
Residential (7 - 20 KI)	39.34	40.80	43.21	45.93
Residential (21 - 40 KI)	48.32	50.11	53.07	56.41
Residential (41 - 60 KI)	53.21	55.18	58.44	62.12
Residential (more than 60 KI)	63.69	66.04	69.94	74.34
Flats (0 - 6 KI)	8.83	9.16	9.70	10.31
Flats (7 - 20 KI)	42.92	44.51	47.14	50.11
Flats (21 - 40 KI)	48.32	50.11	53.07	56.41
Flats (more than 40 KI)	63.69	66.04	69.94	74.34
Schools,sport, parks	30.94	32.09	33.98	36.12
Churches	30.94	32.09	33.98	36.12
Builders water	60.43	62.66	66.36	70.54
Industries	52.54	54.49	57.70	61.34
Commercial	42.92	44.51	47.14	50.11

level 3 - 70% saving



	PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	R	R	R	R
Residential/Indigents (0 - 6 KI)	9.26	9.60	10.17	10.81
Residential (7 - 20 KI)	42.92	44.51	47.14	50.11
Residential (21 - 40 KI)	50.33	52.19	55.27	58.75
Residential (41 - 60 KI)	55.35	57.40	60.78	64.61
Residential (more than 60 KI)	68.24	70.77	74.94	79.66
Flats (0 - 6 KI)	9.26	9.60	10.17	10.81
Flats (7 - 20 KI)	42.92	44.51	47.14	50.11
Flats (21 - 40 KI)	52.34	54.28	57.48	61.10
Flats (more than 40 KI)	68.24	70.77	74.94	79.66
Schools,sport, parks	33.52	34.76	36.81	39.13
Churches	33.52	34.76	36.81	39.13
Builders water	65.46	67.88	71.89	76.42
Industries	56.93	59.03	62.51	66.45
Commercial	46.51	48.23	51.07	54.29
level 4 - survival				
Residential/Indigents (0 - 6 KI)	9.26	9.60	10.17	10.81
Residential (7 - 20 KI)	53.67	55.65	58.94	62.65
Residential (21 - 40 KI)	60.40	62.63	66.33	70.51
Residential (41 - 60 KI)	76.63	79.47	84.16	89.46
Residential (more than 60 KI)	81.90	84.93	89.94	95.60
Flats (0 - 6 KI)	9.26	9.60	10.17	10.81
Flats (7 - 20 KI)	53.67	55.65	58.94	62.65
Flats (21 - 40 KI)	72.48	75.16	79.59	84.61
Flats (more than 40 KI)	81.90	84.93	89.94	95.60
Schools,sport, parks	46.43	48.14	50.98	54.20
Churches	46.43	48.14	50.98	54.20
Builders water	90.65	94.00	99.55	105.82
Industries	78.82	81.74	86.56	92.01
Commercial	64.39	66.78	70.72	75.17
level 5 - emergency				
Residential/Indigents (0 - 6 KI)	9.26	9.60	10.17	10.81
Residential (7 - 20 KI)	71.54	74.19	78.57	83.52
Residential (21 - 40 KI)	80.53	83.51	88.44	94.01
Residential (41 - 60 KI)	85.15	88.31	93.52	99.41
Residential (more than 60 KI)	90.99	94.36	99.93	106.22
Flats (0 - 6 KI)	9.26	9.60	10.17	10.81
Flats (7 - 20 KI)	71.54	74.19	78.57	83.52
Flats (21 - 40 KI)	80.53	83.51	88.44	94.01
Flats (more than 40 KI)	90.99	94.36	99.93	106.22
Schools,sport, parks	51.58	53.49	56.65	60.22
Churches	51.58	53.49	56.65	60.22
Builders water	100.72	104.45	110.61	117.58
Industries	87.59	90.83	96.19	102.25
Commercial	71.54	74.19	78.57	83.52

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.

Sorts fields are organizations where the primary activity is the playing of sports requiring grassed surfaces and where the area of grassed surface exceeds 1000m².

Business : Industrial

Any consumer where the primary activity is manufacturing or processing and where water is either a component of the manufactured product or is used in the process for cleaning, cooling or similar purposes.

Business : Commercial

Any consumer where the primary activity is commercial or retail and the primary activity is not water-based cleaning.

Rural Consumers

Any consumer located outside the municipal boundaries.

Builders Water

Any water supplied through a builders connection.

1.13 CLEANSING SERVICES (SERVICES & INFRASTRUCTURE)

For the removal of refuse the tariff of charges shall be at the following rates:

1.13.1 Non-Residential dwellings:

(a) Payable by the owner -

One regular removal of refuse not exceeding 0,8m³ per week per month

914.82

948.66

1,003.69

1,062.50

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

914.82

948.66

1,003.69

1,062.50

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

3,433.90

3,560.95

3,767.49

3,988.26

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

557.60

578.23

611.76

647.61

803.72

833.45

881.79

933.47

(e) Where special garden refuse is removed the tariff per per m² applicable shall be

89.09

92.39

97.74

103.47

(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.

914.82

948.66

1,003.69

1,062.50

(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

462.38

479.49

507.30

537.02

1.13.2 Residential

Payable by the owner for one regular removal of refuse per week - the tariff shall be

155.37

161.12

170.47

180.45

1.13.3 Non -Residential

Payable by the owner for one regular removal of refuse per week- -the tariff shall be

914.82

948.67

1,003.69

1,062.50

1.13.4 Flats

Tariff only applicable to Municipal flats

77.69

80.56

85.23

90.23

1.13.5 Availability charge

A basic monthly charge - Residential

77.69

80.56

85.23

90.23

- Non - Residential

462.37

479.48

507.29

537.02

1.14 SANITATION TARIFFS (SERVICES & INFRASTRUCTURE)

1.14.1 Sewerage

Private dwelling houses and premises (excluding flats, semi-detached dwellings, hotels, boarding and lodging houses and hostels):

Basic monthly charge for indigents

221.98

230.20

243.98

257.26

Basic monthly charge (two sanitary convenience)

221.98

230.20

243.98

257.26

Additional monthly charge (each additional connection, excluding private dwellings)

133.21

138.14

146.41

154.38

Flats and semi-detached dwellings:

Basic monthly charge (first living unit)

221.98

230.19

243.98

257.25

Additional monthly charge (each additional unit)

133.21

138.14

146.41

154.38

Hotel, Boarding Houses, Lodging Houses and Hostels



	PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	R	R	R	R
Basic monthly charge (two sanitary conveniences)	221.98	230.19	243.98	257.25
Additional monthly charge (each additional connection)	133.21	138.14	146.41	154.38
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	194.97	202.19	214.30	225.95
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)	368.99	382.64	405.56	427.63
Additional charge (per 1KI or part thereof)	60.90	63.15	66.93	70.57
Vacuum tanker transport charge (per call)	304.48	315.75	334.66	352.86
B. Within 10km of CBD				
(After hours, Monday - Friday & Saturdays)				
Basic charge (first 5KI)	577.74	599.12	635.00	669.55
Additional charge (per 1KI or part thereof)	98.11	101.74	107.83	113.70
Vacuum tanker transport charge (per call)	422.60	438.24	464.49	489.76
C. Within 10km of CBD				
(Sundays and Public Holidays)				
Basic charge (first 5KI)	760.05	788.17	835.39	880.83
Additional charge (per 1KI or part thereof)	117.99	122.36	129.69	136.74
Vacuum tanker transport charge (per call)	599.44	621.62	658.85	694.69
D. Further than 10km from CBD				
(Per km further)				
As above (A to C) plus km charge				
Any tanker/km	68.80	71.35	75.62	79.73
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)	173.37	179.78	190.55	200.92
Additional monthly charge (each additional pail removal, five times per fortnight)	95.15	98.67	104.58	110.27
Occasional hire of bucket (per day per bucket)	47.57	49.33	52.29	55.13
Removal of night-soil from building premises and contractor's sites (surcharge not applicable)				
Basic monthly charge (one pail, three times a week)	1,195.73	1,239.97	1,314.25	1,385.74
Basic monthly charge (one pail, six times a week)	1,773.38	1,838.99	1,949.15	2,055.18
1.14.3 <u>Blockages and Portable Toilets</u>				
<u>Internal sewer blockages:</u>				
Basic charge (Monday - Friday between 08:00 - 16:00)	732.65	759.76	805.27	849.08
Basic charge after hours (Monday - Saturdays)	894.39	927.48	983.04	1,036.52
Basic charge (Sundays and Public holidays)	1,332.08	1,381.37	1,464.11	1,543.76
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	333.01	345.33	366.02	385.93
Transport charge (per vehicle)	713.62	740.02	784.35	827.02
<u>Sewer Connections:</u>				
Sewer connection (100mm)	4,138.96	4,292.10	4,549.20	4,796.68
Sewer connection (150mm)	4,805.00	4,982.79	5,281.26	5,568.56
Public convenience (Craven Street)				
Shower plus usage of towel (per person)	19.17	19.88	21.07	22.21



		PRESENT TARIFFS	PROPOSED TARIFFS 2026/07/01	PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
		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)	86,916.60	90,132.51	95,531.45	100,728.36
	Plus per Kl	0.2458	0.2549	0.2702	0.2849
	Basic Charge (Use LESS than 1 Megalitre per billing cycle of approximately 30 days)				
	Plus per Kl	0.8210	0.8514	0.9024	0.9515
1.15	<u>INCENTIVE/DISCOUNT EARLY PAYMENT</u>				
	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	<u>ELECTRICITY (SERVICES & INFRASTRUCTURE)</u>				
1.16.1	<u>TARIFFS FOR SERVICE CONNECTIONS</u>				
	<u>SCALE 4 - STREET LIGHTS</u>				
	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	42,305.00	45,689.00	49,892.00	54,482.00
	* 9m single cantilever	67,236.00	72,615.00	79,296.00	86,591.00
	* 9m double cantilever	68,085.00	73,532.00	80,297.00	87,684.00
	* 12m single cantilever	72,177.00	77,951.00	85,122.00	92,953.00
	<u>SINGLE PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u>				
	Disconnection fee for an O/H supply system	4,631.00	5,001.00	5,461.00	5,963.00
	Disconnection fee for an U/G supply system	11,152.00	12,044.00	13,152.00	14,362.00
	Reconnection fee for an P/H supply system	4,705.00	5,081.00	5,548.00	6,058.00
	Reconnection fee for an U/G supply system	616.00	665.00	726.00	793.00
	<u>3-PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u>				
	Disconnection fee for an O/H supply system	6,600.00	7,128.00	7,784.00	8,500.00
	Disconnection fee for an U/G supply system	11,493.00	12,412.00	13,554.00	14,801.00
	Reconnection fee for an O/H supply system	9,106.00	9,834.00	10,739.00	11,727.00
	Reconnection fee for an U/G supply system	11,493.00	12,412.00	13,554.00	14,801.00
	<u>CALL OUT TO CONSUMER</u>				
	Call out to a fault on consumer's installation	934.00	1,009.00	1,102.00	1,203.00
1.16.2	<u>COSTS OF NEW SERVICE CONNECTIONS</u>				
	<u>60-AMP STANDARD SINGLE PHASE</u>				
	Airdac connection from O/H supply system with prepayment meter & ready board	33,439.00	36,114.00	39,436.00	43,064.00
	Airdac connection from O/H supply system with prepayment meter only	29,359.00	31,708.00	34,625.00	37,811.00
	Cable connection from U/G supply system with prepayment meter	46,638.00	50,369.00	55,003.00	60,063.00
	Cable connection from U/G supply system with conventional meter	41,358.00	44,667.00	48,776.00	53,263.00
	<u>60AMP STANDARD 3-PHASE</u>				
	Airdac connection from O/H supply system with prepayment meter & ready board	40,679.00	43,933.00	47,975.00	52,389.00
	Airdac connection from P/H supply system with prepayment meter only	36,599.00	39,527.00	43,163.00	47,134.00
	Cable connection from U/G supply system with prepayment meter	50,637.00	54,688.00	59,719.00	65,213.00
	Cable connection from U/G supply system with conventional meter	60,598.00	65,446.00	71,467.00	78,042.00
	<u>ALTERATIONS TO SERVICE CONNECTIONS</u>				
	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	<u>UPGRADING OF SERVICES</u>				
	<u>UPGRADING OF AN EXISTING SINGLE PHASE</u>				
	<u>SERVICE CONNECTION ON CONDITION OF</u>				
	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
	<u>CONNECTION ON CONDITION OF</u>				



PRESENT
TARIFFS

R

PROPOSED
TARIFFS
2026/07/01

R

PROPOSED
TARIFFS
2027/07/01

R

PROPOSED
TARIFFS
2028/07/01

R

A service connection with a 10 x 4mm square service cable upgraded to max. 80-amp with curve 1MCB at consumer mains and curve 2MCB at supply authority mains
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
Supply above 100A (single & 3-phase)
Replacement of conventional meter with prepayment meter (Meter only)
Replacement of conventional meter with prepayment meter (Meter and labour)

As per quote and stipulated conditions
As per quote and stipulated conditions
As per quote
Bin price + VAT
16,264.00

As per quote and stipulated conditions
As per quote and stipulated conditions
As per quote
Bin price + VAT
17,565.00

As per quote and stipulated conditions
As per quote and stipulated conditions
As per quote
Bin price + VAT
19,181.00

As per quote and stipulated conditions
As per quote and stipulated conditions
As per quote
Bin price + VAT
20,946.00

NB. MAXIMUM OF TWO PREPAYMENT METERS DOMESTIC ERF, EXCEPT WHEN 3-PHASE

CABLES AND VARIOUS

Installation of public address system
Meter test
Special meter reading

8,723.00
1,763.00
572.00

9,421.00
1,904.00
618.00

10,288.00
2,079.00
675.00

11,234.00
2,270.00
737.00

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.

SOL PLAATJE: ELECTRICITY TARIFFS 1 July 2026 to 30 June 2027

ABBREVIATIONS

V
kV
W
kW
A
kVA
kWh
kvarh
SSEG

Volt
kilovolt
Watt
kilowatt
Ampere
kilovolt-ampere
Kilowatt-hour
kilovar-hour
Small Scale Embedded Generation

NMD	Notified maximum demand
PF	Power factor
R/kVA	Rand per kilovolt-Ampere
TOU	Time of use
VAT	Value-added tax
R/kvarh	Rand per reactive kilovar-hour
MD	Maximum Demand
POS	Point of Supply

DEFINITIONS

Maximum demand.
MD (TOU)

NMD
Access Demand
High voltage (HV)
Medium voltage (MV)
Low voltage (LV)

Basic charge.
Capacity charge
Access charge
Demand charge
Energy charge.

Reactive energy charge.

Basic, Capacity and Access charges.

Highest average demand measured in kVA at the point of supply during a 30-minute integrating period in a billing month.
For TOU tariffs this only applies during the Peak and Standard periods.
Maximum demand notified by the customer and accepted by the municipality per point of supply applicable for all hours of the day. (KVA)

Highest of the NMD, installed capacity or Highest Maximum demand during the previous 12 months.
Networks at a voltage greater than 22kV.
Networks above 1 kV up to 22 kV.
Networks less than 1 kV (<1000 V). Single phase 230 V, 3 phase 400 V.
Monthly fixed charge payable per point of supply to recover customer services costs such as meter reading, billing and service connection and meter capital. (R/m)
Fixed network charge to recover network costs based on the installed / limited capacity. (R/Amp/m)
Fixed network charge to recover mainly dedicated network costs based on the Access Demand. (R/kVA/m)
Variable network charge to recover the mainly shared network costs based on the chargeable demand.
Charge for each unit of active energy consumed during the billing month (R/kWh)
Charge based on the reactive energy supplied in excess of 30% (0,96 power factor or less) of the kWh recorded during the peak and standard periods. The excess reactive energy is determined per 30-minute integrating period and accumulated for the month applicable during both seasons. (R/kvarh)

Fixed charges as prescribed, is levied in respect of every separate electricity connection or erf. If two or more buildings or structures on the same erf are supplied with electricity from only one meter connection, the registered owner of such property will be held liable for the payment of the prescribed charges.



PRESENT
TARIFFS
R

PROPOSED
TARIFFS
2026/07/01
R

PROPOSED
TARIFFS
2027/07/01
R

PROPOSED
TARIFFS
2028/07/01
R

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Time Of Use (TOU) Seasons

High demand season

Low demand season

TOU periods

High demand: Weekday: Peak
High demand: Weekday: Standard
High demand: Weekday: Off-Peak
High demand: Saturday: Standard
High demand: Saturday: Off-Peak
High demand: Sunday: Off-Peak
Low demand: Weekday: Peak
Low demand: Weekday: Standard
Low demand: Weekday: Off-Peak
Low demand: Saturday: Standard
Low demand: Saturday: Off-Peak
Low demand: Sunday: Off-Peak

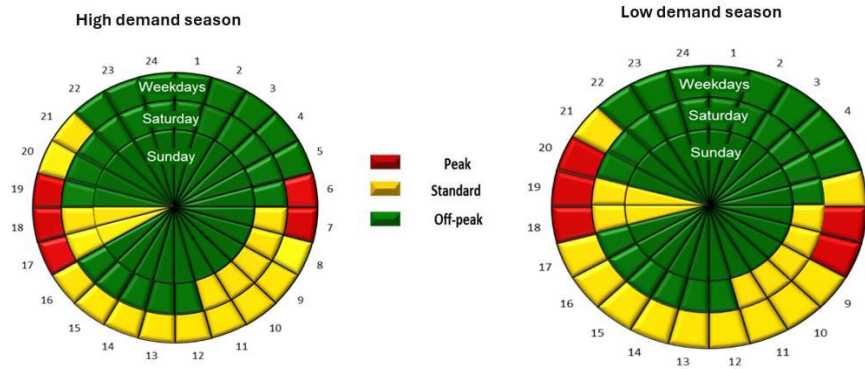
June to August

September to May

06h00 - 09h00
09h00 - 17h00
00h00 - 06h00
07h00 - 12h00
00h00 - 07h00
00h00 - 24h00
07h00 - 10h00
06h00 - 07h00
00h00 - 06h00
07h00 - 12h00
00h00 - 07h00
00h00 - 24h00

Public holidays will be treated as the day of the week on which they fall.

See illustration below



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.

1.16.4.1

TARIFF DESCRIPTION	PROPOSED TARIFFS				PROPOSED TARIFFS 2027/07/01	PROPOSED TARIFFS 2028/07/01
	APPROVED TARIFFS 2025/26		2026/27			
	excl VAT	incl VAT	excl VAT	incl VAT		
<u>Domestic Tariff (Conventional and Prepaid) = 20 Amps</u>						
Block 1 (0 - 350 Kwh)	2.7434	3.1549	2.9629	3.4073	3.7208	4.0631
Block 2 (> 350 Kwh)	3.4689	3.9893	3.7465	4.3084	4.7048	5.1377
<u>Indigents Tariff (Prepaid) = 20 Amps</u>						
Block 1 (0 - 50 Kwh) (subsidised)	2.5719	2.9577	2.7776	3.1943	3.4881	3.8090
Block 2 (51 - 350 Kwh)	2.5719	2.9577	2.7776	3.1943	3.4881	3.8090
Block 3 (> 351 Kwh)	3.5885	4.1268	3.8756	4.4569	4.8670	5.3147
<u>Domestic Tariff (Conventional and Prepaid) > 20 Amps</u>						
Basic charge (Rand per month)	90.6173	104.2099	97.8667	112.5467	122.90	134.21
Capacity charge (Rand/Amp/phase/month)	4.1758	4.8021	4.5098	5.1863	5.66	6.18



		PRESENT TARIFFS R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
	Block 1 (0 - 350 Kwh)	2.5595	2.9434	2.7642	3.1788
	Block 2 (> 350 Kwh)	2.8984	3.3331	3.1302	3.5998
1.16.4.2	<u>Business Tariff</u>				
	<u>Commercial (Conventional and Prepaid)</u>				
	Basic Charge per month	340.17	391.19	367.3788	422.4856
	Capacity charge per Kwhr	4.86	5.58	5.2437	6.0303
	<u>Winter</u>				
	Block 1 (0 - 1200 Kwh)	3.1129	3.5798	3.3619	3.8662
	Block 2 (> 1200 Kwh)	3.1129	3.5798	3.3619	3.8662
	<u>Summer</u>				
	Block 1 (0 - 1200 Kwh)	2.9003	3.3354	3.1324	3.6022
	Block 2 (> 1200 Kwh)	2.9003	3.3354	3.1324	3.6022
1.16.4.3	<u>Public Benefit and Schools (Conventional and Prepaid)</u>				
	Basic Charge per month	307.63	353.77	332.24	382.0706
	Capacity charge per Kwhr	4.18	4.80	4.51	5.1863
	Winter Energy Charge	3.2160	3.6984	3.4733	3.9943
	Summer Energy Charge	3.0124	3.4642	3.2533	3.7413
1.16.4.4	<u>TIME OF USE CONSUMERS</u>				
1.16.4.4.1	<u>TOU: NPO, NGO, SCHOOLS: LV< 200 KVA</u>				
	Basic charge per month (LV<200)	1,191.64	1,370.38	1286.97	1480.0131
	Network Demand Charge R/kVA	191.5812	220.3184	206.9077	237.9439
	Network Access Charge R/kVA	91.1167	104.7842	98.4060	113.1669
	<u>Energy Charges R/Kwh</u>				
	<u>High Demand Season: (June - August) Winter</u>				
	Peak (LV < 200)	6.6364	7.6318	7.1673	8.2424
	Standard (LV < 200)	2.6628	3.0623	2.8759	3.3072
	Off-peak (LV < 200)	1.8514	2.1291	1.9995	2.2994
	<u>Low Demand Season: (September - May) Summer</u>				
	Peak (LV < 200)	2.8446	3.2712	3.0721	3.5329
	Standard (LV < 200)	2.1819	2.5092	2.3565	2.7099
	Off-peak (LV < 200)	1.7036	1.9592	1.8399	2.1159
	<u>TOU: NPO, NGO, SCHOOLS : LV > 200 < 500 KVA (Exception 800 KVA)</u>				
	Basic charge per month	2,333.9816	2,684.08	2520.7001	2898.8051
	Network Demand Charge R/kVA	191.5812	220.3184	206.9077	237.9439
	Network Access Charge R/kVA	91.1167	104.7842	98.4060	113.1669
	<u>Energy Charges R/Kwh</u>				
	<u>High Demand Season: (June - August) Winter</u>				
	Peak (LV>200<500)	6.6809	7.6830	7.2154	8.2977
	Standard (LV>200<500)	2.7057	3.1115	2.9222	3.3605
	Off-peak (LV>200<500)	1.8780	2.1597	2.0282	2.3325
	<u>Low Demand Season: (September - May) Summer</u>				
	Peak (LV>200<500)	2.9161	3.3535	3.1494	3.6218
	Standard (LV>200<500)	2.2286	2.5629	2.4069	2.7679
	Off-peak (LV>200<500)	1.7410	2.0021	1.8803	2.1623
	<u>TOU: NPO, NGO, SCHOOLS: MV (Medium voltage)</u>				
	Basic charge per month (MV)	2,925.53	3,364.36	3159.57	3633.5094
	Network Demand Charge R/kVA	148.5983	170.8880	160.4862	184.5591
	Network Access Charge R/kVA	70.36	80.92	75.99	87.3911
	<u>Energy Charges R/Kwh</u>				
	<u>High Demand Season: (June - August) Winter</u>				
	Peak (MV)	6.6989	7.7037	7.2348	8.3200
	Standard (MV)	2.7546	3.1678	2.9749	3.4212
	Off-peak (MV)	1.9431	2.2346	2.0985	2.4133
	<u>Low Demand Season: (September - May) Summer</u>				
	Peak (MV)	2.9878	3.4360	3.2268	3.7109
	Standard (MV)	2.2753	2.6166	2.4573	2.8259
	Off-peak (MV)	1.7894	2.0579	1.9326	2.2225
1.16.4.4.2	<u>INDUSTRIAL AND BUSINESSES TOU: LV< 200 KVA</u>				

		PRESENT TARIFFS R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
Basic charge per month (LV<200)	1,428.26	1,642.50	1542.52	1773.9031	1,937.10
Network Demand Charge R/kVA	202.8923	233.3261	219.1237	251.9922	275.18
Network Access Charge R/kVA	74.62	85.81	80.58	92.6727	101.20
Energy Charges R/Kwh					
High Demand Season: (June - August) Winter					
Peak (LV < 200)	7.3112	8.4079	7.8961	9.0805	9.9159
Standard (LV < 200)	2.7281	3.1373	2.9463	3.3882	3.7000
Off-peak (LV < 200)	1.9881	2.2864	2.1472	2.4693	2.6964
Low Demand Season: (September - May) Summer					
Peak (LV < 200)	2.9846	3.4323	3.2234	3.7069	4.0479
Standard (LV < 200)	2.2162	2.5487	2.3935	2.7525	3.0058
Off-peak (LV < 200)	1.8279	2.1021	1.9741	2.2703	2.4791
Reactive Energy Charge (P&S)	0.2717	0.3125	0.2934	0.3374	0.3685
INDUSTRIAL AND BUSINESSES TOU : LV > 200 < 500 KVA (Exception 800 KVA)					
Basic charge per month	2,481.87	2,854.15	2680.4197	3082.4826	3,366.07
Network Demand Charge R/kVA	159.9094	183.90	172.7022	198.6075	216.88
Network Access Charge R/kVA	74.62	85.81	80.5849	92.6727	101.20
Energy Charges R/Kwh					
High Demand Season: (June - August) Winter					
Peak (LV>20<500)	7.3617	8.4660	7.9507	9.1433	9.9844
Standard (LV>20<500)	2.7595	3.1734	2.9803	3.4273	3.7426
Off-peak (LV>20<500)	2.1142	2.4313	2.2833	2.6258	2.8674
Low Demand Season: (September - May) Summer					
Peak (LV>20<500)	2.9788	3.4256	3.2171	3.6997	4.0401
Standard (LV>20<500)	2.2804	2.6225	2.4629	2.8323	3.0929
Off-peak (LV>20<500)	1.8971	2.1816	2.0488	2.3562	2.5729
Reactive Energy Charge (P&S)	0.2717	0.3125	0.2934	0.3374	0.3685
INDUSTRIAL AND BUSINESSES TOU: MV (Medium Voltage)					
Basic charge per month (MV)	4,097.69	4,712.35	4425.5073	5089.3334	5,557.55
Network Demand Charge R/kVA	137.3536	157.96	148.34	170.5932	186.29
Network Access Charge R/kVA	71.01	81.66	76.69	88.1942	96.31
Energy Charges R/Kwh					
High Demand Season: (June - August) Winter					
Peak (MV)	7.3405	8.4415	7.9277	9.1169	9.9556
Standard (MV)	2.6927	3.0966	2.9081	3.3443	3.6519
Off-peak (MV)	2.0877	2.4008	2.2547	2.5929	2.8314
Low Demand Season: (September - May) Summer					
Peak (MV)	2.9008	3.3359	3.1328	3.6028	3.9342
Standard (MV)	2.2469	2.5839	2.4267	2.7907	3.0474
Off-peak (MV)	1.8270	2.1011	1.9732	2.2692	2.4779
Reactive Energy Charge (P&S)	0.2717	0.3125	0.2934	0.3374	0.3685
Small Consumer: TOU<70 KVA: Domestic &Commercial (compulsary for SSEG customers)					
Basic charge Domestic;R/m	244.88	281.61	97.87	112.5505	122.91
Basic charge Commercial;R/m	244.88	281.61	367.38	422.4870	461.36
Capacity charge R/Amp/phase	11.76	13.52	4.51	5.1865	5.66
Energy Charges R/Kwh - payable to the generator					
High Demand Season: (June - August)					
Peak	9.0286	10.3829	9.7509	11.2136	12.2452
Standard	2.7350	3.1452	2.9538	3.3968	3.7093
Off-peak	1.4851	1.7078	1.6039	1.8445	2.0142
Low Demand Season: (September - May)					
Peak	2.9453	3.3871	3.1809	3.6580	3.9946
Standard	2.0269	2.3310	2.1891	2.5175	2.7491
Off-peak	1.2855	1.4783	1.3883	1.5966	1.7435

1.16.4.5

Electricity Export Credit - Small Scale Embedded Generation (Photovoltaic Policy)
 No more electricity may be fed back into the system than what is consumed by said consumer. Consequently the accountholder must be a net consumer of electricity
 Only Domestic/Residential consumers are liable for the basic charge and this cost is already included in the sale of KVA



		PRESENT TARIFFS R	PROPOSED TARIFFS 2026/07/01 R	PROPOSED TARIFFS 2027/07/01 R	PROPOSED TARIFFS 2028/07/01 R
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	240.69	276.80	0.00	0.0000	0.00
Capacity charge R/kVa					
Energy Charges R/Kwh - payable to the generator					
<u>High Demand Season: (June - August)</u>					
Peak	5.5427	6.3741	5.9861	6.8840	7.5174
Standard	1.6790	1.9308	1.8133	2.0853	2.2771
Off-peak	0.9117	1.0484	0.9846	1.1323	1.2364
<u>Low Demand Season: (September - May)</u>					
Peak	1.8081	2.0793	1.9527	2.2456	2.4522
Standard	1.2443	1.4309	1.3438	1.5454	1.6876
Off-peak	0.7891	0.9075	0.8522	0.9801	1.0703
1.16.4.6 <u>Streetlights</u>					
Basic Charge light per month	98.2876	113.0308	106.1506	122.0732	133.30
Energy charge/kWh	0.7941	0.9132	0.8576	0.9862	1.0769
1.16.4.7 <u>Vacant Land/Availability</u>					
Fixed Basic charge (R/month)	532.06	611.87	574.62	660.8176	721.61
					788.00

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	28/29
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%	3.70%	3.30%	3.20%
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%	3.70%	4.61%	3.89%
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%	3.70%	2.01%	3.78%
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%	3.70%	3.27%	3.14%
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%	8.00%	10.97%	10.00%
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%	4.56%	4.83%	4.80%

SECTION 4:

INTEGRATED DEVELOPMENT PLAN OVERVIEW



Sol Plaatje Municipality

Integrated Development Plan

2022-2027

FOURTH REVIEW

Draft Integrated Development Plan,
Fourth review (2025/26) Planning for 2026/27 of the
5th Generation Integrated Development Plan 2022 –
2027

Council Approved:

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FOREWORD BY THE MAYOR

FOREWORD BY MAYOR: Ms M BARTLETT



*Ms M Bartlett
Executive Mayor of
Sol Plaatje Municipality*

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER: MR BS MATLALA



Mr BS Matlala

*Municipal Manager
Sol Plaatje Municipality*

CHAPTER 1: EXECUTIVE SUMMARY: IDP 2026/27

This document represents the *Integrated Development Plan (IDP) 2026/27* the Sol Plaatje Municipality. It is the fourth 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.

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

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

- The Sol Plaatje municipal area is one of the 'pearls' of the Northern Cape sub-regions, characterised by a mix of unique and quality assets as attributes of growth and development. A key challenge is to conserve and enhance these assets in a changing setting.
- Segregation along socio-economic class lines in the form of a race-based urban spatial configuration.
- Severe, structural poverty. About half of all households in the municipal area have an annual average household income less than R100 000.
- Degradation of environmental, heritage and agricultural assets.
- Ageing municipal infrastructure and sub-standard quality of services, e.g. the condition of roads. Please note that National Government has allocated a substantial grant to improve water and sanitation services.
- Increased population densities mostly in neighbourhoods with sub-standard quality of services. Worryingly, there is still about 18% of all households living in backyard dwellings and/or informal structures, which may lead to overcrowding also considering the above-average household size of 4.2 persons.
- Past insufficient new supply of housing by government resulting in a deficit of 'give-away' houses (for the indigent), subsidised housing as well as affordably priced housing.
- A tertiary sector dominated economy with contributions to the Northern Cape economy decreasing over time. An economy in decline with expected future sectoral economic growth limited to the tertiary sector.
- Very little (or no) building activity of new residential and new non-residential space since 2018 apart from additions and alterations to existing buildings. This impacted negatively on the rand-value contribution of the construction sector to the *secondary sector* economy which was R448 million in 2021 compared to R503 million in 2015.
- Lack of addressing the climate vulnerability of the urban areas through adopting and implementing specific adaptation

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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.

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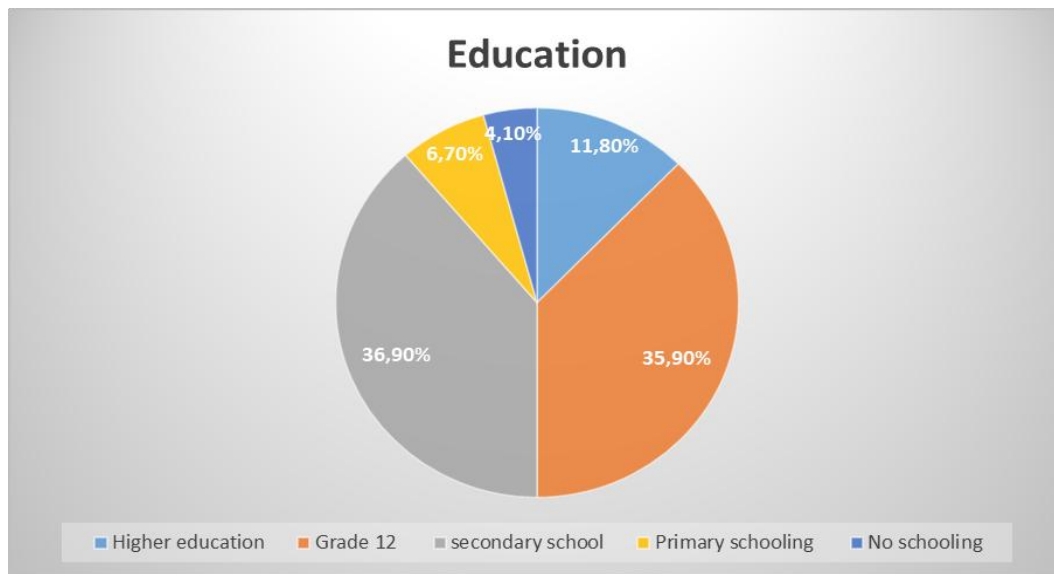
MUNICIPALITY AT A GLANCE

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%						
Source: Statssa, 2022							

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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 <i>new residential units</i> was erected over the period 2015 to 2021					
Annual average for <i>new non-residential units</i> 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					

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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) 2026/27 of the Sol Plaatje Municipality*. It is the fourth 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 26/27*. 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.

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Stakeholder involvement, and community consultation and reporting on the planning and implementation of prioritised needs. Formulating strategies and making changes to planning and implementation based on (1) changed circumstances (2) municipal performance in achieving IDP targets and strategic objectives, and (3) changes to relevant government policy directives.

Statements on financial viability and management with reference to the medium-term expenditure framework.

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

Municipal commitments

Ensuring compliance with relevant legislation and policy.

Planning to ensure effective allocation and optimum use of resources.

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

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

Commitment of National and Provincial Government

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

1.3 STRUCTURE OF THIS IDP DOCUMENT (IDP 2026/27)

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 2026/27 (as fourth 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 2026/27 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

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

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

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.

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

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

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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	√	

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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 fourth review as the IDP 2026/27. 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.

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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%

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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 2026 (SONA)²

President Cyril Ramaphosa delivered the State of the Nation Address (SONA) on Thursday, 12 February 2026 and highlighted the following:-

Performance

The assertion that "local government is the hands and feet of government" and that municipal failure affects national performance was reinforced in the 2026 SONA. Municipal challenges were attributed to governance weaknesses, with proposals including strengthened oversight and professionalisation of the public sector based on meritocracy. South Africa has significant governance expertise; however, skills utilisation remains uneven. Strong political and administrative leadership will be necessary to reposition the country as a sustainable developmental state while upholding constitutional imperatives.

AGSA said that local government is characterised by insufficient accountability, failing service delivery, poor financial management and governance, weak institutional capability and widespread instability. Learning from our experience over the past 30 years, we will, in the coming months finalise a revised White Paper on Local Government. This will provide solutions for the functioning of an effective local government system. The White Paper will re-imagine the way local government works.

²<https://www.gov.za/news/Sona2026-highlights>

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We will ensure that senior officials in local government have the required qualifications and are appointed through an independent process free from political interference. Where municipalities fail, we will strengthen the ability of national government to intervene more quickly and to direct corrective measures in the interests of serving our people better.

Economic Growth

To give effect to the Medium Term Development Plan (MTDP), Cabinet has approved a comprehensive implementation plan to drive growth and inclusion. Through this plan, we are working to revive growth by creating conditions for firms to invest by maintaining a clear and stable Macro-Economic Framework, investing in infrastructure that works, creating a conducive regulatory framework that supports growth and enables competition, and a focused and forward-looking Industrial Policy. The foundation of this plan is investment, particularly in public infrastructure, as well as labour intensive growth sectors that are capable of future growth. These include the digital and green economy, where young people will find employment opportunities.

Procurement System

There will be a special focus on restructuring our procurement system with a view to end corruption. The Auditor-General of South Africa (AGSA) has reported that the majority of incidents of corruption originate in the procurement system. We cannot allow this cancer to continue and we must therefore act. Measures will include the use of technology and the finalisation of new Public Procurement Act regulations by mid-2026.

Basic Service Delivery

Water governance, has become a national crisis. Deteriorating infrastructure and poor maintenance have resulted in widespread water outages. A National Water Crisis Committee, chaired by the President, has been established. Poor planning and inadequate maintenance of water systems by many municipalities are the main cause of the problems we are going through now and are the reason that taps often run dry. The Water Services Amendment Bill will enable us to hold water service providers accountable for their performance and withdraw their license if they fail to deliver. If a municipality is not willing or able to provide services to its residents, it must be done by another structure which can. These reforms will address the root causes of the water crisis. In the short term, we need to address the immediate crisis where water outages are being experienced right now.

We will now move to lay charges against Municipal Managers in their personal capacity for violating the National Water Act of 1998.

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Infrastructure

South Africa has significant governance expertise; however, skills utilisation remains uneven. Strong political and administrative leadership will be necessary to reposition the country as a sustainable developmental state while upholding constitutional imperatives. Infrastructure is much more than an investment in brick, mortar, concrete and steel. It is an investment in jobs, productivity and growth. For many years, fixed investment has been declining. We are now changing that.

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Government has committed more than R1 trillion in public investment over three years to build and maintain infrastructure. This is the largest allocation of its kind in our country's history. It will be transformative.

Through the Infrastructure Fund and new regulations for public-private partnerships, we are using innovative funding models, reducing risk and attracting investors to fast-track projects in energy, water, transport and digital infrastructure. We launched our first-ever infrastructure bond to raise funding for the infrastructure drive, which was over-subscribed more than twice.

Disputes arising from implementation of tenders often delay the implementation of necessary infrastructure. To prevent undue delays in critical projects, we will establish specialised courts for commercial matters with dedicated judges and dedicated court rolls to ensure faster outcomes in matters that have a bearing on the economy and development. This year, we will begin work to establish a professional State Property Company to transform the 88 000 buildings and five million hectares of land owned by the State into professionally managed engines of growth and development.

Through Operation Vulindlela, we are working to transform the structure of our economy, to fix our infrastructure and make our electricity, water and logistics sectors more competitive and efficient.

Having put loadshedding behind us, we must now transform our energy system to ensure long-term energy security.

For decades, our economy grew on the back of cheap electricity.

But then state capture, mismanagement, inadequate maintenance and inflated mega projects drove up the cost of electricity to businesses and our citizens. Now, with the far-reaching changes we are making to the sector and with our abundant solar and wind resources, we will be able to drive down the cost of electricity.

Regulatory changes have enabled a massive and growing pipeline of investment in renewable energy.

By 2030, more than 40% of our energy supply will come from cheap, clean and renewable energy sources.

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, 2018³

³ Northern Cape, Draft Spatial Development Framework, September 2018.

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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.

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.

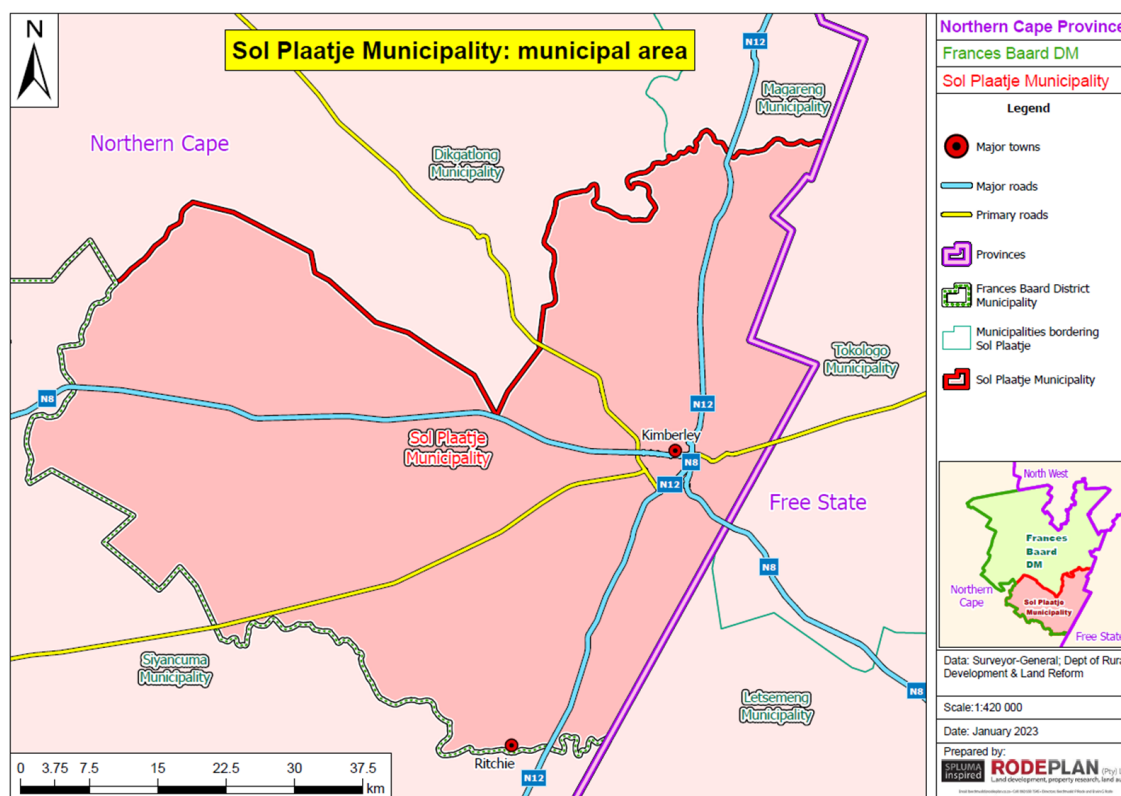
CHAPTER 2: PROFILE OF THE MUNICIPAL AREA

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

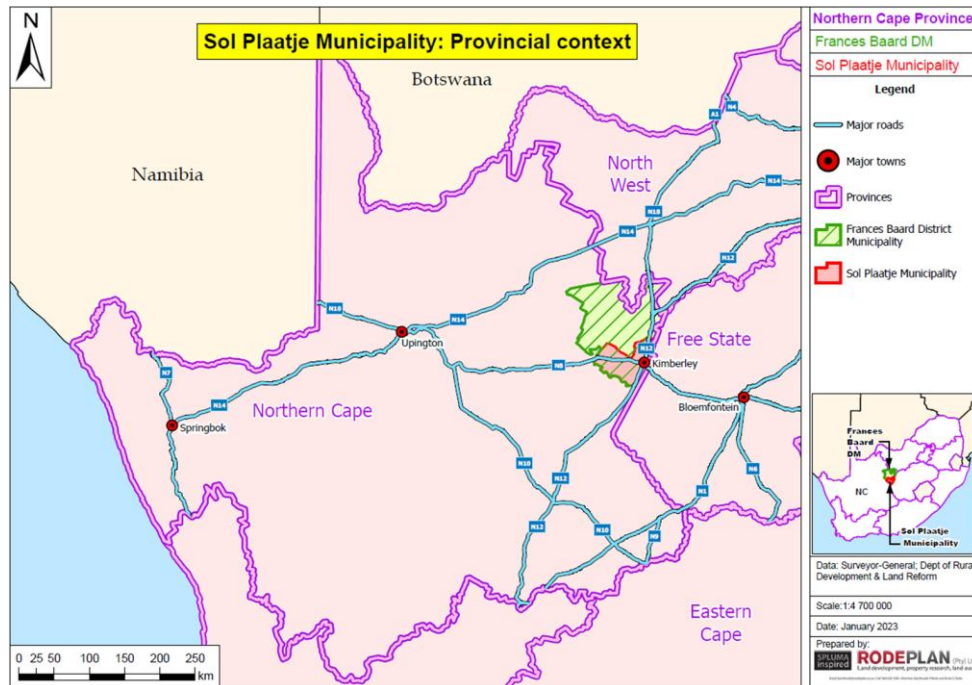
The Sol Plaatje municipal area is one of the ‘pearls’ of the Northern Cape sub-regions, characterised by a mix of unique and high-quality assets. A key challenge is to conserve and enhance these assets in a changing setting. The land extent of the Sol Plaatje municipal area is about 3145 km² and includes the urban areas of Kimberley, Ritchie and some villages as well as rural farmland. Kimberley is the administrative centre of the Frances Baard District Municipality and the seat of the Northern Cape Provincial Administration. The municipal area is bordered by the Dikgatlong and Magareng Municipalities to the north, the Siyancuma Municipality and Pixley ka Seme District Municipality on the southern and western sides, and the Free State Province to the east (see map below).



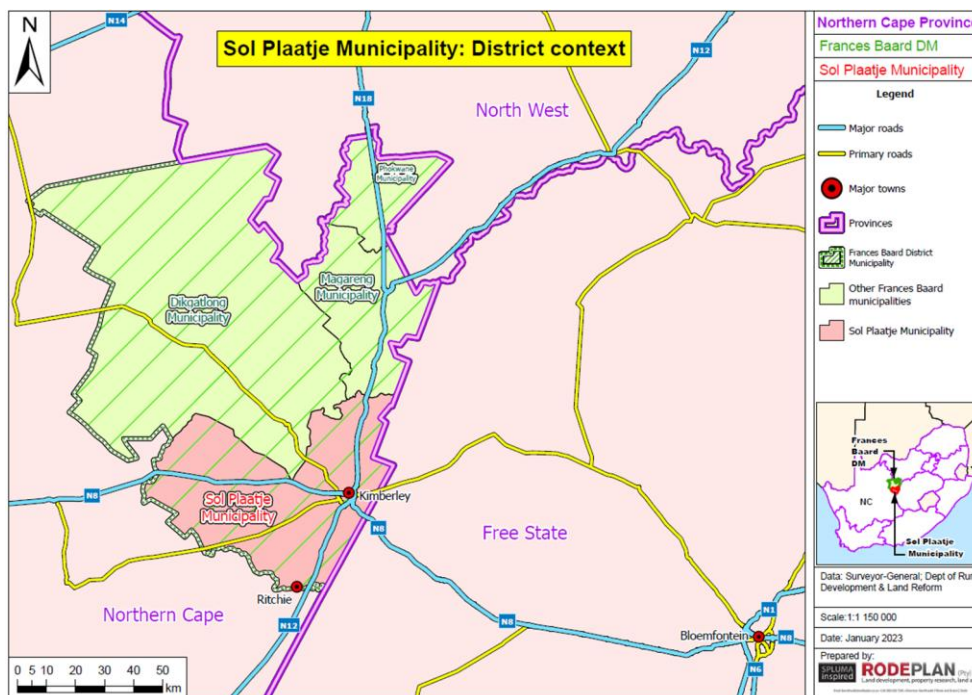
Municipal Area

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

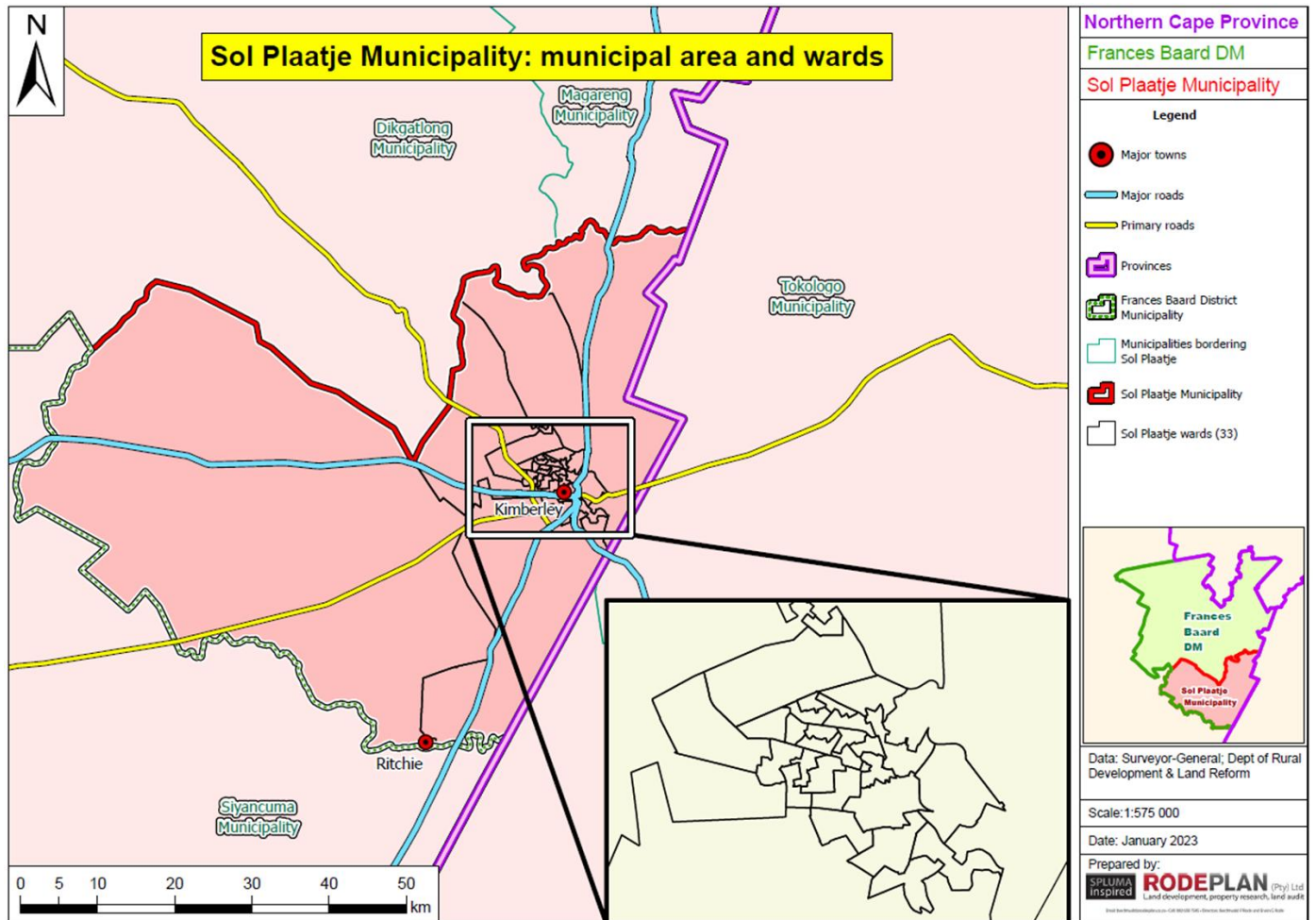


District Context

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 ⁴
Number of people	248 680	262 049	270 078
Percentage increase/decrease over a 5-year and a 7-year period respectively		5,3%	11%
Number of households	60 543	63 552	65 194
People per household (approximate)	4.1	4.1	4.2

Population of Sol Plaatje Municipality

The Northern Cape Province experienced population growth of 9% between 2015 (1 206 798 persons) and 2022 (1 315 512 persons).⁵ About 20% of the number of people living in the province in 2020 lived in the Sol Plaatje Municipality. This share increased to almost 21% in 2022 if the projected population totals are considered, i.e. significantly more people live in the municipal area as a result of in-migration and organic population growth. Note that the primary driver of migration is the perception of employment, attracting hopeful jobseekers to nodes with higher economic activity, who then generally do not find a job. The population growth rate in Sol Plaatje Municipality for the 2015–2022 period was 11%, with a marginally lower increase (7,7%) in the number of households over the same period. This increase in the number of households is coupled with an increase in people per household in recent years, i.e. more people live together as a single household. Interestingly, in 2022, only 1,4% or 896 of all households lived in non-urban areas which also represents a 12% increase since 2015.

Population by Race Grouping

Population by Race Grouping								
Indicator	Black-African		Coloured		White		Asian	
	2015	2022	2015	2022	2015	2022	2015	2022
Population size	159 941	185 839	68 296	70 825	17 319	15 888	3125	3062
Proportional share of total population (rounded)	64%	67%	27%	26%	7%	6%	1%	1%

Population by Race Grouping

The Black-African population grouping comprised 64% of the Municipality's population in 2015, increasing to 67% in 2022. The percentage share of the Coloured and White population groupings decreased over this period while the share of the Asian grouping remained the same.

⁴ Population total projected for Sol Plaatje Municipality.

⁵ The 2022 population total for the Northern Cape Province is projected.

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Hence, there are structural changes occurring in the demographic structure of Sol Plaatje Municipality. Urban planning and management should cater not only for increased numbers, but also for changes in the 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 000.⁶ This compares well with a household income of between R250 000 and R300 000 for all households in South Africa (R286 738), the Northern Cape Province (R256 365) and the Frances Baard district (R295 848) respectively. The household income in Sol Plaatje has increased by 36% over the 7-year period since 2015 (R259 607), but not surprisingly, in 2020 the income decreased from the previous year due to the impact of the COVID-19 pandemic. However, in 2021 and 2022 there were year-on-year increases of 8% and 6% respectively.

⁶ Household income is all receipts by all members of a household, in cash and in kind, in exchange for employment, or in return for capital investment, or receipts *obtained* from other sources such as pension.

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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.⁷

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.

⁷ 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
Provincial Tertiary Hospitals	1
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.⁸ The crime situation can be described as volatile due to the number of certain crimes committed in 2021 being higher than the year before and others lower than in 2019. Interestingly, the percentage share of any specific crime committed in the Sol Plaatje Municipality in 2021 of the totals of that specific crime committed in the province in the same year varies significantly

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

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For example, 69 of the 343 murders in the province were committed in Sol Plaatje. However, only 5% of stock theft in the province occurred in the Sol Plaatje Municipality due to stock theft being a crime committed mostly in rural areas.

Safety and Security: Sol Plaatje Municipality		
Indicator	2020	2021
Murder	61	69
Sexual Offences	339	323
Common assault	1 283	1 436
Common robbery	559	434
Carjacking	6	5
Contact-related crimes	949	1 044
Property-related crimes	3 120	2 490
Stock theft	54	48
Drug-related crime	268	195
Driving under the influence of alcohol or drugs	112	126
Kidnapping	20	23

Safety and Security: Sol Plaatje Municipality

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 ⁹
Number of persons with Grade 12/Matric	49 072	58 057
Proportional share of total population (rounded)	20%	21%
Number of functionally illiterate persons	70 918	79 537

Education

⁹ Projected number for the Sol Plaatje Municipality.

CHAPTER 2

2.7 ACCESS TO SERVICES AND HOUSING

The table below indicates that about 81% of all households in the Sol Plaatje Municipality live in formal housing (brick or concrete block structures). This percentage of households increased by 1% between 2015 and 2022, while the proportion of households occupying backyard and/or informal structures decreased by 1% to about 18% over the 7-year period.

There has also been an improvement in the delivery of services between 2015 and 2022. Piped water, electricity and a flush or chemical toilet are available to more than 90% of households. However, only 75% of households — down from 81% in 2015 — have refuse removal at least once a week (see table below). The number of households with a pit latrine or bucket system has decreased substantially since 2015.

Access to Services and Housing (number of households)				
Indicator	2015	% of HHs	2022	% of HHs
Dwelling				
House/ brick structure/ Flat/ Cluster/ Semi-detached	48 653	80%	53 019	81%
Backyard dwelling (House/ Flat/ Room/ Informal dwelling/ Shack)	3 428	6%	3 645	6%
Informal dwelling/ Shack (not in backyard)	7 649	13%	7 954	12%
Electricity				
Electricity (including generator)	53 084	88%	59 555	91%
Refuse / Solid Waste				
Refuse removed by local authority at least once a week	48 752	81%	49 256	75%
Sewage				
Flush or chemical toilet	53 354	88%	60 429	93%
Pit latrine/ bucket system	4 028	7%	2 942	5%
Water				
Piped water inside dwelling or yard	53 591	89%	57 995	90%
Public/ communal/ neighbour's tap	6 703	11%	6 964	10%

Access to Services and Housing

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.

CHAPTER 2

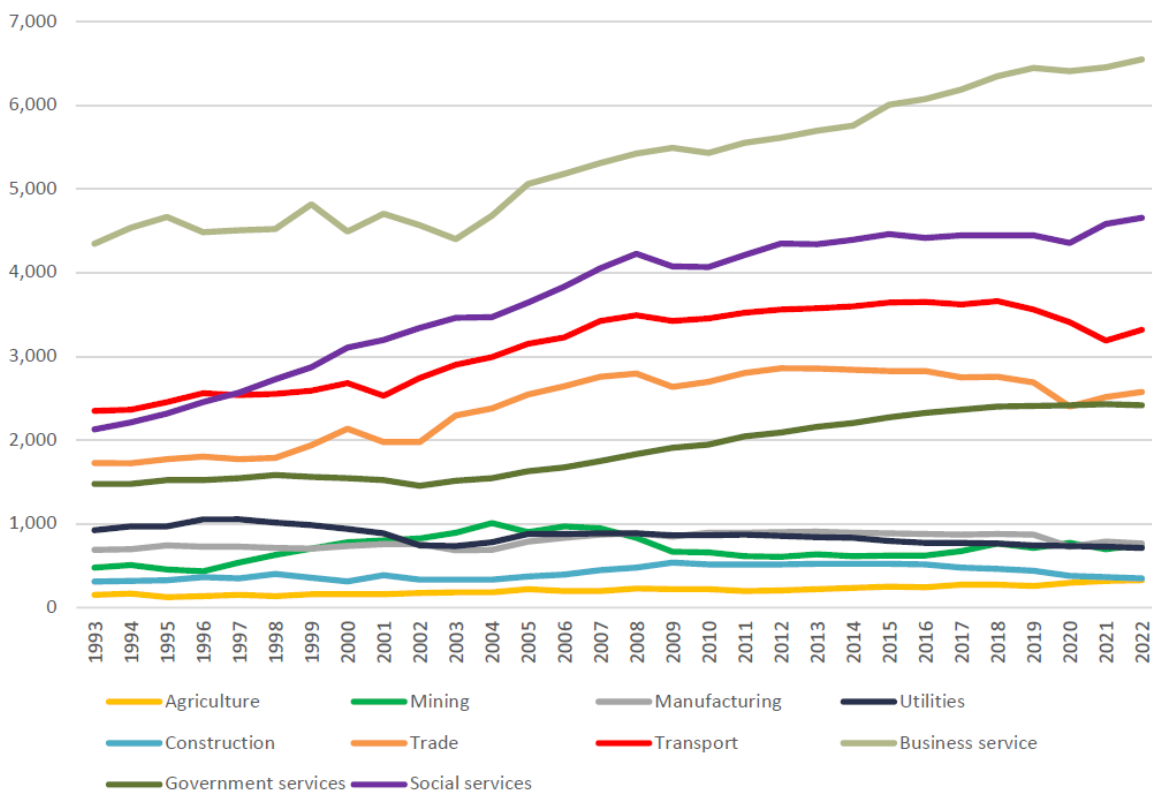
Agriculture	Mining	GVA	Manufacturing	Utilities	Construction	Trade	Transport and Telecommunications	Business service	Government services	Social services	Total
153	474	1993	687	927	313	1 726	2 349	4 346	1 474	2 129	14 578
165	507	1994	701	971	319	1 724	2 364	4 539	1 480	2 212	14 981
125	452	1995	742	973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

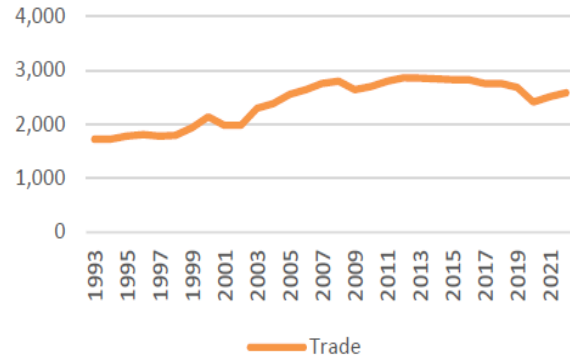
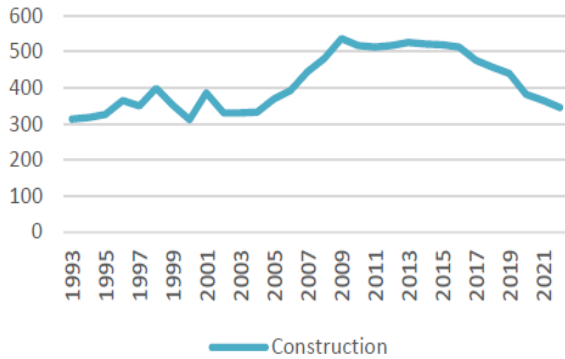
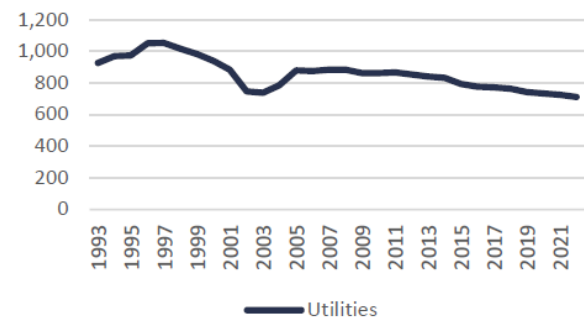
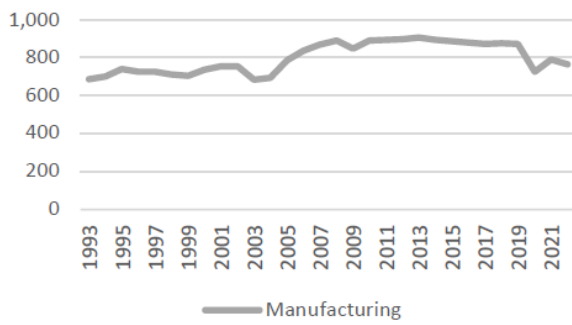
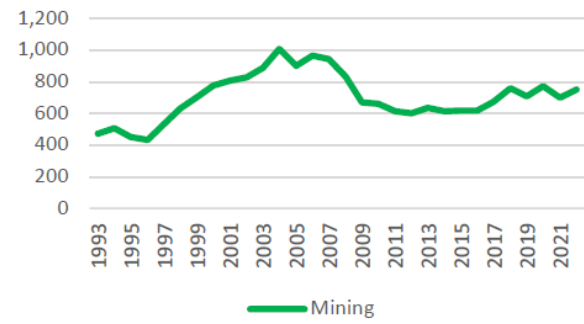
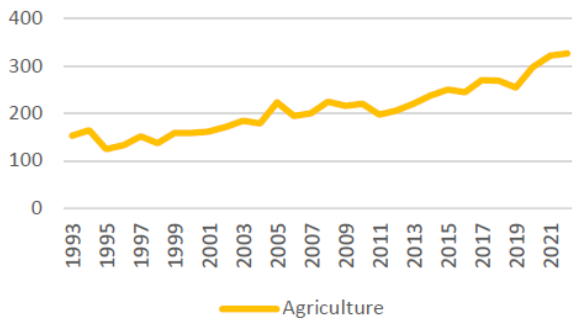
Source: Quantec Regional Indicators 2021

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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 036m² per annum. As illustration of the variance between the two sets of data, the square metreage for building plans passed was 21 871m² per annum over the same period. No *new residential building space or units erected* were registered as completed in 2020 although several plans (330 in total) were passed during 2020. An annual average of 38 *new residential units* was erected over this period, with substantial building activity occurring in 2016 (69 units) and in 2019 (60 units) when compared to the other years measured as part of this 7-year period. Given this very low annual average of *new residential units*, it is unlikely that large-scale developments of low-cost housing have occurred since 2015.

Very concerning is the annual average for *new non-residential units* erected between 2015 and 2021, which is 1 unit per year, with zero units added since 2018. Hence, the square metreage of *new non-residential building space* completed in the municipal area over the same period averaged only 2 777m² per annum. Also, understandably, zero *new non-residential space* has been added since 2018, with the bulk of new space added in 2017 (18 378m²). The 18 378m² was made up of (1) office and banking space (250m²), (2) shopping space (1306m²), (3) industrial and warehouse space (374m²) and (4) schools, nursery schools, crèches and hospitals (16 448m²).

In addition to the very low building activity of new space, statistics indicate that limited residential and non-residential space were created through additions and alterations between 2015 and 2019 and in 2021. This situation is further explained by the relative low numbers of SPLUMA applications processed by the Municipality since 2016, i.e. an annual average of only 43 applications.

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

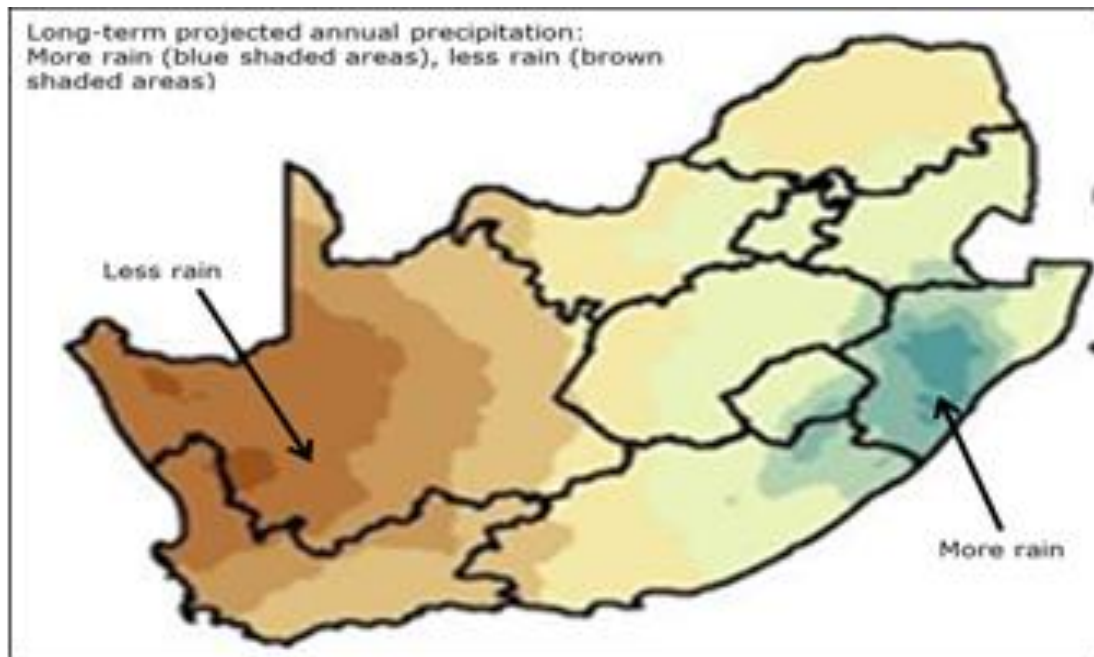
Climate change poses a systemic challenge to the sustainability, growth and development of urban areas and cannot be addressed separately from other socio-economic factors. Urban resilience is most successful when all levels of government have shared goals and mechanisms for vertical and horizontal integration to address disaster risk, sustainable development, environment protection and climate action.¹⁰

It is projected that there will be a general drying trend in the western part of the country over the period 2030–2045, including the Sol Plaatje municipal area (see map below). There is some agreement that areas where either increasing or decreasing rainfall volumes are expected, rainfall will be focused into a shorter timeframe. Some areas are exhibiting a shifting in the rainfall onset and cession timing and the rain season is decreasing in length. While it is generally expected that there will be a decrease in the number of rainfall days each year, it's highly likely that there will be an increase in precipitation intensity and the occurrence of more extreme events when it does rain. Urban resilience is seen as a disaster-risk reduction and mitigation intervention in the planning and management of urban areas. Exposure to hazards such as floods, earthquakes, fires, infectious diseases, industrial accidents, etc. in urban areas is increasing as a result of high concentrations of people, buildings and infrastructure.

Prevailing socio-economic conditions and the use and development of (urban and rural) land are key determinants of climate vulnerability. In this regard, the Municipality must respond to climate change by adopting and implementing specific adaptation options, i.e. avoid vulnerability to climate-change impacts or adjust the (urban) environment to minimise vulnerability. The avoidance-driven strategy entails the choice of location for different land uses (and people) as the *adaptive mechanism*. This approach relies on preventing development from compromising the capacity of ecological infrastructure to absorb the negative impacts of climate change. The other primary *adaptive mechanism* (minimisation strategy) is to optimise design (e.g. of neighbourhoods) to lower sensitivity to climate change impacts. It is also necessary that progressive planning and risk assessment be done to minimize the effects of climate change.

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

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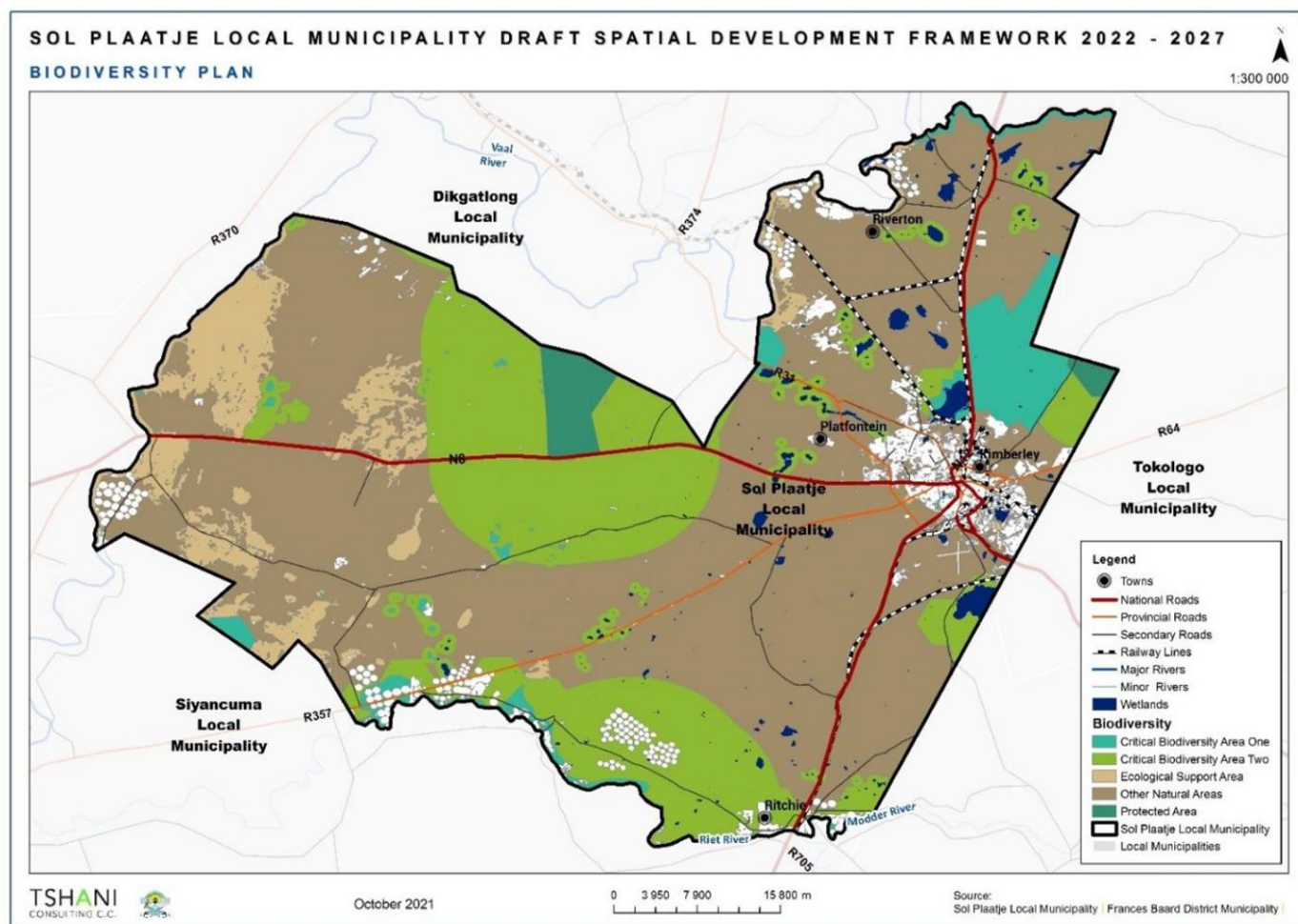


Climate Change

2.14 BIODIVERSITY

The municipal area is situated in the Savanna biome as the Eastern Kalahari Bushveld with Kimberley Thornveld and Vaalbos Rocky Scrubland 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.

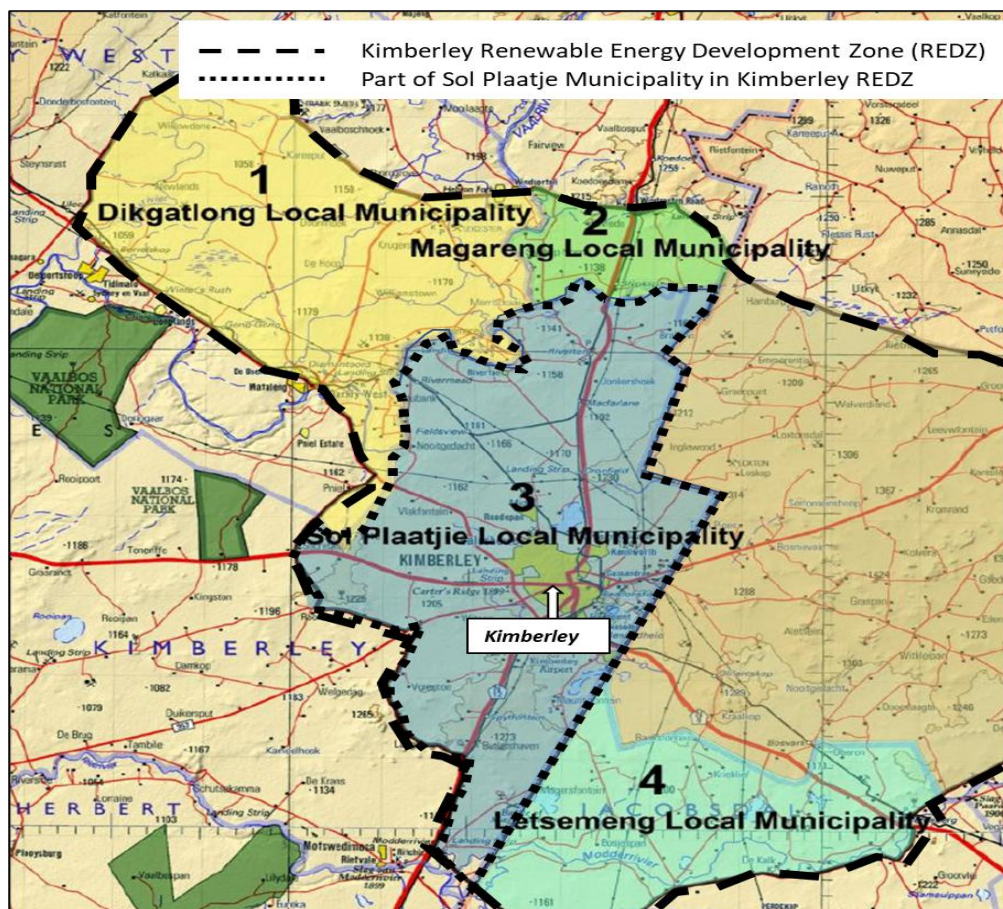
2.15 RENEWABLE ENERGY DEVELOPMENT ZONE

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.¹¹ The REDZs were 'demarcated' based on high level integrated spatial analysis of the best available environmental, technical and social data.

¹¹ Strategic Environmental Assessment for wind and solar photovoltaic in South Africa, 2105 as published in Government Gazette No.41445, 16 February 2018.

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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

CHAPTER 3: INSTITUTIONAL ANALYSIS OF THE MUNICIPALITY

This chapter provides a synopsis of the institutional profile of the municipality and baseline information on its capacity to deliver mandatory services as local government.¹² Please see IDP 2022-2027 for additional information regarding the current state of municipal infrastructure.

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%
Grand Total	31 018	100%

Customer Calls per Service

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

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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%
Infrastructure and Services					
Executive Director's Office	12	13	12	1	33.3%
Water & Sanitation	234	326	239	87	26.7%
Electricity Services	200	225	196	29	12.9%
Sustainable Energy and Climate Change Unit	0	2	0	2	100%
Housing	57	77	56	21	27.3%
Roads & Storm Water	113	161	114	47	29.2%
Average number (percentage) of vacancies (rounded)					38%
Strategy, Economic Development and Planning (SEDP)					
SEDP	125	179	132	47	26.3%
Community Services					
Clinics	20	98	21	77	78.6%
Emergency Services	81	140	80	60	42.9%
Environmental Health ¹³	17	35	18	17	48.6%
Library Services	49	66	49	17	25.8%
Motor Vehicle Licensing & Registration	30	48	25	23	47.9%
Parks & Recreation	262	319	263	56	17.6%
Social Development HIV/Aids	3	3	3	0	0%
Traffic Law Enforcement	89	105	88	17	16.2%
Waste Management	172	349	175	174	49.9%
Average number (percentage) of vacancies (rounded)					36%
Corporate Services					
Corporate Services	166	220	166	54	24.5%
Financial Services					
Finance	218	247	217	30	12.1%

¹³ Qualified Environmental Health Practitioners are appointed to assist with the workload.

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Number of Employees by Directorate					
Description	2019/20	2020/21			
	Employees	Approved Posts	Employees	Vacancies	Vacancies (%)
ICT	16	20	16	4	20%
Supply Chain Management	33	39	34	5	12.8%
Average number (percentage) of vacancies (rounded)					15
Total	1 918	2 701	1 927	772	28.7%

Number of Employees by Directorate

The Municipality also invests in the capacitation of its employees and councillors regarding knowledge and skills. In this regard, the following table provides a summary of the number of beneficiaries that received training.

Summary of Training Opportunities for Municipal Officials	
Description	2020/21
Total number of beneficiaries	413
Black beneficiaries as % of total beneficiaries	91.77%
Total number of woman beneficiaries	142
Women beneficiaries as % of total beneficiaries	34.38%

Summary of Training Opportunities for Municipal Officials

The Sol Plaatje Municipality has most of the required human resource policies and plans in place. However, two of the biggest challenges remains the review of the organogram and the recruitment and retention of skilled technical staff in order to meet the resource requirements of the municipality.

3.1.3 Reporting on overall performance by directorate

The Municipality received a qualified audit opinion in 2022/23, 2023/24 and 2024/25, 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 2024/25 the number of findings were reduced significantly by 37%. 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 2024/25 are stated in chapter 8 of this document.

Reporting on Overall Performance by Directorate	
Description	2023/24 -2024/25
Infrastructure and Services	
Water	The Municipality is making inroads in the maintenance and upgrading of the water network. In this regard, the percentage of households with piped water inside dwelling or yard are increasing year on year. However, key concerns are ageing infrastructure and water losses through leakages and water provided but unaccounted for. 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.

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Reporting on Overall Performance by Directorate	
Description	2023/24 - 2024/25
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 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	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, Colville 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. Other projects concluded in 2024/25 include Lerato park link services; a Ring Main Unit (RMU) in Colville and the maintenance of streetlights by replacing the bulbs with energy efficient LED lights..
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 Table 34). The number of indigent households is estimated to be 11 784 (in March 2023) with the persons per household expected to be higher than the national norm.
Strategy, Economic Development and Planning (SEDP)	
SEDP	Strategy and Planning: The implementation of the Integrated Urban Development Framework (IUDF) programme and the Urban Renewal Programme (URP) led to the municipality receiving an IUDF grant. Key performance indicators regarding the URP in the SDBIP were achieved. A tender template for municipal owned land was approved while lease income improved significantly. Economic Development: About 158 jobs, including the Expanded Public Works Programme and Inner-City Revitalisation, were created as part of local economic development. Job opportunities are 'created' through the issuing of informal trading permits.
Community Services	
Clinics	A total of 170 226 patients were seen during 2020/2021 with this number decreasing due to patient hesitancy because of the COVID-19 pandemic. Other services rendered are childcare, reproductive health, maternal- and mental health, prevention of mother-to-child transmission, oral health, dispensing, communicable diseases, anti-retroviral therapy, and health education.
Emergency Services	The Sol Plaatje Municipal Disaster Management Advisory Forum and the Fire Protection Association are functional, and the Homevale Satellite Fire Station 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,

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Reporting on Overall Performance by Directorate	
Description	2023/24 -2024/25
	tuckshops) due to complaints and/or transgressions. An Service Level Agreement between the Municipality and the Frances Baard District Municipality is in place.
Library Services	The COVID-19 pandemic impacted negatively on both the opening hours and circulation statistics for all libraries. In addition, insufficient revenue because of the closures further restricted operations at all libraries as did cable theft at some libraries. However, the online service to library users continued. 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	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. 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.
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	The Municipality has managed to achieve an improving targeted ratio (33.52% in 2021) of employee costs against total expenditure. The organogram of the municipality is currently under review to ensure a fit for purpose organogram is developed.
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.

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Reporting on Overall Performance by Directorate	
Description	2023/24 - 2024/25
ICT	The ICT section performed admirably during the COVID-19 pandemic despite personnel shortages with 47% more incident and service requests attended to during 2019/20, and several upgrades to ICT related infrastructure, e.g. to the Geographic Information System.
Supply Chain Management	A priority of the Supply Chain Management unit is to promote Section 4 of the PPPF Regulation. In 2020/2021, an amount of R219,256,210 was paid to suppliers of which R156,403,450 was paid to local SMMEs according to BBBEE guidelines. This reflects 72% of procurement and exceeds the set target of 60%. Other priorities include working towards a clean audit report and meeting the target of less than 4% annual stock losses.
Asset Management	Repair and Maintenance: The 2020/21 financial year was characterised by underspending partly because of the downscaling of operations during the COVID-19 national lockdown. Such spending can be improved with adequate maintenance plans in place, but the lack thereof impact negatively on service delivery and the availability of funds for routine and planned maintenance. This also leads to crises management which is exacerbated by ageing infrastructure. This urgently needs to be addressed to ensure the surety and sustainability of services.

Reporting on Overall Performance by Directorate

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 2023.¹⁴

Description	Assessment of Impact ¹⁵
STENGHTS	
Personnel adequately skilled with further training opportunities available.	
Capable, competent professionals and technical teams at management level, across directorates.	
Policies and bylaws are in place, albeit some need review.	
Professionals registered with relevant Councils, e.g. SACPLAN, HPCSA.	
Skilled GIS team with advanced knowledge of mapping and spatial data analysis	
Experienced technical team with a track record of effectively managing IT infrastructure and services	
Finance section has good and effective system for budgeting, forecasting and cashflow management	
WEAKNESSES	
Bad audit outcomes.	
Revenue-raising opportunities and sustainability of revenue generation undermined by external and internal factors.	
Revenue loss due to significant water and electricity losses.	
Ageing bulk infrastructure with inadequate capacity and high maintenance cost.	

¹⁴ SWOT: Strengths, Weaknesses, Opportunities and Threats.

¹⁵ 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 ¹⁵
Deterioration of quality of water and rising tariffs.	
Inadequate and ineffective security measures in place to curb theft and vandalism of municipal infrastructure. Lack of surveillance and security to curb theft of stock items in the yard, e.g. cables and transformers.	
Filling of vacant Section 56 posts.	
Dire financial situation. Inadequate funds to address all priority needs.	
Inter-directorate disconnects.	
Lack of bylaw enforcement.	
Lack of internal sector plans: Maintenance Plans, Fleet Replacement Plan, Plant and Equipment Maintenance Plan, etc	
Poor state of service delivery infrastructure, attributed to lack of focused and aligned investment and resources allocation.	
Dwindling staff compliment which is not aligned to current and future demands, and there is no career pathing nor succession planning in place.	
Very poor Operation & Maintenance practice and approaches (reactive than proactive). Even the reactive approach is poorly applied, while dealing with old infrastructure. Poor use of technology in Operation & Maintenance and management systems.	
Undocumented standard procedures leading to non-conformance with policies.	
Limited ability to implement new technologies and services due to outdated infrastructure and equipment.	
Manual reporting due lack of electronic system in place which might lead to mistakes.	
THREATS	
Insufficient bulk infrastructure to accommodate the expansion plan of the Sol Plaatje University.	
Heightened risk of service delivery collapse, due to poor condition of service delivery infrastructure.	
High levels of incidents related to Occupational Health & Safety non-compliance and poor maintenance of infrastructure and equipment.	
Deterioration of level and quality of services delivered, leading to litigations, community protests and eroded municipality reputation.	
Loss of professional and competent technical staff, due to internal instability and external competition.	
OPPORTUNITIES	
Improvement of service delivery infrastructure, through collaboration with sector departments, SOE's and potential investors.	
Review of organogram for alignment of functions.	
Upskilling and recruitment of competent staff at supervisory and operational levels.	
Formalisation of working relationships between Sol Plaatje Municipality's infrastructure directorate and district and provincial infrastructure related departments.	
Introduction of technology in Operation & Maintenance and infrastructure management systems.	
Application of dynamic funding models for infrastructure developments.	
Public-private partnership for resorts.	
Contribution to revenue enhancement, through local employment and investment in infrastructure development.	
Restoring consumer and community confidence towards Sol Plaatje Municipality.	

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3.3 SERVICE DELIVERY BACKLOGS

One of the main focus areas of the Sol Plaatje Municipality is to upgrade bulk infrastructure capacity complementing basic service delivery and to expedite human settlement programmes. These programmes are ongoing with significant achievements. However, the increase in the number and extent of informal areas remain major challenges and outpaces the funding availed to eradicate service delivery backlogs. The table below indicates that there has been an improvement in the delivery of services between 2015 and 2022. Piped water, electricity and a flush or chemical toilet are available to more than 90% of households. However, only 75% of households — down from 81% in 2015 — have refuse removal at least once a week (see table below). The number of households with a pit latrine or bucket system has decreased substantially since 2015.¹⁶

Access to Services (number of households)				
Indicators	2015	% of HHs	2022	% of HHs
Electricity				
Electricity (including generator)	53 084	88%	59 555	91%
Refuse / solid waste				
Refuse removed by local authority at least once a week	48 752	81%	49 256	75%
Sewage				
Flush or chemical toilet	53 354	88%	60 429	93%
Pit latrine/ bucket system	4028	7%	2942	5%
Water				
Piped water inside dwelling or yard	53 591	89%	57 995	90%
Public/ communal/ neighbour's tap	6 703	11%	6 964	10%

Access to Services

The 2020/21 backlog by service are as follow:

Electricity: This backlog stands at 5 602. The relevant directorate currently electrifies on average 1 350 houses per financial year.

Water: The water backlog is 223 houses. The relevant directorate installed JoJo tanks and standpipes in informal settlements to meet the minimum access standards. The JoJo tanks are filled on a daily basis by hired water tankers.

Sanitation: This backlog stands at 814 houses with 375 chemical toilets placed in informal settlements.

Roads and stormwater: The backlog in upgrading gravel roads is 202.7 km and 260.7 km regarding periodic maintenance. Approximately 5.65 km of new stormwater infrastructure is needed for Galeshewe and upgrading of the Tlhageng Dam to a concrete structure is required.

¹⁶ 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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Housing backlog

The table below indicates that, in 2022, about 18% of all households live in backyard and/or informal structures. The 2020/2021 housing backlog was estimated to be 12 000 units, but this number would be closer to 22 000 units when considering backyard dwellers and those who have given up applying for housing.

Access to Housing (number of households)				
Indicator	2015	% of HHs	2022	% of HHs
Dwelling				
House/ brick structure/ Flat/ Cluster/ Semi-detached	48 653	80%	53 019	81%
Backyard dwelling (House/ Flat/ Room/ Informal dwelling/ Shack)	3428	6%	3645	6%
Informal dwelling/ Shack (not in backyard)	7649	13%	7954	12%

Access to Housing

The following table includes all informal settlements and the number of erven *that has been or are planned to be formalised*.

Housing				
Place name	Erven formalised	Erven to be formalised / or in process to be formalised	Deficit / Surplus	Type
Lerato Park	462			
Ramorwa	98	55		
Witdam	138			
Donkerhoek	111			
Jacksonville	267	200	40 (extension)	In-situ upgrading
Snake Park	1660			
Ivory Park	1174			
Santa Centre	139	24 (Back of Shoprite)		
Phomolong	269			
Kutlwanong	49			
Promised Land	792			
Lindelani 303 + 128	431			
Diamond Park	867			
Soul City	64	40 (Erf 24436)		
Motswedimosa	650	1100 (erf 454)	1150 (Erf 454)	Greenfield
Colville	130	150 (Erf 21535)		
Rietvale	458	620 (Erven 1&2)	1300 (Erf 2)	Greenfield
Homevale	128		55 (Erf 17177)	In-situ upgrading
Lethabo Park	1760		1100	In-situ upgrading
Duk-Duk (Relocation)	63			

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Housing				
Place name	Erven formalised	Erven to be formalised / or in process to be formalised	Deficit / Surplus	Type
Tsweleng	62		20 (Erf 1046)	In-situ upgrading
Fluffy Park (Mathibe)	38			
Frans Farm	1481		1500	Greenfield
Extension Golf Course/Riemvasmaak		200	820	In-situ upgrading
China Square (Erf 6373)		40		
Riverton		170	126	In-situ upgrading
Gwele & Stranger Nkosi Street Shacks		250		
Waterloo		550	570	
Phutanang		350		
Tshwraganyo		20		
Nkandla (Back of Legislature)		800	400	In-situ upgrading
Meriting Shacks		09		
Greenpoint (various)		163	931	In-situ upgrading
Rhythm City		550		
Scandal		220		
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
Total	15 491	6996		

In the 2019/20 financial year, the Municipality targeted to construct 500 Breaking New Ground (BNG) houses in Diamond Park with COGTA responsible to construct 300 of these houses, while only was 100 units due to the impact of the COVID-19 pandemic. Regarding municipal rental stock, the situation is dire with the demand for rental units exceeding the available 936 units and a high default on payment. The challenge of payment is addressed through implementing better revenue collection strategies. The implementation of the National Upgrading Support Programme (NUSP) brought about the upgrading of 5416 sites in 17 of the 29 informal settlements. In addition, the Neighbourhood Development Partnership Grant contributed to the upgrading of stormwater

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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 new development growth and the mushrooming of informal settlements coupled with deficiencies in the reticulation and sewer collector system are risks that must be addressed. In this regard, the construction of the Homevale and Beaconsfield WWTW; upgrade of the carters ridge sewer pumpstation; upgrade of Lerato Park sewer pump station; and Gogga pump sewer are some of the identified projects proposed for implementation and completion in the 2026/27 financial year to address sanitation challenges in the Municipal area.

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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,

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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**):

1. Ensure maximum participation, i.e. community engagement, cross-departmental, inter-governmental, in decision-making and implementation.
2. Obtain additional funds to provide bulk service infrastructure and ensure efficient allocation of municipal resources.

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3. Coordinate private-and public-sector infrastructure spend.
4. 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).
5. Ensure a workforce capable of delivering the required services.
6. Replace ageing infrastructure and vehicle fleet.
7. Provide security at all venues and at critical infrastructure to curb theft and vandalism.
8. Steer appropriate land use and expected land development, i.e. to optimise the use of existing infrastructure capacity.
9. 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)
- Electricity Master Plan (in place)
- Integrated Waste Management Plan (in place, being reviewed 2025/26)

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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 *2025/26 IDP (Review), planning for 2026/27 Budget Process Plan* and references the five phases of integrated development planning.

IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2025/26 AND BUDGET FOR 2026/27 MTREF					
NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
JULY 2025					
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 August 2025
2	Constituting the IDP/Budget Steering Committee	MM/CFO	Legally constituted IDP/Budget Steering Committee	MFMA s53(1)	End July/ 5 August 2025
3	Consideration of the IDP and Budget Process Plan 2025/26 MTREF	MM/CFO/EMT	Process Plan for the 2025/26 IDP Review and Budget for 2026/27 MTREF	MSA 32 of 2000 & MFMA No. 56 of 2003	End July/ 5 August 2025
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 2025
5	Submit 4 th Quarter SDBIP 2024/25 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 th Quarter SDBIP 2024/25 Performance Report	MFMA S52(d)	1. 15 July 2025 (EMT) 2. 20 July 2025 (EM & BSC) 3. 22 July 2025 IA & PAC, & IDP, Budget and PM Com) 4. Spec Council 26 July 2025 5. NT/PT 1 September 2025

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IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2025/26 AND BUDGET FOR 2026/27 MTREF					
NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
AUGUST 2025					
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	11 August 2025
7	Publish MM and 57 Managers Performance Agreements and Plans on Web and submit to CoGHSTA, NT and PT	Municipal Manager	Published and submitted performance agreements and plans	MSA and Reg 805	7 August 2025
8	Presentation of Final draft AFS & APR to: EMT	MM/CFO/IDP Manager	Submission of annual financial statements as per section 126(1) of the MFMA. Draft Annual Performance Report 2024/25 as per section 46 of the MSA.	s126(1) of the MFMA s46 of the MSA.	11 August 2025
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.	13 August 2025
10	Present the Annual Performance Report and Annual Financial Statements 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 2024/25 as per section 46 of the MSA.	MFMA Circular 63, Sep 12	20 August 2025
11	Tabling of the IDP an Budget Process Plan to Council	Executive Mayor MM	Council approves the IDP and Budget Process Plan	MSA 32 of 2000 & MFMA No. 56 of 2003	28 August 2025
12	Submission of the Financial Statements and Annual Performance Report to AGSA	MM/CFO	Submission of signed AFS, Draft Annual Report and Final Annual Performance Report to AGSA	MFMA/MSA	29 August 2025
13	Advertisement of process plan 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	29 August 2025
SEPTEMBER 2025					

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IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2025/26 AND BUDGET FOR 2026/27 MTREF					
NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
14	Issue of Budget guidelines (operational budget)	CFO	Issue Circular on operational budget guidelines: - Confirm approved organogram - Vacant and funded positions - Maintenance Plans - Review of Long Term Borrowing Contracts and commitments of the next MTREF - Demand for services analysis - Review of Electricity Tariff Structure	Budget Policy	16 September 2025
15	Commencement of IDP analysis of institutional, services and infrastructure provision, backlogs and priorities.	IDP/BTO/CFO/EMT/PMU	Assessment Report: An assessment of existing Priority Issues, present Gaps in the IDP as well as issues identified in various government policy documents, provincial CoGHSTA, NT and other stakeholders.	MSA Circular 63, Sep 2012 MSA Ch5 s 26 and IDP Guides	18 September 2025
OCTOBER 2025					
16	Prepare and submit 1st Quarter SDBIP 2025/26 Performance Report to: 1. EMT 2. (IDP, Budget Com & IA & PAC 3. Audit Committee 4. Special Council 5. NT & PT	EMT, IDP, Budget & PMS Com and IA & PAC Com Mayco Councillors	1st Quarter SDBIP 2025/56 Performance Report submitted	MFMA and MFMA Cir 15	7 - 30 October 2025
17	Preparations of the public participation process	IDP/EMT/Speaker's Office/ Communications	Schedule with dates for public participation	MSA of 2000	1 - 30 October 2025
NOVEMBER 2025					
18	Public participation programme roll out	IDP/EMT/Speaker's Office/ Communications/ Line Managers	Community Participation in Planning	MSA	10 November – 5 December 2025

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IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2025/26 AND BUDGET FOR 2026/27 MTREF					
NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
JANUARY 2026					
19	Draft Annual Report to be tabled to Council, submitted to AG and relevant sector departments immediately after approval and made public	MM/MPAC/Council	Draft AR	MFMA Section 127, 128, 129 and 159	26 January 2026
20	Departmental Strategic Planning sessions	All Directorates	Departmental strategic planning outcome concept documents for consideration at EMT strat plan	N/A	9 - 13 January 2026
21	Finalise Mid-year Budget and Performance Assessment Report 2025/26 and submit to: 1. EMT 2. Mayor 3. Council 4. NT and PT	IDP/BTO	Mid-year Report with recommendations informing Adjustment Budget/SDBIP Targets	MFMA s72	15 - 28 January 2026
22	EMT Strategic Planning session	All Directorates	Departmental strategic planning outcome concept documents	N/A	30 January 2026
FEBRUARY 2026					
23	MPAC finalises assessment on Annual Report	MPAC	This must be concluded and Final Annual Report and MPAC Oversight report must be tabled to Council on 30 March annually	MSA Circular 63, Sep 2012	2 February to 30 March 2026
24	Presentation of draft priorities: 1. EMT 2. IDP/Budget/PMS Com 3. Mayco 4. Informal Council meeting	EMT/Finance/IDP	Present draft review of the IDP priorities linked to Budget allocations Draft Budget	Internal process	15 February – 30 March 2026

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IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2025/26 AND BUDGET FOR 2026/27 MTREF					
NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
25	Liaise with National and Provincial Sector Departments re alignment of Strategic Priorities and Budgets	IDP Task Teams	Liaise with sector departments and district municipality to ensure that SPM priorities form part of their strategic plans and budgets	MSA	15 February – 30 March 2026
26	NT Mid-term visit	EMT	Sec 71 and 72 Reports Quarter 2 Performance Report 2025/26 Audited AFS 2024/25 Audit Report MFMA Sec 32 Report Risk Management Issues	NT Prescribed	Between 10-17 February 2026
27	Adjustment budget proposal to EMT	BTO/CFO and EMT	Proposed Adjustment budget	MFMA of 2003	02 February 2026
28	Adjustment Budget to Council	MM/CFO	Tabling of Adjustment Budget MTREF	MFMA Sec 28	02 February 2026
29	Note National/Provincial Government Budget for incorporation	IDP/BTO	Ensure what is contained in National and provincial Budgets for incorporation in local budget	MFMA	20 February to 13 March 2026
30	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 February to 13 March 2026
MARCH 2026					
31	Conclude draft IDP, Budget and SDBIP taking cognisance of input received	IDP/BTO	Include input received from public consultation in IDP/Budget/SDBIP	MSA and MFMA	02 – 31 March 2026
32	Conduct annual 2024/25 and Mid-Year 2025/26 performance assessments for MM and Managers reporting directly to MM	Corporate Services	Performance Assessment Reports for MM, senior and other managers	MSA and Regulations	March 2026

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IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2025/26 AND BUDGET FOR 2026/27 MTREF					
NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
33	Present and discuss the draft review of IDP 2025/26 and Budget 2026/27 with: 1. EMT 2. Budget Steering Committee 3. Mayco & relevant committees 4. Informal Council Special Council	EMT/Mayco/Budget Steering Committee	Present, discuss and receive input from the different structures	Internal process	1. 05 - 06 March 2026 2. 13 March 2026 3. 20 March 2026 4. 26 – 27 March 2026
34	Draft Operating Budget submitted to EMT	Directorates/BTO/ IDP	Draft 3-year Operational Budget aligned to IDP Key Priority Issues	Internal Process	06 March 2026
35	1. Council adopts Oversight report. 2. Oversight report is made public. 3. Oversight report is submitted to Legislators, Treasuries and CoGHSTA	Council CFO	The entire process, including oversight reporting and submission to provincial legislators is completed in December and not in March the following year.	MSA Circular 63, Sep 2012	27 – 30 March 2026 (SCM)
36	Adoption of the oversight report on the Annual Report	MPAC/Council/MM	Adopted oversight report	MFMA	28 March 2026
37	Table the first draft review of IDP 2025/26 and Planning 2026/27 to Council for public consultation	IDP/BTO/Council	Council to approve the first draft review IDP & Budget for public consultation purposes	MSA and MFMA	31 March 2026
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	31 Mar 2026
APRIL 2026					
39	Conduct public hearings on the first draft Review IDP 2025/26 and Planning 2026/27, Budget and Top Layer SDBIP 2026/27 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 2026 (Public Participation)

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IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2025/26 AND BUDGET FOR 2026/27 MTREF					
NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
40	Confirm National and Provincial DoRA allocations and adjust draft budget	BTO	Ensure that DoRA allocations are included in the Budget	MFMA/DoRA	April 2026
41	Prepare and submit 3 rd Quarter SDBIP 2025/26 Performance Report to: 1. EMT 2. (IDP & Budget Com 3. Executive Mayor 4. Special Council 5. NT & PT	IDP/BTO/Mayco/ Council	3 rd Quarter SDBIP Performance report submitted		16 – 24 April 2026
42	Discuss adjusted first draft review of IDP 2025/26 and Planning 2026/27, Budget and SDBIP for 2026/27	IDP/BTO	Inform Mayco of input received from public consultation in IDP/Budget/SDBIP	Internal process	April / May 2026
43	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 2026
MAY 2026					
44	Finalise review of IDP 2025/26 and Planning 2026/27, Budget and SDBIP 2026/27 documentation for final submission to Council	EMT	Finalise the reviewed IDP, Budget and SDBIP 2026/27 documentation for final submission to Council	MSA and MFMA	08 to 29 May 2026
45	Present review of IDP 2025/26, Budget and Draft SDBIP 2026/27 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	15 to 28 May 2026

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IDP AND BUDGET TIME-SCHEDULE FOR PREPARING THE IDP REVIEW 2025/26 AND BUDGET FOR 2026/27 MTREF					
NO	ACTIVITY DESCRIPTION	ORGANISATIONAL RESPONSIBILITY	OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
46	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 Fourth Reviewed IDP 2025/26 and Planning 2026/27, Budget and SDBIP 2026/27	MFMA	29 May 2026
JUNE 2026					
47	Notification of approved reviewed IDP and Budget MTREF to the public	BTO/IDP	Notify public of adopted budget & IDP Submit approved IDP to the MEC for local government and the District Municipality	MFMA	June 2026
48	Submit final 2026/27 SDBIP to Executive Mayor for approval, submit to Council for Notification and make public the approved SDBIP 2026/27	IDP/BTO	Executive Mayor approved SDBIP 2026/27 and published SDBIP	MFMA	15 - 29 June 2026

Steps in IDP Review Process

4.2 POLITICAL GOVERNANCE

The Council of the Sol Plaatje Municipality performs legislative and executive functions of which the executive functions have been delegated to the Executive Mayor and the Mayoral Committee. Its primary role is to publicly debate issues as policy makers with councillors expected to be actively involved in community work and the various social programmes in the municipal area.

Political Governance	
Description	Number
Total number of councillors	64

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Political Governance	
Description	Number
Ward councillors	32
Proportional councillors	32
Councillors by political party	ANC: 32/ DA: 14/ EFF: 6/ VF+: 3/ GOOD: 2/ PA: 3/ ACDP: 1/ SPSDF: 3

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):

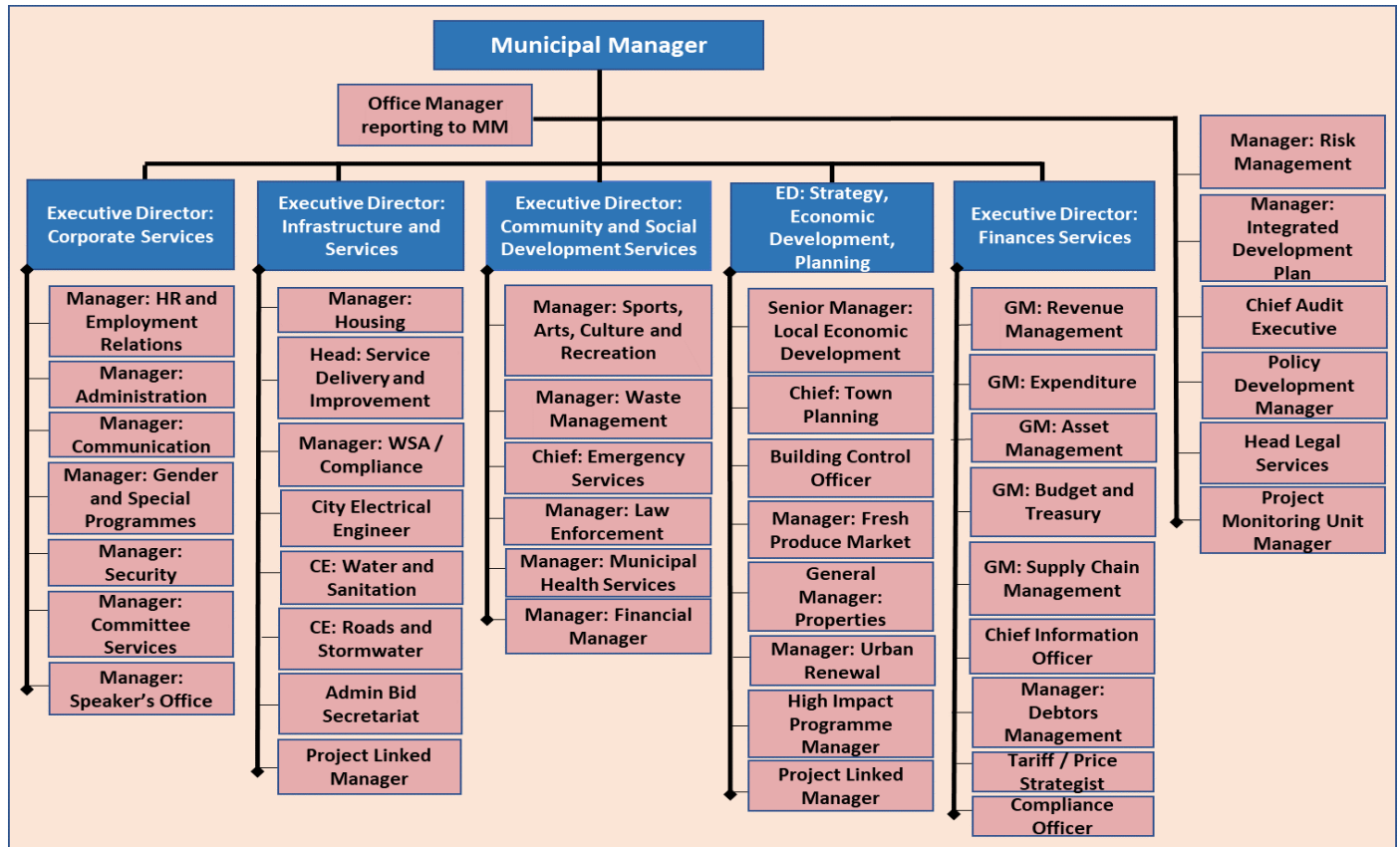
Executive Structure		
Name of official	Position	Performance agreement signed
		Yes / no
Mr. Bartholomew Matlala	Municipal Manager	Yes
Ms. Nomonde Kesiamang	Executive Director: Strategy, Economic Development and Planning	Yes
Ms. Rene Godsson	Executive Director: Corporate Services	Yes
Mr. Kgosiabonya Bogacwi	Executive Director: Community and Social Development Services	Yes
Ms. Lehlohonolo Rapodile	Chief Financial Officer	Yes
Mr Walter Jood	Executive Director: Infrastructure and Services	Yes

Executive Structure

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4.4 ADMINISTRATIVE STRUCTURE

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



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.

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4.5 WARD-BASED NEEDS AND UNFUNDED PRIORITIES

The following table lists the prioritised needs of each of the 33 wards for the 2026/27 financial year. These are the ward-based needs identified and prioritised by the relevant communities during the ward-based public participation process.

Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
1	- Satellite Police station - Clinic - Toilets - Paving of roads - Electricity - Satellite municipal office - Illegal dumping - Land space for business (SMME) - Sewer spillage /blockage (Daisy Street) - Weak electricity infrastructure - Drug abuse Streetlights and High mast lights
2	- Pothole Patching and resealing - Streetlights - Illegal dumping (signage and enforcement of bylaws to address illegal dumping) - Stormwater system - Address sewer blockages by upgrading pipes
3	- Housing in Home Valley/Rebuild of extension houses - Paving of streets - Stormwater drainage systems (behind Homevale school) - Street and High mast lights to combat crime - Sewer spiillages - Safety at school precinct - Skip bins for illegal dumping - Sports and recreation (upgrade basketball court, swimming pool and a recreational park) - Youth employment opportunities - Train houses that are cracked to be rebuilt - Cleaning behind Homevale Schoolean
4	- Repairs/replacement of damaged house and provision of new houses - Retention dam - Provision of water and Sanitation in informal settlements - Formalisation of Otto - Provide parks and recreation - Provision of stormwater facilities - Speedhump in Seleke street
5	- Asbestos toilets (Thusanong) - High mast lighting - Upgrade and repair sanitation stormwater drainage network - Paving of roads and pothole fixing - Formalisation of Fluffy Park - Cleaning of CBD - Bulk Infrastructure at Fluffy Park - Housing (cracked ones to be fixed)
6	- Sanitation facilities (toilets) - Stormwater - Housing

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Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
	Illegal dumping Highmast light opposite Goitseone, Fencing of the park of Mathibe
7	Sanitation facilities (toilets) Stormwater Housing Illegal dumping Highmast light opposite Goitseone, Fencing of the park of Mathibe
8	Employment opportunities Fixing of roads required. Fencing of the Cemetery and provision of security Formalisation of Scorpion land Building of a school Street lights and high mast lighting Illegal dumping
9	Roads Stormwater sports and recreation Housing provision and maintenance Street lights and high mast lighting illegal dumping Subdivision of long open ERFS for middle income Public works to hand-over Kitsong Centre to be a community centre to the Municipality
10	Building of a school. Upgrade the library. Paving of roads and upgrading of storm water systems in Phetole, Moretele and Nkgare Streets. Provide sanitation. Formalisation of the informal settlements and relocation of settlers Provide fencing at clinic. Provision of street and high-mast lights Replacement of highmast lights and streetlights at corner Digaan that is off/out
11	Provision of adequate housing and Renovate houses at removing asbestos roofs. Provide sanitation (eradication of bucket and shanti toilets: upgrade of the sewer line system to eliminate sewer spillages and blockages) Provide high-mast streetlights. Paving and Fixing of roads required. Provide parks for recreation with security. Build School Job creation sewer spillages = health hazard
12	Building of toilets in Hulana Park Speedhumps in Tyala street

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Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
	Employment opportunities for youth Streetlights Request for containers for businesses development and NPOs Building of toilets at Tyala Drive Implementation of a Greenhouses Instead of building toilets rather put containers Stormwater and sanitation
13	Security of municipal Buildings in the area/ ward Formalisation of shacks next to Shoprite with installation of water, electricity and ablution facilities Sewer spillages Title deeds (Santa City zone 2) Toilets maintenance (eradicate bucket systems in mahala park) Toilets at the 24 shacks Paving of Roads Electricity at the 24 shacks (poles are already erected) Sports and recreation Youth employment opportunities
14	Illegal dumping Paving of roads, pothole patching and resealing in Floors Sewer blockages and spillages in Barkley Road to Earl street - Mahala Park Mushrooming of illegal tuckshops (enforcement/implementation of by-laws) Employment opportunities for Youth Cutting of trees Streetlights and Highmast lights Cemetery (Heritage site to be revived) Sportsfields to be revived To start back-to-school programmes A drug rehab is needed RC Elliot facility to be refurbished
15	Provide toilets and taps (shacks next to vuyeletu high school). Toilets and tapes at Tswelelang shacks Resolve recurring sewer and storm water blockages. Provide streetlights and high-mast lighting and maintenance of existing. High mas lights at corner Ipeleng and Phutanang Completion of paving project & fixing of roads and bridges (Peter Mokaba requires handrails) Roads are required at Tswelelang Formalisation of informal settlements land for Art centre Youth development Wifi for educational purposes Resealing of roads at Ipeleng Housing
16	Paving of roads - Promise land and Transit Camp Provide high-mast lighting in Snake Park. Do repairs and maintenance at Gogga Pump station (sewer).

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Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
	Provide water and outside toilets in Snake Park Phases 1, 2 and 3. Pave all roads in Tswelelang. Provide electricity to 62 shacks. Upgrade retention pond at R31. Relocation of temporary site to permanent settlement. Temporary shacks to be relocated. Naming of streets Requesting Standpipes
17	Provide storm water drainage systems Fixing of roads required Provide sports field and facilities Build toilets at King Senare shacks Kwena Street needs lights A youth centre is needed, and land must be availed for youth to start SMMEs Fencing for the park, handover of the structure to the community for recreational purposes, caretaker and light for the park Additional toilets and water tap at the shacks Provision of Skip Bins for dumping Formalisation of informal settlement Tuckshop License/application Flooded houses Combat Crime/substance abuse
18	Youth unemployment / employment opportunities Upgrade of stormwater and sanitation infrastructure to eliminate sewer spillages Preservation of heritage site (greater number 2) Illegal dumping Streetlights and highmast lights Formalisation of Informal Settlements
19	Wi-Fi connectivity for students and learners Housing in Kammertjies Replacement of asbestos roofs Speedhumps in Saka Programmes for small scale farmers (Business development) Streetlights Sanitation Youth employment opportunities
20	Implementation of by-laws Fencing of the cemetery opposite Diamanveld (Clearview fencing, and to demolish the building inside the cemetery) High mast lights (magistrates court and cemetery) Illegal dumping Dilapidated building in the CBD- devaluing CBD property Pothole patching
21	Mobile clinic Water quality

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Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
	High crime in Samaria (safety initiative requirement) Resolve the flooding subway in Gladstone Building of a waste treatment plant (sewer spillage and blockages)
22	Proper stormwater drainage system Paving and Fixing of roads Improve power station and electricity grid provision of recreational facilities 100 Hectar of Ikapa Youth employment opportunities Create awareness regarding tuckshop registration Electricity at informal settlements Asbestos houses (Proper houses to be built) Cutting of trees
23	Water quality and accurate billing Youth employment opportunities Tuckshop regulation(by-laws implementation) SMME development School with proper infrastructure Cleaniness in the CBD Maintenance of parks in the CBD, pleasure resorts Streetlights maintenance
24	Roads across the entire ward. Street lighting Water. The incomplete Rhodes Avenue project and the removal or the blue pipes sitting in the field at the intersection of Pickering and Rhodes. Sanitation. The completion of the Carters Ridge phase 2. The regular cleaning of illegal dumping and cutting of grass in public spaces.
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 High mast lights not functional Access roads in a bad state (Beaconsfield) Implementaion of by-laws for illegal dumping Parks needs to be upgraded and cleaned
26	Housing (Mandela square) Employment opportunities Sanitation facilities (tioletts) High mast lights (Mandela square) Water and sanitation (drain issues, manhole in a residents house) Upgrading of sports and recreational facilities (stadiums and parks) Bulk infrastructure (Donker shanties) Water Tourism development Development of Greenpoint area Home affairs offices are required Formalisation of shacks Roads
27	Electrification of riemvasmaak (Rietvale)

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Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
	Improve water system and quality Paving of roads Youth employment opportunities Illegal dumping preventing emergency vehicles from accessing communities Provision of housing and title deeds in Freedom Park Sanitation facilities (septic drains and elimination of bucket toilets)
28	Maintenance of municipal housing Title deeds Upgrade of sports facilities and cleaning of the 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 in Floors and Colville (enforcement of by-laws) Streetlights (Church Street) Refurbishment of Swedish Hall
29	Community hall Upgrade of sports facilities and recreational facilities SMME Development Programmes Streetlights and highmast lighting
30	High mast lights Electricity infrastructure in Learato Park (phase 7 & 8) and Boboseplaas Clinic in Lerato Park 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 Employment opportunities
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 (Swedish Hall) Build a library. Streetlights Land for business development Programmes to address GBV in the community Youth employment opportunities Informal settlement to be formalised Refuse collection Stormwater drainage issues

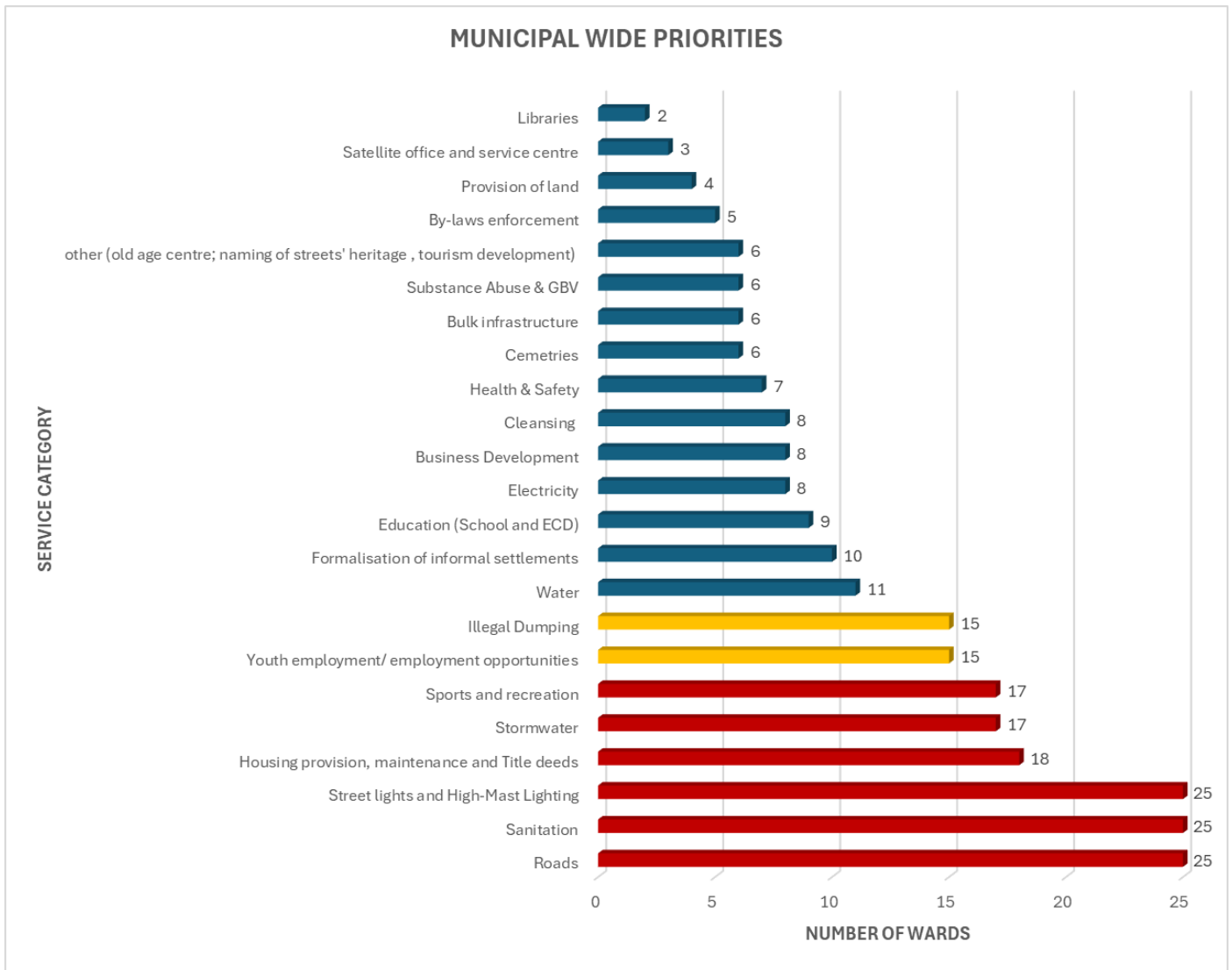
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Prioritised Needs per Ward 2025/26	
Ward	Prioritised needs
	Houses to be built at informal settlements
32	Toilets Employment opportunities Electrification of households Stormwater drainage Education Speed humps and streetnames Fencing of cemetery Satellite police station (Platfontein) Service office Community hall Paving of roads Sports and recreational facilities Access to water and Toilets
33	Upgrade of water and sanitation infrastructure (to address water and sewer spillages) Streetlights and Highmast lights Housing Formalisation of informal settlements with services (Cadastral Rectification) Address illegal dumping Stormwater channels needs to be cleaned Title deeds Formalisation of informal settlements (Bulk services are needed) Cleaning of Sinothando (including dumping sites) Upgrade of stormwater channles

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.



Graph 5: Percentage Share of the Types of Needs

CHAPTER 5: STRATEGIC AGENDA

This chapter includes the municipality's *statement of vision*, risk measures and a summary of certain sector plans.

5.1 INTRODUCTION

The first steps in preparing the municipality's *statement of vision* were to (1) complete a PESTLE analysis,¹⁷ (2) to draft a shared vision and mission with associated strategic objectives and actions, and (3) to confirm alignment with national objectives. These (national and local) objectives serve as directives to guide municipal operations within a framework of key performance areas and key performance indicators. The next step was to prepare municipal action plans including key performance indicators and targets to measure performance over a five-year period (see **Chapter 6**).

5.2 PESTLE ANALYSIS

The following PESTLE analysis was discussed at the Mayoral Strategic Planning Session in March 2023. Please note that a category of 'spatial' has been added to the analysis to include those factors that impact spatial transformation within the municipal area.

PESTLE Analysis	
Description	Assessment of Impact ¹⁸
Political	
No outright majority for any political party.	
Preference is given to investing public-sector funds in social infrastructure rather than economic infrastructure or both	
Interference of political leaders in municipal administration.	
Misappropriation of national grant funding allocated to a specific project.	
Sitting and attendance of governance committees (e.g. SPELUM and wards committees).	
Provide one-stop-shop regarding government services in Kimberley.	
Synergy between National and Provincial goals and objectives	
Economic	
An economy in decline with expected future sectoral economic growth limited to the tertiary sector, i.e. narrow-based economy.	
High unemployment rate (and specifically, youth unemployment) leading to high grant dependency and inability to pay municipal accounts.	
High levels of poverty, i.e. growth in the number of indigent households.	

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

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

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PESTLE Analysis	
Description	Assessment of Impact ¹⁸
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 ¹⁸
Investment opportunities	
Private sector leverage - skills empowerment.	
Demand for student accommodation within the urban edge.	
Sociological	
Early school dropout of learners.	
Minimal housing provision for middle income.	
Youthful population	
Sufficient health services available but used by entire province with impact on capacity. Specialised services only available in Bloemfontein.	
Availability of community facilities	
Technological	
Reliability of customer information and data.	
Risk of information technology.	
Lack of technology at the libraries.	
Limited cascading of information to external stakeholders (e.g. ward committees).	
No debate about ICT airspace, i.e. cloud technology storage.	
Sol Plaatje University is the first university that offers Information and Communication Technology (ICT) degree; data analysis	
Sol Plaatje University Research and Development to provide empirical data to aid service delivery	
Sol Plaatje University as a strategic growth point	
Environmental	
Degradation of environmental, heritage and agricultural assets.	
Low rainfall and extreme climate conditions.	
Loss, transformation and degradation of natural habitat: exploitation of natural resources (e.g. overgrazing, collection of wood), invasion of alien species.	
Contamination of groundwater, stressed water catchments (e.g. lack of water for irrigation), poor soil potential, outbreak of diseases.	
Environmental pollution, and compliance directives from enforcement authorities.	
Lack of protection for flamingos.	
Spatial	
Segregation along socio-economic class lines in the form of a race-based urban spatial configuration.	
Past insufficient new supply of housing by government.	
Increased population densities mostly in neighbourhoods with sub-standard quality of services and urban environment.	
Land invasions.	
Execution of revisionary clause- acquiring of land back.	

PESTLE Analysis	
Description	Assessment of Impact ¹⁸
Lack of cross border projects with adjoining municipalities.	
Potential to become a Smart City.	
More than half of all Informal settlements (22 in total) have been formalised.	
Strategic location of Kimberley regarding national road network.	
Pockets of strategic land within the urban edge.	
Existing Restructuring Zones for social housing.	
Regional connectivity.	
Compact city.	
Uncoordinated alienation of land.	
Clear identified development corridors through the Spatial Development Framework i.e. land available for New Entry Economy.	

PESTLE Analysis

5.3 STATEMENT OF VISION

A vision statement is presented as a municipal vision, objectives and strategies that must be aligned to similar statements by other tiers of government.

VISION OF SOL PLAATJE MUNICIPALITY

“Towards a Cleaner Growing City “

MISSION OF SOL PLAATJE MUNICIPALITY

The mission of the Sol Plaatje Municipality is to:

Reclaim the city that sparkles.

Build public confidence and trust.

Provide economic infrastructure to foster private-sector investment.

Deliver sustainable uninterrupted services to all residents.

CHAPTER 5

5.3.1 Strategic Objectives

The table below includes the SIX strategic objectives of the Sol Plaatje Municipality together with linkages to key directives of the other tiers of government.¹⁹ In this regard, these objectives serve as directives to guide municipal operations within a framework of key performance areas and key performance indicators. Also provided in the table are the 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

¹⁹ The strategic objectives were considered and adopted at the Mayoral Strategic Planning Session held on 22 and 23 March 2023.

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

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

CHAPTER 5

Alignment of Municipal Strategic Objectives	
	- Quality working environment - Work ethic and professionalisation programme - Inter-departmental communication and workstreams
Municipal actions	- Accountability for under performance and ill-discipline - Ownership of service delivery outcomes - Address nepotism and favouritism in the workplace - Implement consequence management correctly and consistently - Document and distribute standard operation procedures for each directorate - Promote good work ethics - Change existing organisational culture - Conduct work discipline and ethics training - Provide all workers with relevant information - Ensure the wellness of workers - Ensure proper performance management - Ensure a vibrant and effective Human Resource Directorate - Ensure teamwork amongst officials - Control interference of labour forums
Outcome	The municipality is structured to deliver the required services through skilled personnel and by using appropriate mechanisms and supporting administrative systems with regular monitoring of performance.
Strategic Objective 6	Provision of Community and Social Services
National KPA	Provision of Community and Social Services
Provincial Strategic Goal	Embed good governance and integrated service delivery through partnerships and spatial alignment
Municipal focus area(s)	- Quality and standard of municipal service delivery - Affordability of municipal service - Service delivery being timeous - Ensure a clean and green city
Municipal actions	- 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.
Outcome	All communities have access to basic services delivered at an acceptable and agreed upon standard.

Alignment of Municipal Strategic Objectives

5.4 MUNICIPAL SECTOR PLANS²⁰

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.

²⁰ In this section the municipality's response to gender-based violence and femicide in the municipal area is addressed as well as the Spatial Development Framework and Disaster Management Plan as core components of the IDP. In addition, the discussions regarding the other listed sector plans were copied from the municipal SDF.

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.

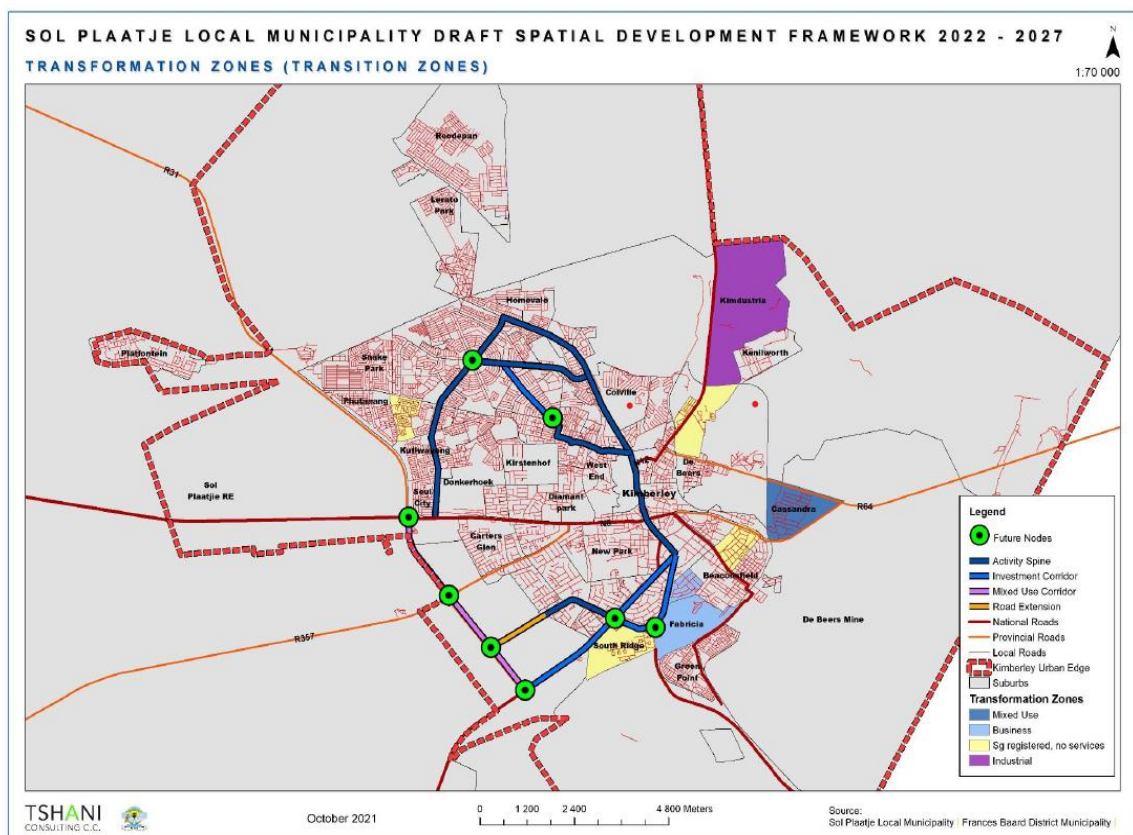
Furthermore, the SDF outlines Priority Development Areas categorised into sub-areas

Sub-area **(1)**- Urban Mixed-use Concentration subfunction with Carters Glen as the priority area for development, **(2)** Urban Commercial Concentration subfunction with the University precinct as the priority area for development, **(3)** Urban Industrial Concentration subfunction, **(4)** Improved agricultural and Tourism greenbelt, and **(5)** sustainable

human settlement (Urban Restructuring Zones - for social housing.)

The incentives associated with the transformation zones include:

- Ensure availability of infrastructure
- Encourage speedy release of erven outlined as transformation zones for mixed use purpose
- Improve turnaround time for the submission of building plans and occupational certificate.
- Encourage affordable disposal of land in strategic areas to foster integration and redress the principles of segregation



Spatial Strategy: Plan For Employment And Improve Accessibility And Access To Economic Opportunities

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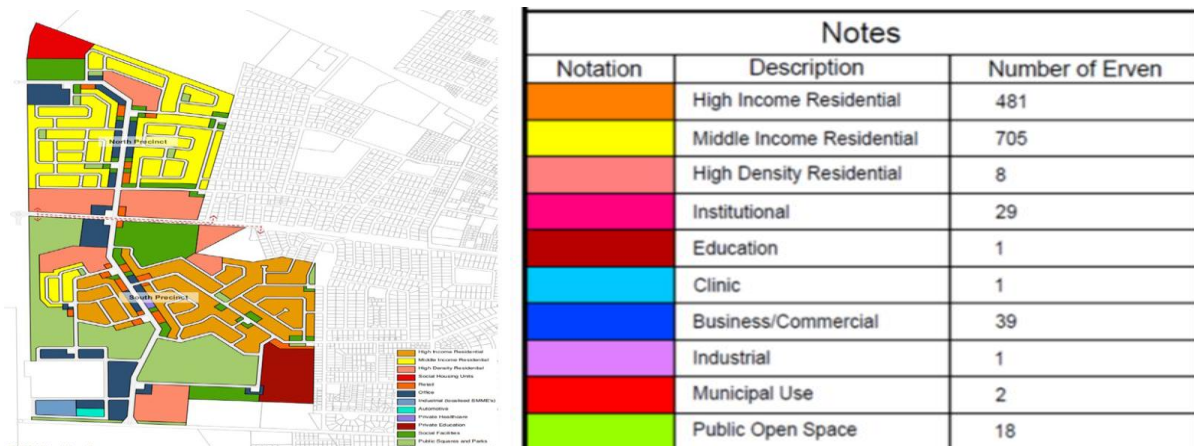
Sol Plaatje Municipality has an important role in maintaining a liveable, safe, vibrant and productive urban environment and the accompanying infrastructure to attract and retain investment. the IDP 2022-2027 includes six (6) catalytic projects to change the growth and development trajectory in the municipal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



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

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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
- 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

The Sol Plaatje Municipality acknowledges the role of local government as set out in the National Strategic Plan (NSP) on Gender-Based Violence and Femicide (GBVF).²¹ In this regard, the Municipality will play a decisive role to ensure accountability and delivery on policy and programmes to address the concerns about gender-based violence and femicide in the municipal area.

The NSP proposes six (6) pillars as central to bringing about specific changes to GBVF (see table below). These changes include the strengthening of accountability and a multi-sectoral response, facilitating healing at all levels, making spaces safe and choices real, and rebuilding the social fabric. The pillars are also designed to include five-year outcomes as measurable indicators (see table below).

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,	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.

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

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Pillar	Five-year Outcome
Care, Support and Healing	Victims feel supported by the system to access the necessary psychosocial, material and other support required to assist them with their healing. Strengthened community and institutional responses to provide integrated care and support to GBVF survivors and their families that takes into account linkages between substance abuse and HIV and AIDS.
Pillar 5: Economic Power	Accelerated initiatives that address women's unequal economic and social position, through access to government and private sector procurement, employment, housing, access to land, financial resources and income other generating initiatives. Safe workplaces that are free of violence against women and LGBTQIA+ persons, including but not limited to sexual harassment. Demonstrated commitment through policy interventions, by the South African state, private sector and other key stakeholders to eliminate the impact of economic drivers of GBV. 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

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Train and support community capacity to deliver GBVF prevention interventions.

Adapt and roll out school based GBV prevention programmes.

Implement evidence-based behaviour change interventions with targeted communities.

Commission studies to better understand how to intervene in the development of toxic masculinities in South Africa.

Integrate GBV prevention into various programmes.

Make public spaces violent free for women and children.

Facilitate community interventions that promote social connectedness and healing.

Pillar 3

Humanising service delivery and address unequal and inequitable spread of victim services.

Provide funding to survivors of GBVF to meet specific needs such as legal aid costs.

Pillar 4

Strengthening of the local level coordination to address current fragmentation and build cooperative relationships of trust between government stakeholders, civil society organisations and communities in responding to GBVF.

Establishment of local level rapid response teams in every municipality with clear protocols for week day, weekend, after hours' services (to consider danger and rural allowance), and protocols for child protection (all departments) to amplify the response to the needs of victims.

Pillar 5

Develop, implement, support and monitor programmes for equitable job creation, representation and ownership by women.

Public private partnerships are established to facilitate economic opportunities for women leaving abusive relationships.

Put shelters and interim housing in place.

Put policy mechanisms in place to address range of gender related inequalities in the economy.

Workplace interventions for GBV support developed and rolled out in public and private sector.

Develop sexual harassment policies in workplaces across the public and private sectors.

Ensure the implementation of the Employment Equity Act to eliminate gender and race wage disparity.

Public employment opportunities with a specific focus on youth and women and persons with disabilities.

Broaden ownership for women, youth and SMME.

Support and encourage the role of women, persons with disabilities and LGBTQIA+ persons as leaders in all sectors of society.

Pillar 6

Establish partnerships between research institutions, government, academia, NGOs, activists and communities that facilitate and enhance complementarities in their roles and responsibilities within research processes.

This IDP review included the consideration of those activates that can provide maximum gains through municipal intervention, such as advocacy via ward committees and other public platforms. In this regard, the Municipality will place emphasis on

addressing socio-economic issues that pose a threat to the safety of the community and the well-being of GBVF victims. The development of a Sexual Harassment Policy and elimination of gender and race wage disparity through job reservation in municipal projects, will be prioritised.

Other sector plans

Discussion of Sector Plans	
Integrated Waste Management Plan – reviewed 2018	The aim of the Integrated Waste Management Plan is to guide the effective management of waste within the municipal area with the following focus areas: Review waste collection system and management of waste disposal sites. Compliance with relevant legislation. Encouraging community participation through mobilization, education and awareness programmes. Facilitation of effective waste minimization projects through recycling, avoidance, reduction and proper disposal with the focus on entrepreneurship development. Eradicate illegal dumping and littering on municipal, public and private property. Document to be reviewed in 2026.
Local Economic Development Strategy, 2009	The 2009 Local Economic Development Strategy investigates options and opportunities in broadening the economic base to create employment opportunities and other spin-off effects benefitting the local economy. Document is at a draft stage. Due for completion in 2026.
Housing Sector Plan, 2014	The drafting of the Integrated Human Settlements Plan, 2014 was guided by the following principles: Housing to be closer to employment opportunities. Provide access to well-located land for the urban poor. Ensure and provide a mix of housing typologies. Prioritise housing for the indigent and affordable housing. Promote integrated planning, e.g. transport and land-use planning. Promote racial, social, economic and physical integration of urban space. Develop a system of inter-connected nodes and dense, mixed-use settlements. Promote establishment of social and economic viable commitments. Facilitate the active involvement of relevant stakeholders. The Plan uses Census data to reference the rate of occupation of the different types of housing as well as housing backlogs. In this regard, the recentness of the data is questioned and not repeated here.
Environmental Management Plan (EMP)	The EMP aims to integrate environmental concerns in the development of municipal strategies and projects to ensure environmental sustainability.
Urban Network Strategy	The Urban Network Strategy targets spatial transformation of the Kimberley Central Business District and the Galeshewe hub by applying Transport Orientated Development principles such as strengthening linkages, higher densities and mixed land use precincts.
Growth Development Strategy	Document in draft stage. Due for completion in 2026.
Capital Expenditure Framework - 2024	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. The objectives of a Capital Expenditure Framework include: - 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. - 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.

Discussion of Sector Plans	
	▪ 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. ▪ 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. ▪ 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 MSDP and the financial limitations of the LTFP. This helps to prioritise infrastructure projects based 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	Document in draft stage. Due for completion in 2026.
Water Service Development Plan	Document in draft stage. Due for completion in 2026.

Discussion of Sector Plans

5.5 INTEGRATED APPROACH TO SERVICE DELIVERY

Two of the key outcomes of the Mayoral Strategic Planning Session held on the 26 of February 2025 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 2026/27 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 2026/27 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.²² Please note that these actions represent mostly the collective and not individual projects, and also include performance targets regarding the five (5) community needs with the highest priority, i.e (1) roads and stormwater, (2) housing-related services, (3) sanitation, (4) streetlights and high-mast lighting, and (5) sport and recreation facilities (see **§4.5**).

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

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	SPM	1 154	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 2026 through Municipal Planning Tribunal by 30 June	% of category 1 land use applications processed	SPM	80%	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	SPM	201	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 /	Average response time in weeks to process building plans	SPM	7 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
				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	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	SPM	4 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	SPM	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 workshops provided to SMMEs	Number of workshops provided to SMMEs	SPM	18	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	SPM	1 088	1 000	5 500	1 000	300	200
Strategy, Economic	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation,	SO1.11	Number of marketing and promotion of tourist attractions conducted annually	Number of programmes conducted	SPM	5	0	0	4	4	4

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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.										
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	% Completion of the design, printing and distribution of tourism brochures by 30 June	% Completion as per the annual 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.	SO1.12	% Completion of the feasibility study for various industrial precincts in Sol Plaatje Municipal area	% Completion of the feasibility study	SPM	0	0	100%	0%	0%	0%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.12	Conduct studies for the regeneration of industrial precincts	Market research report & urban design framework	SPM	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	% 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	SPM	68%	-	-	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	-	-

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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.	SO1.17	Number of tourism information boards installed (new and replaced)	Number of signage boards installed	SPM	12	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	% Progress as per the annual project plan	SPM	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	SPM	0%	-	-	-	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.	SO1.20	Percentage completion of the proposed cadastral/rectification/survey in Riverton	% Progress as per the annual project plan	27	-	-	-	-	-	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.	SO1.21	Percentage completion of the Market and Billing Parking CBD Studies	% Progress as per the annual project plan	SPM	-	-	-	-	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	SPM	-	-	-	-	-	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	4	-	-	-	-	-	100%

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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.	SO1.24	Percentage completion of environmental studies for Carters Glen mixed-use precinct	% Progress as per the annual project plan	24	-	-	-	-	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	SPM	-	-	-	-	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	SPM	-	-	-	-	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 establishment of the Greenpoint Business Development Centre	% Progress as per the annual project plan	22	-	-	-	-	100%	-
Strategy, economic development and planning	Planning and Development / Economic Development/Planning	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO1.28	Percentage progress on the redevelopment (Planning and Designs) of the RC Elliot Community Hallas per the annal plan by 30 June	Percentage progress on the redevelopment	SPM	10%	-	-	-	30%	70%

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	SPM	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)	SPM	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	SPM	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	SPM	50 844	50 844	50 844	50 844	50 844	50 844

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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
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.5	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	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.6	Completion of a substation for Lerato park link services	% completion	30	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	SO2.7	% Completion for the construction of a Ring Main Unit (RMU) in Colville	% completion of construction	14	100%	-	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	SO2.8	% Completion of the 11 KV line in Ronald's Vlei	% completion of construction	22	100%	-	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	SO2.9	Upgrade of the Hadison park substation	% upgrade	23, 24	0%	-	50%	-	-	-

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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
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	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	SPM	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	SO2.11	Replace 250W HPS luminaires with 100W LED luminaires	Number of luminaires replaced	SPM	285	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	SO2.12	Replace 70W MV luminaires with 36W LED luminaires	Number of luminaires replaced	SPM	277	-	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	SO2.13	Replace 400W MV luminaires with 276W LED luminaires	Number of luminaires replaced	SPM	460	-	315	315	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	Replacement of 125W MV luminaires with 36W LED luminaires by 30 June	Number of luminaires replaced	SPM	482	1 036	300	300	300	-

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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	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	SO2.15	Number of new high mast lights to be constructed	Number of new high mast lights to be constructed	SPM	0	-	-	20	20	-
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	SO2.16	Upgrade electricity infrastructure (replacement of prepaid electricity meters)	Number of electricity meters replaced by 30 June	SPM	50	-	2 000	2 000	50	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	SO2.17	Number of households in Colville to be connected to the electricity network	Number of households to be connected to the electricity network	14	0	-	138	-	-	-
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	SO2.18	Number of households in Jacksonville to be connected to the electricity network	Number of households to be connected to the electricity network	30	0	-	-	183	271	-
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	SO2.19	Number of households in Santa Centre to be connected to the electricity network	Number of households to be connected to the electricity network	13	0	-	-	-	139	-

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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	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	SO2.20	Number of households in Lerato Park to be connected to the electricity network	Number of households to be connected to the electricity network	30	625		625	-	40	-
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	SO2.21	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	12, 13, 18, 19	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	SO2.22	Number of households in Phutanang to be connected to the electricity network	Number of households to be connected to the electricity network	15, 16	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	SO2.23	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	SO2.24	Number of households in Blikkiesdorp to be connected to the electricity network	Number of households to be connected to the electricity network	6	0	-	-	-	-	160

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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	23/24	24/25	25/26	26/27
Infrastructure and 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	SO2.25	Percentage completion on the defects for the Homevale Fire Station	Percentage progress on the completion of the defects	SPM	97%	-	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	SO2.26	Review of the WSDP	1 Adopted WSDP	SPM	0	-	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	SO2.27	Percentage upgrading of the bulk water supply infrastructure (BFI)	% upgrade as per annual project plan	SPM	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	SO2.28	Percentage replacement of internal water pipes	% Replacement of internal water pipes	SPM	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	SO2.29	Percentage progress on the construction of the foundations for two elevated water tanks	Percentage progress on the construction as per project plan	SPM	50%	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	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	SO2.30	Upgrade water infrastructure (replacement of water meters)	Number of water meters replaced by 30 June	SPM	819	-	2 000	2 000	500	1 000
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	Percentage progress on the installation of standpipes in various areas	Percentage progress as per the annual project plan	SPM	-	-	-	-	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	SO2.32	99% water quality level achieved as per SANS 241 annually	% water quality level achieved as per SANS 241 criteria annually	SPM	74%	95%	98%	99%	99%	99%
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	SO2.33	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	SPM	56%	65%	75%	80%	80%	80%
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	SO2.34	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	SPM	90%	90%	90%	90%	90%	90%

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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
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.35	Percentage progress on the 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	24	56%	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	SO2.36	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	30	62.80%	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	SO2.37	Number of old zinc toilets to be reconstructed	Number of old zinc toilets to be reconstructed	SPM	180	-	-	200	400	200
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	SO2.38	Percentage progress on the refurbishment of the Kamfersdam sewer and water lines	% Progress as per the annual project plan	14	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	SO2.39	Percentage progress on the construction of Phomolong sewer pipeline	% Progress as per the annual project plan	15	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	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	SO2.40	Percentage progress on the refurbishment of the Homevale WWTW	% Progress as per the annual project plan	SPM	-	-	-	-	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	SO2.41	Percentage progress on the refurbishment of the Beaconsfield WWTW	% Progress as per annual project plan	SPM	-	-	-	-	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	SO2.42	Percentage progress on the refurbishment of the Gogga Pump Sewer Northern Regionv	% Progress as per annual project plan	SPM	-	-	-	-	-	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	SO2.43	Percentage progress on the refurbishment of Lerato Park Sewer	% Progress as per annual project plan	SPM	-	-	-	-	-	100%-
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	SO2.44	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	SPM	100%	90%	90%	90%	90%	90%

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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
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	SO2.45	Number of square metres of roads to be resealed	Square metres of road to be resealed	SPM	90 000 m ²	100 000 m ²	150 000 m ²	90 000 m ²	-	300 000 m ²
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	SO2.46	Distance of kilometres of residential roads upgraded from gravel to a paved surface	Number of kilometres paved	SPM	4,6 km	4km	5km	5km	5km	5km
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	SO2.47	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	72%	-	-	100%	100%	100%
Infrastructure and Services	Fleet	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.48	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	44%	100%	100%	100%	100%	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	SO2.49	Development of a Strategy for the safeguarding of municipal assets to restrict vandalism of municipal infrastructure	Developed strategy	SPM	1	-	1	1	-	-

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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
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	SO2.50	Number of Project Management meetings conducted by the Project Management Unit	Number of meetings conducted	SPM	9	-	-	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	SO2.51	Number of project management reports tabled at the Executive Management Team meetings	Number of reports tabled	SPM	3	-	-	12	12	12
Office of the MM	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	SO2.52	Percentage progress on the construction of the Riverton community Hall	Percentage progress as per the annual project plan	29	0%	-	-	-	100%	-
Office of the MM	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO2.53	Percentage construction on the construction of the satellite office containers by 30 June	% Progress as per the annual project plan	SPM	0%	100%	-	50%	-	100%
Office of the MM	Cemeteries		SO2.54	Percentage progress on the upgrade of the Roodepan Cemetery by 30 June	% Progress as per the annual project plan	2, 29	0%	-	-	-	100%	-

Strategic Objective 3: Improved Service Delivery

CHAPTER 6

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

Strategic Objective 3												
Good, clean and transparent governance and public participation												
National KPA: Good Governance and Public Participation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Corporate Services	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	0	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 Audit and Risk Committee by 30 June	Quarterly reports on strategic risk register	SPM	4	4	4	4	4	4
Office of the MM	Internal audit	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.4	Number of audits conducted as per the internal audit plan	Number of internal audits conducted	SPM	15	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	SO3.6	Develop and submit an audit action plan to Council to address matters raised by the	Developed and submitted audit action plan	SPM	1	1	1	1	1	1

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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
		administration working towards a clean audit		auditor general within 60 days after the end of the audit								
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	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	SO3.8	Compile the final SDBIP and submit to the Executive Mayor for approval by 28 June annually	Final signed SDBIP	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	SO3.9	Investigate the possibility to update all municipal policies and standards	Investigation report	SPM	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	SO3.10	% Implementation of all approved Mayoral programmes as per the annual plan	% Implementation	SPM	0%	-	-	-	100%	100%
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	SO3.11	% Implementation of the public participation programme for IDP and budget as per the approved schedule	% Implementation	SPM	0%	-	-	-	100%	100%
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy	SO3.12	To disseminate on a quarterly basis the electronic municipal newsletter through social media platforms	Quarterly distribution	SPM	1	12	12	12	4	4

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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
		administration 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	SO3.13	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	-	-	-	-
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	SO3.14	Number of programmes implemented on gender activities, mainstream values of moral regeneration movement, child centered governance approach, women empowerment and gender equity and quality	Number of programmes implemented	SPM	-	-	-	-	4	4
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	SO3.15	Percentage facilitation of Council and its Committee meetings as per the approved schedule	% Facilitation of Council and its Committee meetings as per the approved schedule	SPM	0%	-	-	-	100%	100%
Finance	Finance and Administration	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.16	Quarterly ICT Steering Committee meetings to ensure effective ICT Governance	Quarterly minutes of the ICT Steering Committee	SPM	-	-	-	-	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	Number of households receiving free basic water by 30 June	All	7 390	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	Number of households receiving free basic electricity by 30 June	SPM	7 390	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	Number of households receiving free basic sanitation by 30 June	SPM	7 390	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	Number of households receiving free basic refuse removal by 30 June	SPM	7 390	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 by 30 June (Total Borrowings) / Revenue (Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue -	Debt to revenue by 30 June	SPM	35%	25%	10%	10%	45%	45%

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
				Operational Conditional Grants) x 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	SO4.6	Maintain the debt coverage ratio of 2.10:1 against net assets of the municipality by 30 June (Current Assets / Current Liabilities)	Debt coverage ratio	SPM	2.57:1	2.10:1	2.10:1	2.10:1	2.10:1	2.10:1
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	SO4.7	Reduce net debtor days to 300 days by 30 June ((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) x 365	Net debtor days	SPM	426	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%	-	-
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,	Cost coverage ratio by 30 June	SPM	0.82:1	01:01	01:01	01:01	01:01	01:01

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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
				Amortisation, and Provision for Bad Debts, 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 30 June (Number of tenders received divided by number of weeks awarded.	Average time in weeks to award tender	SPM	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	SPM	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	SPM	32	-	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	77%	95%	95%	95%	95%	95%

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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	SO4.14	Perform an annual cost analysis for each trading services for the new budget by 31 March	Cost analysis reports	SPM	1	4	1	1	1	1
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.15	75% reduction of irregular expenditure by 30 June	% reduction of irregular expenditure after recovery/write off (Cumulative expenditure incurred to date - {previous balance incurred} / Previous balance incurred	SPM	0%	25%	75%	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	% Elimination of Fruitless and wasteful expenditure after recovery/write-off (Cumulative expenditure incurred to date - previous balance incurred) / previous balance incurred	SPM	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	100% Elimination of Unauthorised expenditure by 30 June	% Unauthorized Elimination of Fruitless and wasteful expenditure after recovery/write-off (Cumulative expenditure incurred to date - previous balance incurred) / previous balance incurred	SPM	0%	-	100%	100%	100%	100%

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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	SO4.18	% 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	90%	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 30 days by 30 June (Trade Creditors Outstanding / Credit Purchases/(Operating and Capital) x365)	Creditors Payment Period (Trade Creditors)	SPM	284	-	300	300	30	30
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	SO4.20	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}	SPM	91%	90%	90%	90%	90%	90%
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	SO4.21	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	95%	90%	90%	90%	90%	90%

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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	SO4.22	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	1	0	0	1	1	1
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	SO4.23	Limit unaccounted for electricity to less than 25% 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	SPM	26%	15%	15%	15%	25%	25%
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	SO4.24	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 }x 100}	% unaccounted for water (Non-Revenue Water) annually	SPM	67%	40%	40%	40%	40%	40%

Strategic Objective 4: Establishment of healthy financial management

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 current 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%
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.	SO5.2	Percentage of municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June ((Total Actual Training Expenditure/ Total personnel Budget) x100))	(Total expenditure on training/total personnel budget)/100	SPM	100%	100%	100%	100%	100%	100%
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.	SO5.3	Limit vacancy rate to 20% of funded post by 30 June {(Number of funded posts vacant divided by budgeted funded posts) x100}	(Number of funded posts vacant divided by budgeted funded posts) x100	SPM	7.75%	20%	20%	20%	20%	20%
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.	SO5.4	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	SO5.5	Review organogram to be aligned with strategy and comply with R890 by 30 June	Organogram reviewed by 30 June 2025	SPM	0	0	1	1	1	0

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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
		and skilled staff whose performance is regularly monitored.										
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	Document and distribute standard operation procedures to every municipal directorate by 30 June	Standard Operating Procedures documented and provided to municipal directorates by 30 June 2024	SPM	1	0	1	0	0	0
Office of the MM	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	Coordinate Bi-annual performance assessments of the MM and managers reporting directly to the MM	Performance assessments conducted twice per year	SPM	0	2	2	2	2	2
Office of the MM	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	% Completion of the appointed Sec 56 & 57 Managers performance agreements by 16 August	% Performance agreements developed, submitted and publicised	SPM	100%	6	6	100%	100%	100%
Finance	Administration	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.9	To implement ICT systems and technology to enable the municipality to deliver excellent customer experience	Percentage implementation of the ICT operational plan	SPM	98%	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	SO5.10	Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure (employee related costs and councillors'	Employee cost as a percentage of total operating cost	SPM	29%	33%	33%	33%	33%	33%

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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
				remuneration/total operating expenditure x100								

Strategic Objective 5: Improved Institutional Management

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

Strategic Objective 6												
Provision of Community and Social Services												
National KPA: Provision of Community and Social Services												
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Community and social development	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}	SPM	95%	95%	95%	95%	95%	95%
Community and social development	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	SPM	68	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	SPM	90%	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	SO6.4	Percentage completion of the fencing of Frank Roro cricket field	% Completion	SPM	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 construction for the embankment of the Frank Roro Cricket Pitch	% Construction for the embankment of the Frank Roro Cricket Pitch	SPM	95%	-	-	100%	-	-

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Strategic Objective 6

Provision of Community and Social Services

National KPA: Provision of Community and Social Services

Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Community and social development	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	SO6.6	% Completion of the planning and designs for the redevelopment of the Ritchie sport grounds by 30 June	% Completion of the planning and designs as per the annual 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	SO6.7	Percentage maintenance of cemeteries as per the annual maintenance plan	% Maintenance	SPM	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	SO6.8	Percentage progress on the upgrading and building of ablution blocks at Kenilworth and Phutanang Cemeteries	% Progress as per the project plan	16, 28	85%	-	-	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	SO6.9	Percentage progress on the upgrading and building of ablution blocks at Ritchie Cemetery	% Progress on the upgrading and building of the ablution blocks	26	85%	-	-	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	SO6.10	Percentage completion of the fencing of the ABC Cemetery	% Progress as per the annual project plan	14	-	-	-	-	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	SO6.11	Percentage maintenance of municipal recreational facilities (swimming pools, stadia and caravan park) as per the annual maintenance plan	% Maintenance	SPM	100%	100%	100%	100%	100%	100%

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Strategic Objective 6

Provision of Community and Social Services

National KPA: Provision of Community and Social Services

Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Community and social development	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	SO6.12	Percentage upgrade of the swimming pools (Karen Muir, Roodepan, Florianville and Galeshewe) by 30 June	% of Pools upgraded as per the project plan	SPM	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	SO6.13	% Maintenance on the Refurbishment of community halls as per the annual maintenance plan	% Maintenance	SPM	100%	100%	100%	100%	100%	100%
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.14	% Completion for the refurbishment of the Floors/Colville Community Hall by 30 June 2026	% Progress on the refurbishment of community halls	14	68%	-	-	-	100%	-
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.15	% Completion for the refurbishment of the Ritchie Community Hall by 30 June	% Progress on the refurbishment as per the annual project plan	26	-	-	-	-	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	SO6.16	% Maintenance of municipal pleasure resorts as per the annual maintenance plan	% Maintenance	SPM	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	SO6.17	% Maintenance of usable community parks as per the annual maintenance plan	% Maintenance	SPM	100%	100%	100%	100%	100%	100%

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Strategic Objective 6

Provision of Community and Social Services

National KPA: Provision of Community and Social Services

Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
		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	SO6.18	Number of roadblocks conducted	Number of roadblocks conducted	SPM	17	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	SO6.19	Number of stop and check points conducted to improve road safety	Number of stop and checkpoints conducted	SPM	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	SO6.20	Conduct quarterly awareness for HIV, STI and TB	Number of awareness campaigns conducted	SPM	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	SO6.21	Monthly inspections conducted at food premises to ensure compliance to legislation	Number of Inspections conducted	SPM	3 439	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	SO6.22	Monthly inspections conducted at non-food premises to ensure compliance to legislation	Number of inspections conducted	SPM	455	4 200	4 200	1 200	800	800
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the	SO6.23	Number of water samples collected and submitted to the Laboratory	Number of water samples collected and submitted to the Laboratory	SPM	615	960	960	600	600	600

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Strategic Objective 6

Provision of Community and Social Services

National KPA: Provision of Community and Social Services

Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
		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	SO6.24	Review of the Indigent Burial Policy	Draft Indigent Burial Policy	SPM	1	-	-	1	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	SO6.25	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	SPM	0	-	-	1	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	SO6.26	100% procurement for the replacement of identified specialized fleet as per the fleet replacement plan (number of vehicles delivered out of the number of vehicles identified for purchase x100)	Percentage of identified specialized fleet delivered	SPM	-	-	-	-	100%	-

Strategic Objective 6: Provision of Community and Social Services

CHAPTER 6

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
Backlog and ageing infrastructure	Growing population and demand for municipal services. Highest population densities are in lower-income neighbourhoods with sub-standard quality of services. Limited upgrading and maintenance of infrastructure due to a lack of funds. High water and electricity losses.	Densification of urban areas. Timeous spending of funds. Seek alternative sources of funding. Implement fleet management policy. Efficient staff and equipment utilisation.
Deteriorating socio-economic conditions	High rate of unemployment, poverty and social grant dependence. Housing backlogs, overcrowding and increase of informal dwellings. 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.
Sustained municipal financial viability²³	Fluctuating grant allocations to Sol Plaatje Municipality. Changing patterns in revenue. Sustainability of revenue generation due to reduced electricity demand. Ability to meet short- and long-term obligations. Increasing levels of compliance for Municipality. Low collection rate that is not improving. Non-payment culture of municipal services. Under-funded mandates such as resorts, health and libraries. Inability to improve qualified audit outcome since 2017/18. Over expenditure on capex performance. Total borrowing to Operating Revenue is 7.9% Current assets/current liabilities ratio: 1.9 Solvency ratio (total assets/total liabilities) 2.75 Liquidity ratio (cash + investments/current liabilities) 0.16	Align priority projects and associated budgets to strategic objectives. Prepare and approve a long-term financial plan. Regular performance monitoring and evaluations (performance management system). Dedicated revenue and debt collection. Capital budget investment must be between 10-20% of the total budget. Capital expenditure must not be less than 85%. Effective reporting on municipal finances. Ringfence conditional grants money and refrain from using conditional grants on operations. Improve collection rates on outstanding debt. Personnel budget must be limited to 25 and 40%. Make affordable repayment arrangements with creditors. Develop a budget funding plan where budget is unfunded and closely monitor the plan.
Environmental sustainability	Degradation of environmental and agricultural assets. Decreasing water resources and contamination of groundwater.	Address climate vulnerability through adopting and implementing adaptation measures.

²³ 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
	Extreme climate conditions.	Implement Water Master Plan together with water demand management and conservation.
Municipal transformation	Resignation of skilled officials. Turnover of personnel. Limited number of professionals worsened by recruitment of unqualified officials.	Train and recruit local people. Appropriate HR policies in place.

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
15. Structural assessment major maintenance at the school and structural remedial work at Emang Mmogo Comprehensive School: Department of Education

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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 Tegniese skool: Department of Education
40. Construction of 16 classroom, large ablution conversion of classrooms and major 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 Homevalley primary school: Department of Education
44. Phase 2 – level 4 primary school – Replacement (100% asbestos) at Homevalley primary school: Department of Education
45. Repairs to collapsed septic tank at Homevalley 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

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- 65. Phase 2 – level 5 primary school – Replacement (100% Wood) at Venus primary school: Department of Education
- 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
- 68. Galeshewe Day Hospital
- 69. Ritchie Clinic
- 70. Roodepan Community Health Centre

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)	2025/26	2026/27	2027/28	2028/29
Property rates	717,920	778,948	804,653	830,402
Service Charges	1,777,438	1,826,340	1,979,707	2,135,654
Operational grants	331,406	332,732	355,965	364,846
Other own revenue	401,969	413,601	427,704	448,159
Total operational revenue	3,228,733	3,351,621	3,568,029	3,779,061
Capital transfers and subsidies	684,166	696,383	567,214	333,894
Total revenue incl Capital transfers and subsidies	3,912,899	4,048,004	4,135,242	4,112,955

Major Revenue Item

7.2.2 Property rates

Total projected revenue derived from Property rates amounts to R778,948 million with a projected tariff increase of 3.7%. The current General Valuation Roll became effective from 1 July 2023 and is valid for four years.

7.2.3 Service charges

Services charges relating to electricity, water, sanitation and refuse removal constitutes 54.49% of the total revenue of the Municipality.

7.2.4 Revenue by source

These are the proposed tariff increases: Water (3.7%), Sanitation (3.7%), Refuse removal (3.7%) and Electricity (8.0%). These increases are aligned to inflationary forecast by National Treasury. It is important to note that NERSA also approved a 9.01% increase for municipal tariffs, effective from July 1, 2026.

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%

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7.2.5 Expenditure by type

Total expenditure excluding capital expenditure amounts to R3,344,486 billion for 2026/27 financial year

Major Expenditure Item				
Expenditure Item (R'000)	2025/26	2026/27	2027/28	2028/29
Employee Related Cost	1,024,295	1,103,177	1,154,302	1,202,769
Councillor remuneration	37,083	41,064	42,912	44,843
Bulk purchases - Electricity	1,000,000	1,087,700	1,195,382	1,255,151
Inventory consumed	363,475	319,428	329,308	343,398
Debt impairment	526,399	425,149	444,705	458,935
Depreciation and amortisation	90,200	90,500	94,608	98,565
Interest	85,900	13,735	11,315	8,589
Contracted services	50,356	36,865	42,038	46,977
Transfers and subsidies	4,450	-	-	-
Operational costs	197,555	168,868	178,725	188,374
Water Losses	104,346	58,000	55,000	50,000
Total operational expenditure	3,484,060	3,344,486	3,548,295	3,697,601

Major Expenditure Item

7.2.6 Employee related costs

Employee related cost increased from R1,024,295 billion from 2025/26 Adjusted budget to a projected expenditure of R1,103,177 billion for the 2026/27 financial year. This represents 33% of the total operating expenditure.

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7.3 CAPITAL AND OPERATIONAL BUDGET ESTIMATES

7.3.1 Capital Budget (summary)

The table below indicates the capital expenditure budget (exclusive of VAT) per Key Performance Area with a summary of the accompanying funding source:

Medium Term Capital Budget			
Capital expenditure by Strategic objective	2026/27 (R'000)	2027/28 (R'000)	2028/29 (R'000)
Municipal Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	6,652	7,130	8,435
Municipal Strategic Objective 2: Improved Service Delivery	602,507	500,976	303,826
Municipal Strategic Objective 3: Good, clean and transparent Governance and Public Participation	-	-	-
Municipal Strategic Objective 4: Establishment of healthy financial management	-	-	-
Municipal Strategic Objective 5: Improved Institutional Management	2,174	5,652	6,087
Municipal Strategic Objective 6: Community Health and Safety	19,565	13,913	10,860
Total Capital Expenditure - Funding source	630,898	527,672	329,208
Capital transfers and subsidies	605,551	494,889	292,078
Borrowing	-	-	-
Internally generated funds	25,348	32,783	37,130

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 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Municipal Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	6,652	7,130	8,435
BUSINESS DEVELOPMENT CENTRE	-	2,609	2,609
PHDA PLANNING & SURVEYING	-		870
PROP CADASTRAL RECTIFIC/SURV IN NO 2	609	609	609
REFURBISHMENT OF CITY HALL	1,739	2,609	2,609

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Capital expenditure per Municipal Strategic Objective per project	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
RUFURBISHMENT OF THE VINTAGE TRAM	1,696		
TOWNSHIP ESTABLISHMENT	1,739	1,304	1,739
TOWNSHIP REVITALISATION	870		
Municipal Strategic Objective 2: Improved Service Delivery	602,507	500,976	303,826
ACQ - CARTERS GLEN SEWER PUMP STATION	4,348		
ACQ-FLEET REPLACEMENT	6,087	8,696	13,043
BEACONSFIELD WASTE WATER TREATMENT WORKS	8,696	2,425	8,696
CAPITAL SPARES-ACQ-PREPAID METERS	870	1,739	
CONSTRUCTION OLD SINK TOILETS	4,348		
DSITRBUTION-ACQ-WAT METER REPLACEME	-	1,739	1,739
ELECTRIFICATION OF MARIKANA	1,314		
ELECTRIFICATION OF TSWARAGANO	1,087		
ELECTRIFICATION OF WEST END	3,261		
FIN KIMBERLEY SSONE S/METER INST RD LINK	-	2,648	1,303
GALESHEWE TRANSFORMER	11,095		
GOGGA PUMP SEWER NORTHERN REGION	8,696		
HIGH MAST LIGHTS	2,174	4,348	1,739
KBY/RITCHIE BULK METERS/PRESSURE MANAGE	533		
KBY/RITCHIE NETWORK LEAK DETECT/REPAIR	42,266	36,904	664
LERATOPARK SEWER UPGRAD DOWNSTREAM INFRA	13,913		
LINING OF STORMWATER CHANNELS WARD 16	2,696	4,957	7,261
LV NETWORKS ACQ-ELECTRIFICAT OF HOUSES	-	12,724	13,299
NETWORKS ACQ - ELECTR PLATFONTEIN	1,087		
NEWTON AND RIVERTON WWTW	187,726	129,624	3,569
P-CIER RDS ROADS	8,696	13,043	10,222
PROJECT MANAGEMENT	870	1,739	1,739
REFURBISHMENT OF HOMEVALE WWTW	8,696	8,696	8,696
REFURBISHMENT/REPLACEMENT BULK PIPELINE	260,650	250,235	186,755
SPECIALISED FLEET REPLACEMENT	-	6,087	6,087
STREETLIGHTS AND HIGH MAST RETROFITTING	4,348		

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Capital expenditure per Municipal Strategic Objective per project	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
UPGRADE EXISTING/NEW RESERVOIR CONSTRUCT	12,304	6,676	28,579
UPGRADE GRAVEL ROADS WARDS VARIOUS	6,749	8,696	10,435
Municipal Strategic Objective 5: Improved Institutional Management	2,174	5,652	6,087
ACQ-COMPUTER EQUIPMENT REPLACEMENT	1,304	3,913	4,348
ACQ-FURNITURE AND OFFICE EQUIP REPLACEM	870	1,739	1,739
Municipal Strategic Objective 6: Community Health and Safety	19,565	13,913	10,860
DEVELOPMENT OF RIVERTON HALL	5,652		
EXTENSION OF ROODEPAN CEMETERY	870	3,043	
FENCING OF CEMETRIES	-		5,430
REDEVELOPMENT OF RC ELLIOT HALL	4,348	10,870	
UPGRADE OF RITCHIE SPORTS GROUNDS	8,696		5,430
Grand Total	630,898	527,672	329,208

Capital Expenditure by Strategic Objective

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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

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7.5 OPERATIONAL EXPENDITURE BY MUNICIPAL STRATEGIC OBJECTIVE

Strategic objective (R'000)	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	72,462	75,706	78,743
Strategic Objective 2: Improved Service Delivery	2,056,182	2,204,323	2,298,357
Strategic Objective 3: Good, clean and transparent Governance and Public Participation	151,368	157,504	166,387
Strategic Objective 4: Establishment of healthy financial management	160,844	169,146	175,947
Strategic Objective 5: Improved Institutional Management	475,170	493,374	512,346
Strategic Objective 6: Community Health and Safety	428,459	448,242	465,821
Total Operational Expenditure	3,344,486	3,548,295	3,697,601

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).

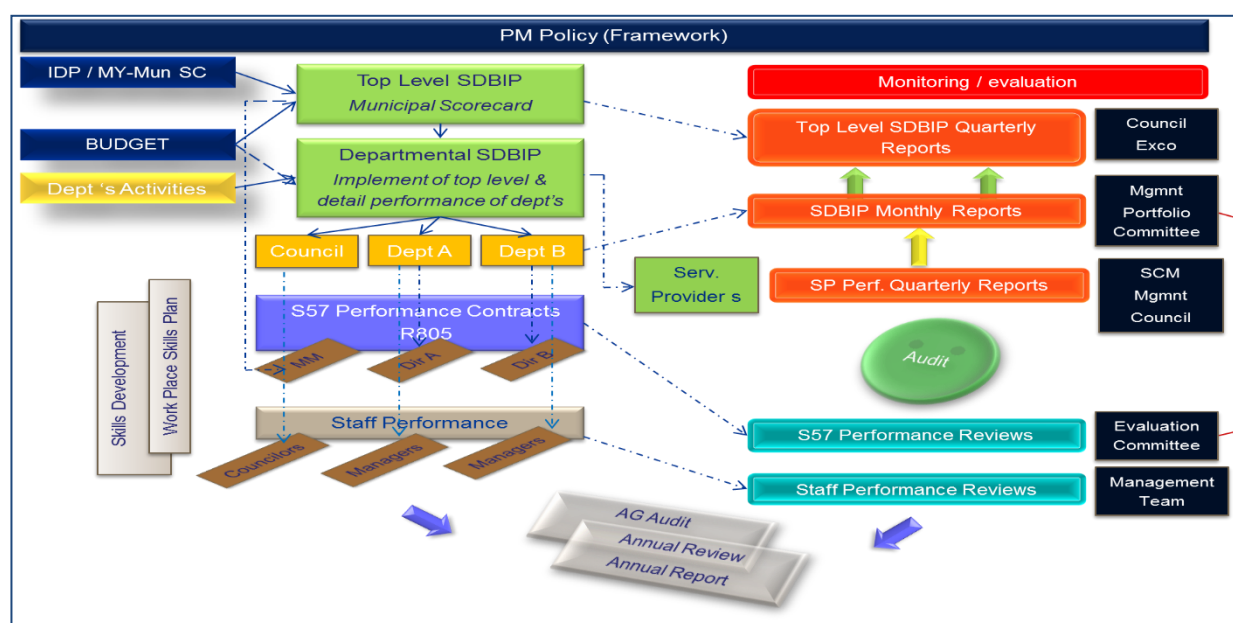
8.3 INFORMATION AND COMMUNICATION TECHNOLOGY

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.

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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:



Performance Management System

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 an 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:

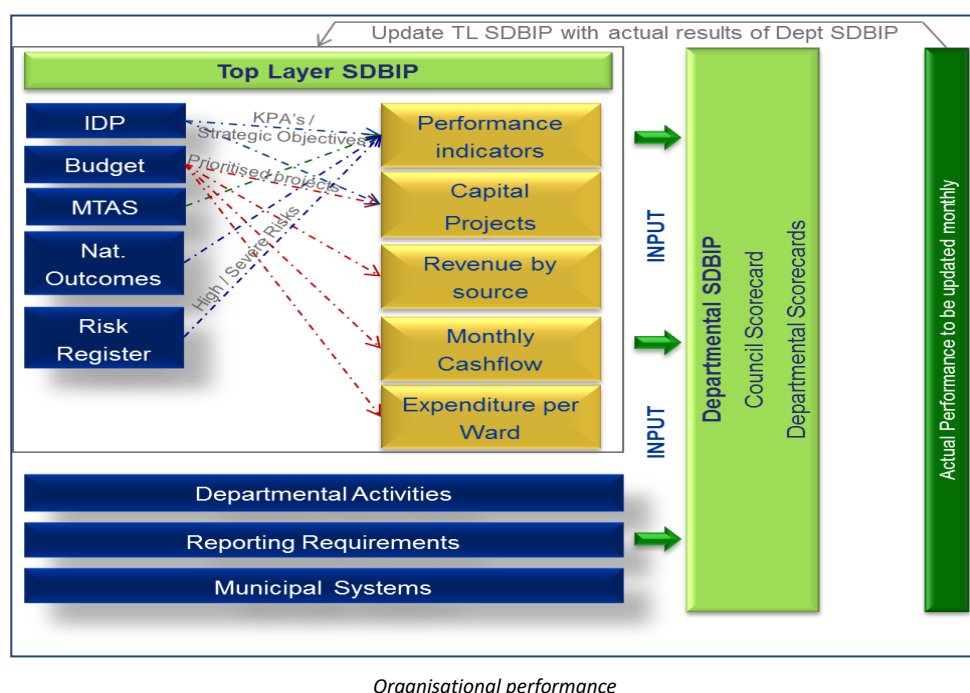
Five-Year Municipal Scorecard which forms part of the IDP and includes expected outcomes over a 5-year period. The outcome indicators are appropriate metrics to annually track and measure the impact of municipal operations with determinations of

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outcome 'performance' linked to medium-term target-setting. The Scorecard uses baseline data for the most recent year for which data is available, and targets set for the outer year of the MTREF 3-year period and a 5-year period. The Annual Report includes reporting on for the last year for which data is available.

Top-layer Service Delivery Budget Implementation Plan (SDBIP). The top-layer SDBIP is a one-year plan and measures the implementation of the approved budget by using output indicators.²⁴ These indicators speak to "products or services" directly produced or delivered within the control of the municipality and documented in the SDBIP. Targets are measured annually based on quarterly of projections by using baseline data for the preceding year, and reported on quarterly, mid-year and annually. The top-layer SDBIP is Included in the annual performance agreements of the municipal manager and senior managers.

Departmental SDBIP. The departmental SDBIP is a one-year operational plan which measures performance at a directorate/departmental level. Indicators included in this plan measures budget performance, service standards, activities required towards achievement of the strategy, performance of managers at a directorate level, and is monitored and reported monthly.



Organisational performance

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,

²⁴ Output indicators are used to measure municipal performance that speaks to "products or services" directly produced or delivered within the control of the municipality and documented in the SDBIP.

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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)

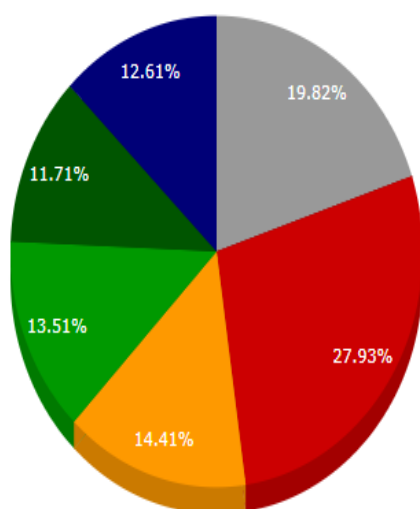
The Minister of Cooperative Governance and Traditional Affairs promulgated the Local Government: Municipal Staff Regulations (Regulation 890) and Guidelines (891) which is effective since 1 July 2022. In terms of the aforementioned regulations performance agreements that include an operational plan, 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

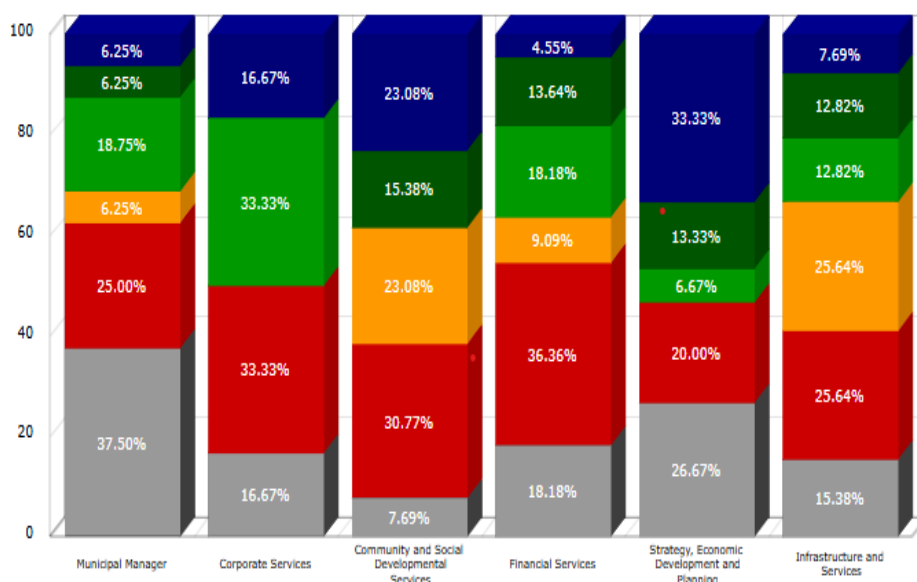
The graph below shows the municipality's performance as in the Top-Layer SDBIP (mid-year report) for 2025/26. The following colour coding was used: red – targets not met; orange – targets almost met; light green – targets met; dark green – targets well met; blue – targets extremely well met.

8.6 PERFORMANCE REPORTING

Sol Plaatje Municipality



Responsible Directorate



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).

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Quarterly Reports

Reports on the performance in terms of the Top Level SDBIP are generated from the system and submitted to Council. This report is published on the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first six months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustment of KPI's, if necessary. The format of the report must comply with the section 72 requirements. This report is submitted to the mayor by 25 January who submits it to Council for approval before 31 January of each year and published on the municipal website.

Annual Assessment

The performance of the financial year should be assessed at year-end in terms of section 46 of the MSA. The performance in terms of the annual targets set will be documented in the Annual Performance Report and the report will be finalized and submitted to the Office of the Auditor General by 30 August annually. This report will be included in the Annual Report of the municipality. The Annual Report is submitted to Council for approval before 31 January of each year and published for comment on the municipal website.

Municipal Scorecard²⁵

One of the key issues the reform of the MFMA Circular No. 88 has sought to address is the IDP and SDBIP interface, particularly as it relates to how outcome and output indicators are reflected. The SDBIP is concerned with performance information that speaks to “products or services” directly produced or delivered within the control of the municipality, otherwise known as outputs. Whereas the resourcing allocation derived from the prioritisation and strategic direction set out in the IDP should inform the setting of targets for outcome indicators. Hence, the IDP should be concerned primarily with the outcomes and set targets in relation to these over the medium term” (also see municipal action plans in Chapter 6). The municipal scorecard will be completed in the next IDP review.

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

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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

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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	Baseline	Annual Target							
								22/23	Actual 22/23	23/24	Actual 23/24	24/25	Actual 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 2027	Number of full-time equivalents created by 30 June	SPM	1 154	552	814	553	870.51	553	1 154	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.	SO1.4	To process 80% category 1 land-use applications received until 30 April 2026 through Municipal Planning Tribunal by 30 June	% of category 1 land use applications processed	SPM	80%	80%	89,80%	80%	92%	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 2027	Number of building plans processed	SPM	201	200	200	200	206	200	201	200	200

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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	Actual 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.	SO1.6	Ensuring a response time of 11 weeks for building plans submissions received in the 2026/27 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	SPM	7 weeks	11 weeks	8 weeks	11 weeks	9,71 weeks	11 weeks	7 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.	SO1.7	Ensuring a response time of 11 weeks for building plans submissions received in the 2026/27 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	SPM	4 weeks	11 weeks	11 weeks	11 weeks	6,50 weeks	11 weeks	4 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 workshops provided to SMMEs by 30 June 2027	Number of workshops provided for SMMEs	SPM	18	-	-	-	-	10	18	10	10

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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	Actual 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.	SO1.10	Number of erven planned and surveyed by 30 June 2027	Number of erven planned and surveyed	SPM	1 088	1400	1 533	5 500	5 292	1 000	1 088	1 200	1 200
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.11	Percentage completion of the design, printing and distribution of tourism Brochures by 30 June 2026	% completion as per the annual plan	SPM	0%	-	-	-	-	-	-	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.	SO1.11	Number of marketing and promotion of tourist attractions annually	Number of programmes conducted	SPM	5	-	-	-	-	4	5	4	4
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and	SO1.12	Conduct a feasibility study for the Carters Glen Precinct	1 Feasibility Study	24	-	-	-	-	0	1	-	-	-

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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	Actual 24/25	25/26	26/27
		skills development.													
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.14	Percentage upgrade of the tram by 30 June 2026	% Completion as per the annual project plan	SPM	68%	-	-	-	-	100%	68%	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.	SO1.17	Number of tourist information boards installed (new and replaced) by 30 June 2026	Number of signage board installed	SPM	12	0	0	1	9	10	12	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.	SO1.19	Percentage progress on the completion of the fencing of the market by 30 June 2026	% Completion as per the annual plan	SPM	0%	-	-	-	-	-	-	100%	-

<u>Strategic Objective 1</u> Economic growth through promoting Sol Plaatje Municipality as an economic hub	

	mSCOA							Annual Target

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<u>Strategic Objective 1</u> Economic growth through promoting Sol Plaatje Municipality as an economic hub	

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Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

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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	Actual 24/25	25/26	26/27
		maintained to deliver such services in a sustainable manner		(toilets) which are billed for sewerage by 30 June											
Finances	Waste Management / Solid waste	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.4	Number of residential properties which are billed for refuse removal by 30 June	Number of residential properties which are billed for refuse by 30 June	All	50 844	50844	50844	50844	50844	50844	50844	50844	50844
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.5	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	-	-	-	-

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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	Actual 24/25	25/26	26/27
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.6	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	SO2.7	Construction of a Ring Main Unit (RMU) in Colville by 30 June 2025	% completion of construction	14	100%	-	-	100%	50%	100%	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	Actual 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	SO2.8	Construction of a 11 KV line in Ronald's Vlei by 30 June 2025	% completion of construction	22	100%	-	-	100%	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	SO2.9	Upgrade of the Hadison Park substation	% Upgrade	23, 24	0%	-	-	50%	0%	-	-	-	-

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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	Actual 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	Replace 250W HPS luminaires with 100W LED luminaires by 30 June 2026	Number of luminaires replaced	SPM	285	500	900	262	311	262	285	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	SO2.12	Replace 70W MV luminaires with 36W LED luminaires	Number of luminaires replaced	SPM	277	0	0	200	293	200	277	200	-

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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	Actual 24/25	25/26	26/27
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.13	Replace 400W MV luminaires with 276W LED luminaires	Number of luminaires replaced	SPM	460	-	-	315	262	315	460	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	Replacement of 125W MV luminaires with 36W LED luminaires by 30 June 2026	Number of luminaires replaced	SPM	482	0	0	0	0	300	482	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	Actual 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	SO2.15	Number of new high mast lights to be constructed	Number of new high mast lights to be constructed	SPM	0	-	-	-	-	-	-	20	-
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	SO2.16	Upgrade electricity infrastructure (replace 2000 prepaid electricity meters) by 30 June 2026	Number of electricity meters replaced	SPM	15 453	-	-	2 000	0	2 000	15 453	50	100

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Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

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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	Actual 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	SO2.24	Number of households -in Blikkiesdorp to be connected to the electricity network by 30 June 2027	Number of households to be connected to the electricity network	6	-	-	-	-	-	-	-	-	160
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	SO2.26	Review of the WSDP	1 Adopted WSDP	All	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	SO2.27	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%	-	-	-	-

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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	Actual 24/25	25/26	26/27
		infrastructure is maintained to 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	SO2.27	Percentage progress on the update of the Emergency Leak repairs on priority leaks identified from Smart Ball Survey and Midstation valve repairs by 30 June 2026	% Progress as per the annual project plan	All	88%	0%	0%	50%	58,50%	100%	88%	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	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	50%	0%	0%	100%	100%	100%	50%	-	-

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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	Actual 24/25	25/26	26/27
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.27	Percentage progress on the refurbishment of the filters and backwash system for the new Wastewater Treatment Works (WWTW), Phase 1	% 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	SO2.27	Percentage progress on the upgrade of the security at the Riverton water treatment works by 30 June 2026	% Progress as per the annual project plan	All	50%	0%	0%	100%	20%	100%	50%	100%	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is	SO2.27	Percentage progress on the repair of emergency leakages at the Newton reservoir by 30 June 2026	% Progress as per the annual project plan	All	51%	-	-	100%	20%	100%	51%	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	Actual 24/25	25/26	26/27
		maintained to 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	SO2.27	Percentage progress on the completion of the emergency water meter installation and procurement of a water quality monitoring hardware, Ph 1 by 30 June 2026	% Progress as per annual project plan	All	87%	-	-	100%	62,50%	100%	87%	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	Percentage progress on the installation of bulk water meters and pressure regulating valves, by 30 June 2026	% Progress as per annual project plan	All	99%	-	-	50%	52,50%	100%	99%	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	Actual 24/25	25/26	26/27
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.27	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	93%	0%	0%	100%	53%	100%	93%	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	Percentage completion on the Kimberley prioritised network leak detection and repairs, Ph 1	% Progress as per annual project plan	All	50%	0%	0%	30%	20%	100%	50%	100%	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is	SO2.27	Percentage completion on the Kimberley prioritised network leak detection and repairs, Ph 2	% Progress as per annual project plan	All	20%	0%	0%	30%	20	-	-	60%	-

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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	Actual 24/25	25/26	26/27
		maintained to 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	SO2.27	Percentage progress on the upgrade of the old Water Treatment Plant (WTP) chlorine and dosing works	% Progress as per the annual project plan	All	68%	0%	0%	50%	20%	100%-	68%	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	Percentage progress on the upgrade of the new Water Treatment Plant (WTP) chlorine and dosing works	% Progress as per the annual project plan	All	91%	-	-	50%	50%	100%	91%	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	Actual 24/25	25/26	26/27
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.27	% Completion on the upgrade of the Ritchie Water Treatment Works (WTW) and bulk pipeline	% 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	SO2.27	Percentage completion on the leak repairs and refurbishment of the west by-pass bulk water pipeline by 30 June 2025	% Progress as per annual project plan	All	0%	-	-	-	-	100%	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	SO2.27	Percentage progress on the repair of the bulk pipeline from Riverton to Mid station (Section 2) by 30 June 2026	% Progress as per annual project plan	All	0%	-	-	-	-	100%	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	Actual 24/25	25/26	26/27
		maintained to 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	SO2.27	Percentage progress on the repair, coating and refurbishment of eastern by-pass bulk water pipeline (Section 2) by 30 June 2025	% Progress as per annual project plan	All	0%	-	-	-	-	100%	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	SO2.27	Percentage progress on the replacement of the corroded 10 km east by-pass bulk water pipeline (Section 2) by 30 June 2025	% Progress as per annual project plan	All	0%	-	-	-	-	100%	0%	-	-

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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	Actual 24/25	25/26	26/27
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.27	Percentage progress on the replacement of the corroded section of the west by-pass bulk water pipeline (Section 2) by 30 June 2025	% Progress as per annual project plan	All	0%	-	-	-	-	100%	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	SO2.27	Percentage progress on the installation of the 1200 mm new steel bulk water pipeline from Mid station to Newton Reservoir (Section 3) by 30 June 2026	% Progress as per annual project plan	All	-	-	-	-	-	-	-	60%	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is	SO2.27	Percentage progress on the procurement and delivery of the bulk 1200 ND steel pipeline by 30 June 2026	% Progress as per annual project plan	All	71%	0%	0%	0%	0%	100%	71%	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	Actual 24/25	25/26	26/27
		maintained to 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	SO2.27	Percentage progress on the major refurbishment and building works for the Old Water Treatment Plant by 30 June 2025	% Progress as per annual project plan	All	0%	-	-	-	-	100%	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	SO2.27	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%	-	-	-	-	100%	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	Actual 24/25	25/26	26/27
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.27	Percentage progress on the upgrade of the Newton Reservoir Complex Perimeter CCTV System by 30 June 2026	% Progress as per annual project plan	All	20%	-	-	-	-	100%	20%	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	SO2.27	Percentage progress on the update of the security at the Newton Reservoir Complex (Civil) by 30 June 2026	% Progress as per annual project plan	All	20%	-	-	-	-	100%	20%	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	SO2.27	Conduct a feasibility study on the wastewater reuse by 30 June 2025	1 Feasibility Study	All	1	-	-	0	0	1	1	-	-

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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	Actual 24/25	25/26	26/27
		maintained to 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	SO2.27	% Progress on the emergency repairs on six major leaks by 30 June 2025	% Progress as per the annual project plan	All	0%	-	-	-	-	100%	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	SO2.27	Percentage progress on the assessment of the pipe condition and cathodic protection by 30 June 2025	% Progress as per annual project plan	All	100%	0%	0%	0%	0%	100%	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	Actual 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	SO2.28	% 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	SPM	100%	-	-	100%	52.50%	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	SO2.30	Upgrade water infrastructure (replace 2000 water meters) by 30 June 2026	Number of water meters replaced	SPM	819	-	-	2 000	0	2 000	819	500	1 000
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is	SO2.32	99% water quality level achieved as per SANS 241 annually by 30 June 2026	% water quality level achieved as per SANS 241 criteria annually	SPM	74%	98%	86,3%	99%	89,98%	99%	74%	99%	99%

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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	Actual 24/25	25/26	26/27
		maintained to 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	SO2.33	80% wastewater effluent quality level achieved as per National Effluent Quality Standards by 30 June 2026	% wastewater effluent quality level achieved as per National Effluent Quality Standards, annually	SPM	56%	70%	72,1%	80%	66,17%	80%	56%	80%	80%
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.35	Percentage progress on the construction phase for the Carters Ridge sewer pump station building with all electrical and mechanical equipment by 30 June 2026	Percentage progress as per project plan	24	56%	60%	12%	100%	47,60%	100%	56%	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	Actual 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 completion for the installation of electrical and mechanical components in Lerato Park Sewer pumpstation as per the project by 30 June 2026	Percentage completion as per project plan	30	62,80%	100%	28,50%	100%	62,80%	-	-	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	Number of old zinc toilets to be reconstructed by 30 June 2026	Number of old zinc toilets to be reconstructed	SPM	180	-	-	-	-	200	180	400	200
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	SO2.38	% Progress on the refurbishment of the Kamfersdam sewer and water lines by 30 June 2025	% Progress as per the annual project plan	14	0%	-	-	-	-	100%	0%	-	-

Improved Service Delivery

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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	Actual 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	SO2.41	Percentage progress on the refurbishment of the Beaconsfield wastewater treatment works by 30 June 2026	% Progress as per the actual project plan	SPM	-	-	-	-	-	-	-	100%	-
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	SO2.43	Number of square metres of roads to be resealed by 30 June 2026	Square metres of road to be resealed	SPM	90 000 m ²	100 000 m ²	123 00 0 m ²	150 000 m ²	150 000 m ²	90 000 m ²	90 000 m ²	-	300 000 m ²
Infrastructure and Services	Roads	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is	SO2.44	Distance of kilometres of residential roads upgraded from gravel to a paved surface by 30 June 2025	Number of kilometres paved	SPM	4.6km	4km	2.47 km	5km	7,50 km	5km	4.6	5km	5km

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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	Actual 24/25	25/26	26/27
		maintained to deliver such services in a sustainable manner													
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	SO2.45	Percentage progress for the upgrading of storm water channels in various areas of Sol Plaatje municipal area by 30 June 2026	Percentage progress on upgrading of storm water channels	SPM	72%	-	-	-	-	100%	72%	100%	100%
Infrastructure and Services	Fleet	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.46	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 2026	Percentage of identified fleet delivered	SPM	44%	100%	80%	100%	100%	100%	44%	100%	100%
Corporate Services	Health and Safety	All communities have access to basic	SO2.47	Development of a Strategy for the safeguarding of	Developed Strategy	SPM	1	-	-	1	0	1	1	-	-

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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	Actual 24/25	25/26	26/27
		services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		municipal assets to restrict vandalism of municipal infrastructure by 30 June 2025											
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	SO2.48	Number of project management meetings conducted by the Project Management Unit by 30 June 2026	Number of meetings conducted	SPM	9	-	-	-	-	10	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	SO2.49	Number of project management reports tabled at the Executive Management Team meetings by 30 June 2026	Number of reports tabled	SPM	3	-	-	-	-	12	3	12	12

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	Actual 24/25	25/26	26/27

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

National KPA: Good Governance and Public Participation

[illegible]

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

National KPA: Good Governance and Public Participation

[illegible]

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

National KPA: Good 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	Actual 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 2026	Number of households receiving free basic water	All	11 633	15 000	12 033	11 800	11 633	11 800	7 390	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 2026	Number of households receiving free basic electricity	All	11 633	15 000	12 033	11 800	11 633	11 800	7 390	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 2026	Number of households receiving free basic sanitation	All	11 633	15 000	12 033	11 800	11 633	11 800	7 390	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 2026	Number of households receiving free basic refuse removal by	All	11 633	15 000	12 033	11 800	11 633	11 800	7 390	11 800	11 800

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	Actual 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	SO4.5	Financial viability measured in terms of the municipality's ability to meet it's service debt by 30 June (Total Borrowings) / Revenue (Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Debt to revenue by 30 June	SPM	35%	10%	8%	10%	6%	10%	35%	45%	45%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.6	Maintain the debt coverage ratio of 2.10:1 against net assets of the municipality by 30 June 2026 (Current Assets / Current Liabilities)	Current ratio	SPM	2.57:1	2.10:1	1:1.53	2.10:1	1.61:1	2.10:1	2.57:1	2.10:1	2.10:1
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	SO4.7	Reduce net debtor days to 300 days by 30 June 2026 ((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) x 365	Net debtor days	SPM	426	300	327	300	304	300	426	300	300

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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	Actual 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	SO4.9	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2026 (Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Cost coverage ratio by 30 June	SPM	0.82:1	01:01	0.56:1	01:01	0.57:1	01:01	0.82:1	01:01	01:01
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	SO4.12	Number of planned BSC meetings conducted to process bids by 30 June 2026	Number of meetings conducted	All	32	-	-	24	30	24	32	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	SO4.13	95% collection rate and ensure payment based on correct account by 30	95% collection rate achieved	All	77%	95%	78,20%	95%	73%	95%	77%	95%	95%

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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	Actual 24/25	25/26	26/27
		deliver services to the community		June 2026 (receipts/ billing x100)											
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 2026 (Water, Electricity, Sanitation and Refuse)	Cost analysis report	All	1	4	4	1	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 2026	% reduction of irregular expenditure after recovery/write-off (Cumulative expenditure incurred to date - Previous balance incurred) / Previous balance incurred	All	0%	25%	24%	75%	0%	75%	0%	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 2026	% Elimination of Fruitless and wasteful expenditure after recovery/write-off (Cumulative expenditure incurred to date - Previous balance	All	0%	0%	1%	100%	0%	100%	0%	100%	100%

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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	Actual 24/25	25/26	26/27
					incurred) / Previous balance incurred										
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	100% Elimination of Unauthorised expenditure by 30 June 2026	% of Unauthorised expenditure after recovery/write-off (Cumulative expenditure incurred to date - Previous balance incurred) / Previous balance incurred	All	0%	0%	0%	100%	100%	100%	0%	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 2026. (All reports to be uploaded within 10 working days after the month-end)	% of reports loaded on the GoMuni application	All	90%	100%	95,92%	100%	100%	100%	90%	100%	100%

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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	Actual 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	SO4.19	Reduce Trade Creditors payment period to 30 days by 30 June 2026 Trade Creditors Outstanding / Credit Purchases/(Operating and Capital) x365)	Creditors Payment Period (Trade Creditors)	All	284	-	-	300	384	300	284	30	30
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	91%	90%	68,87%	90%	68,87%	90%	91%	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	SO2.21	The percentage of the total municipal operational budget spent by 30 June 2025 ((Actual amount spent on total operational budget/Total operational budget)X100)	% of the total municipal operational budget spent by 30 June	All	95%	90%	95%	90%	97,76%	90%	95%	90%	90%
Finance	Finance and Administration	Finance	SO4.22	Prepare and submit the Asset Register for the FY	Approved Asset Register submitted	SPM	1	0	0	0	0	1	1	1	1

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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	Actual 24/25	25/26	26/27
	/ Budget and Treasury Office			2025/26 o the Auditor General by 31 August 2026	to the Auditor General										
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	SO4.23	Limit unaccounted for electricity to less than 25% by 30 June 2026 {(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased}x 100}	% unaccounted for electricity by 30 June	All	26%	15%	29,38%	15%	24,42%	25%	26%	25%	25%
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	SO4.24	Limit unaccounted for water (Non-Revenue Water) to less than 40% by 30 June 2026 {(Number of Kilolitres Water Purified - Number of kilolitres Water Sold) / Number of kilolitre's Water Purified ÷ 100}	% unaccounted for water (Non- Revenue Water) annually	All	67%	40%	63,99%	40%	66%	40%	67%	40%	40%

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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	Actual 24/25	25/26	26/27
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 expenditure x100	Employee cost as a percentage of total operating cost	SPM	39%	33%	31,92%	33%	34,71%	33%		33%	33%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff 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%		100%	100%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an	SO5.4	Limit vacancy rate to 20% of funded post by 30 June 2026 {(Number of funded posts vacant	(Number of funded posts vacant divided by budgeted funded posts)x100	SPM	0%	20%	0%	20%	0%	0%		0%	0%

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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	Actual 24/25	25/26	26/27
		acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		divided by budgeted funded posts)x100}											
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 2026	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	SO5.6	Review organogram to be aligned with strategy and comply with R890 by 30 June 2026	Organogram reviewed by 30 June 2025	SPM	1	1	0	1	0	1		-	-

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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	Actual 24/25	25/26	26/27
		performance is regularly monitored.													
Office of the Municipal Manager	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 2026	Performance assessments conducted twice per year	SPM	2	2	0	2	2	2		2	2
Office of the Municipal Manager	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		Perform a post audit review of ICT	ICT Frameworks, methodologies,	SPM	100%	0%	0%	100%	100%	0%		0%	0%

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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	Actual 24/25	25/26	26/27
		transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		frameworks, 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%

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	Actual 24/25	25/26	26/27
Community and Social Services	Community and Social Services / Libraries and Archives	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.2	Number of reading outreach programmes conducted at all libraries by 30 June 2026	Number of outreach programmes held	All	68	60	112	60	107	60	68	60	60
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.4	% Completion of the fencing of Frank Roro Cricket field by 30 June 2025	Percentage progress on the upgrading and building of the ablution	11	100%	-	-	-	-	100%	100%	-	-
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services	SO6.5	% Construction for the embankment of the Frank Roro Cricket Pitch by 30 June 2025	% Completion	11	95%	-	-	-	-	100%	95%	-	-

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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	Actual 24/25	25/26	26/27
		in a sustainable manner													
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.6	% Progress on the upgrading of the Ritchie sport grounds by 30 June 2026	% Completion	26	-	-	-	-	-	-	-	100%	-
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner													
Community and Social Services	Cemeteries	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to	SO6.5	Percentage progress on the upgrading and building of ablution blocks at Ritchie Cemetery by 30 June 2025	Percentage progress as per project plan	26	85%	-	-	-	-	100%	85%	-	-

<u>Strategic Objective 6</u> Provision of Community and Social Services	

National KPA: Provision of Community and Social Services

[illegible]

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	Actual 24/25	25/26	26/27
		is maintained to deliver such services in a sustainable manner		the annual maintenance plan											
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.5	Percentage upgrade of the swimming pools s (Karen Muir, Roodepan, Florianville and Galeshewe) to be upgraded by 30 June 2025	Number of swimming pools upgraded as per the project plan	All	100%	-	-	-	-	100%	100%	-	-
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		% Progress on the refurbishment of community halls as per the annual maintenance plan	% Maintenance on the refurbishment of community halls	All	100%	-	-	-	-	100%	100%	100%	100%
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard	SO6.7	% Completion for the refurbishment of community halls (Floors/Colville 30 June 2026	% Progress on the refurbishment of community halls	14	68%	-	-	-	-	100%	68%	100%	-

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	Actual 24/25	25/26	26/27
		and the infrastructure is maintained to deliver such services in a sustainable manner													
Community and Social Services	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.8	% Maintenance of usable community parks as per the annual maintenance plan	% Maintenance	SPM	100%	100%	100%	100%	100%	100%	100%	100%	100%
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 2026	Number of roadblocks conducted	SPM	17	-	-	8	33	8	8	17	8
Community and Social Services	Health and safety	All communities have access to basic services delivered at an acceptable and	SO6.10	Plan and conduct stop and check points to improve road safety by 30 June 2026	Number of stop and checkpoints conducted	All	10 171	-	-	6 000	13 583	6 000	6 000	10 171	6 000

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	Actual 24/25	25/26	26/27
		agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner													
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 2026	Number of awareness campaigns conducted	All	4	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 2026	Number of inspections	All	3 439	-	-	1 800	2 739	2 700	3 439	2 700	2 700
Community and Social Services	Health and safety	All communities have access to basic services delivered at an acceptable and	SO6.13	Conduct monthly inspections at non-food premises to ensure compliance to	Number of inspections	All	455	-	-	1 200	1 122	1 200	455	800	800

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	Actual 24/25	25/26	26/27
		agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		legislation by 30 June 2026											
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 2026	Number of water samples collected and submitted to the Laboratory	All	615	-	-	960	638	600	615	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 2026	Final Reviewed Indigent Burial Policy	SPM	1	-	-	-	-	1	1	1	-
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	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	SPM	0	-	-	-	-	1	0	1	0

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	Actual 24/25	25/26	26/27
		deliver such services in a sustainable manner		Strategy by 30 June 2026											
Community and Social Services	Cemeteries	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.17	Percentage completion of the fencing of the ABC Cemetery by 30 June 2026	% Progress as per annual project plan	17	0%	-	-	-	-	-	-	100%	-

CHAPTER 8

COGTA	Department of Cooperative Governance and Traditional Affairs
DOE	Department of Energy
DSD	Department of Social Development
DMF	Disaster Management Framework
DWS	Department of Water and Sanitation
EMT	Executive Management Team
EPWP	Expanded Public Work Programme
EPIP	Environmental Protection Infrastructure Programme
GBV	Gender Based Violence
GBVF	Gender Based Violence and Femicide
GVA	Gross Value Added
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
IDP	Integrated Development Plan
IEM	Integrated Environmental Management
IGR	Intergovernmental Relations
INEP	Integrated National Electrification Programme
ICT	Information and Communication Technology
IUDG	Integrated Urban Development Grant
LGBTQIA+	Gay, Lesbian, Bisexual, Transgender, Queer, Intersex, and Asexual people collectively
FBDM	Frances Baard District Municipality
NGO	Non-governmental Organisation
NUSP	National Upgrading Support Programme
MIG	Municipal Infrastructure Grant
MFMA	Municipal Financial Management Act
MTREF	Medium-Term Revenue and Expenditure Framework
PESTLE	Political, Economic, Sociological, Technological, Legal and Environmental
PM	Performance Management
PSDF	Provincial Spatial Development Framework
RBIG	Regional Bulk Infrastructure Grant
RDP/BNG	Reconstruction and Development Programme/Breaking New Ground
REDZ	Renewable Energy Development Zone
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SMME	Small Medium Micro Enterprise
SPELUM	Spatial Planning and Land Use Management
SPM	Sol Plaatje Municipality

ANNEXURE 1

WESSA	Wildlife and Environment Society of South Africa
WSIG	Water Services Infrastructure Grant
WWTW	Wastewater Treatment Works

ANNEXURE 1

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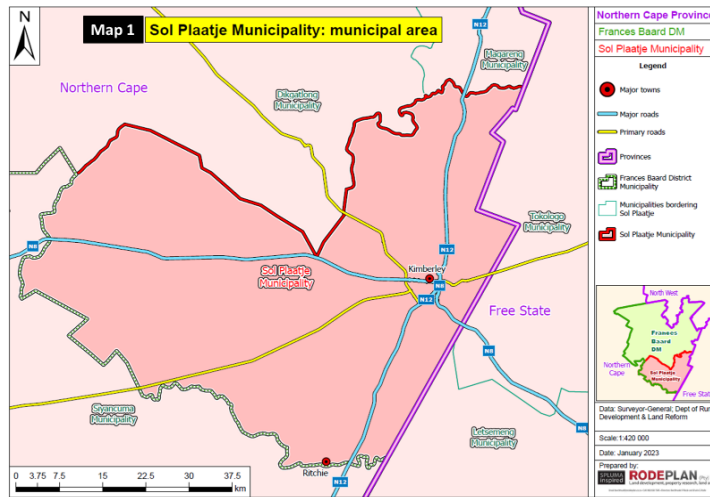
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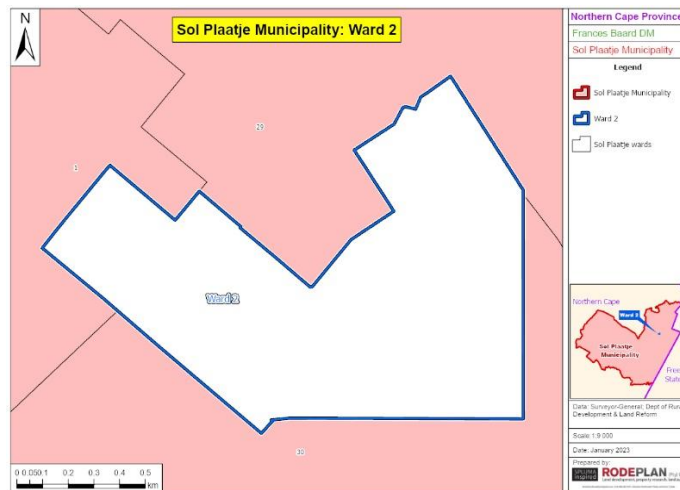
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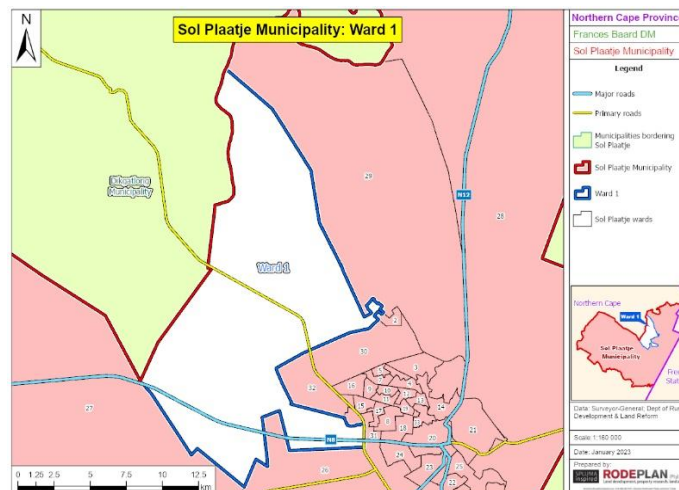
Chapter 5 ANNEXURE 1 MAPS



Municipal Area Map

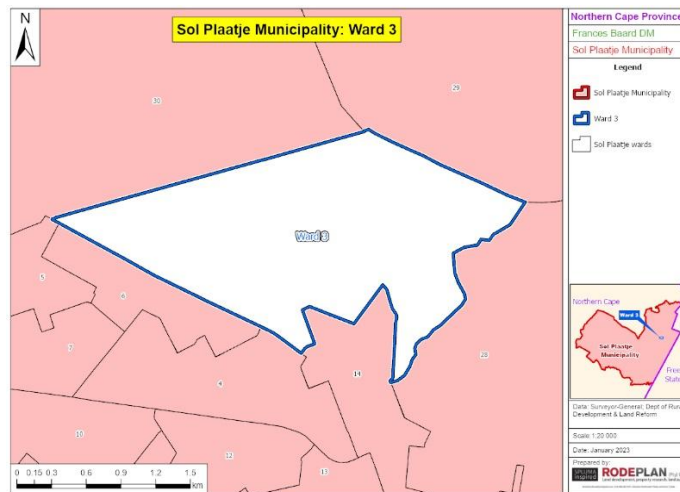


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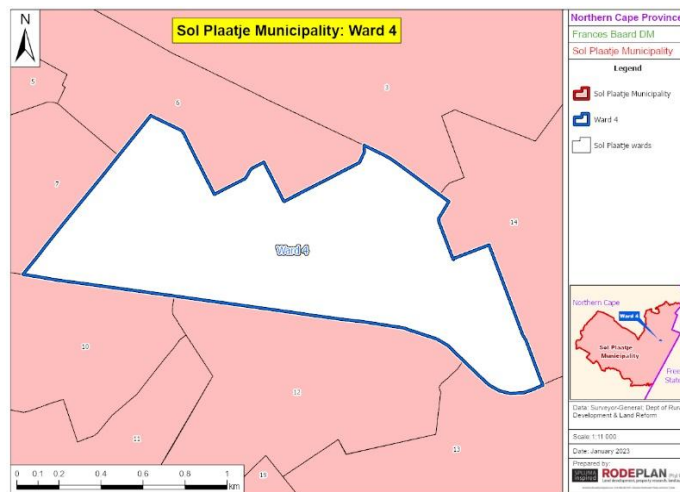


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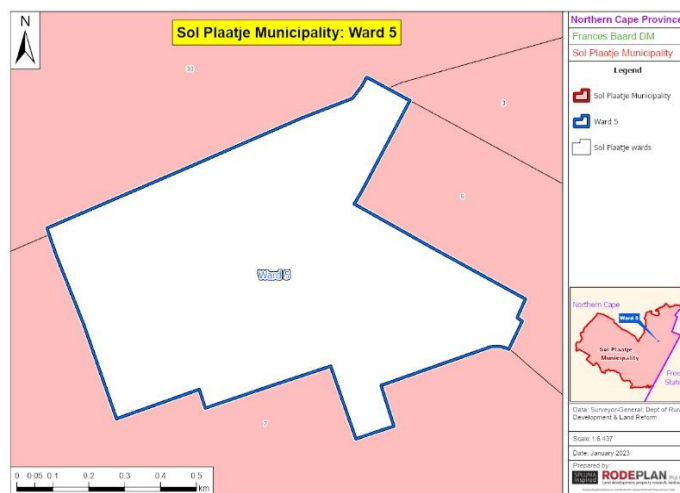
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Ward 3

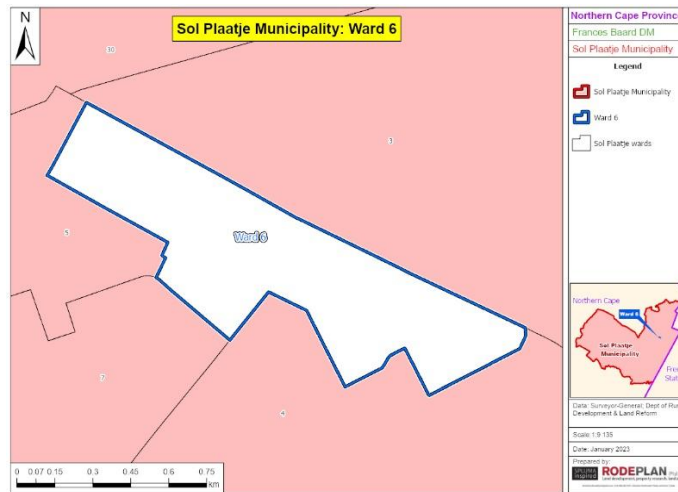


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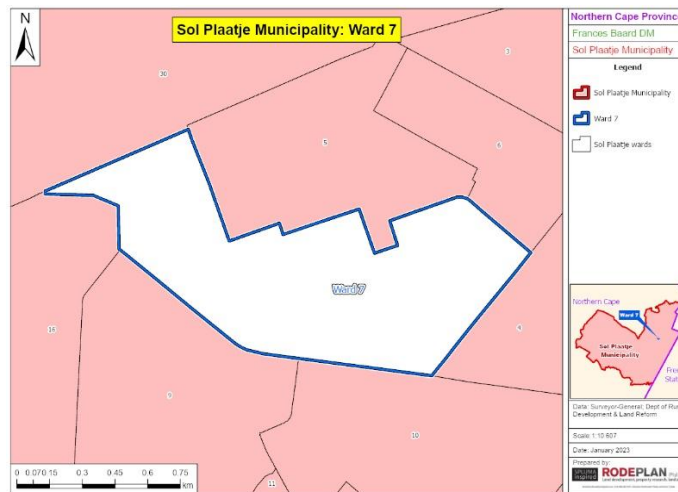


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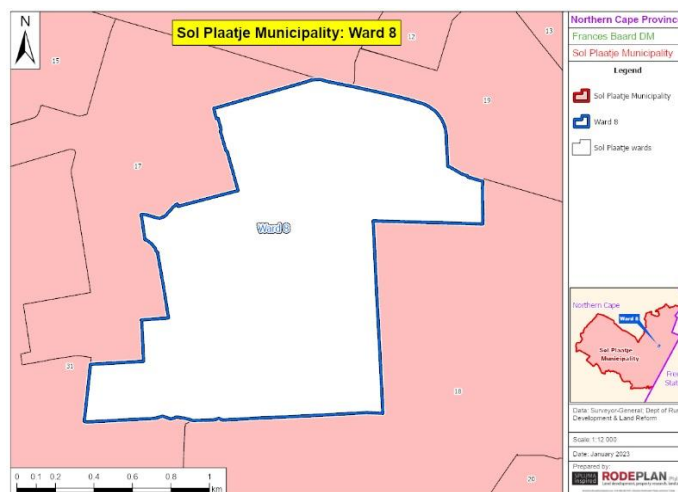
ANNEXURE 2



Ward 6

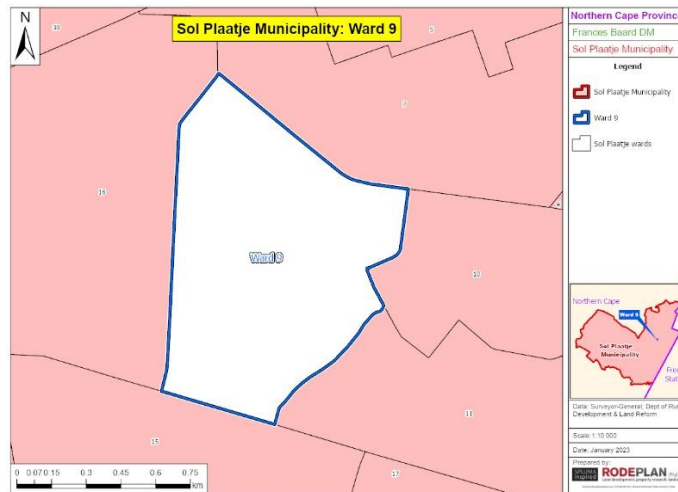


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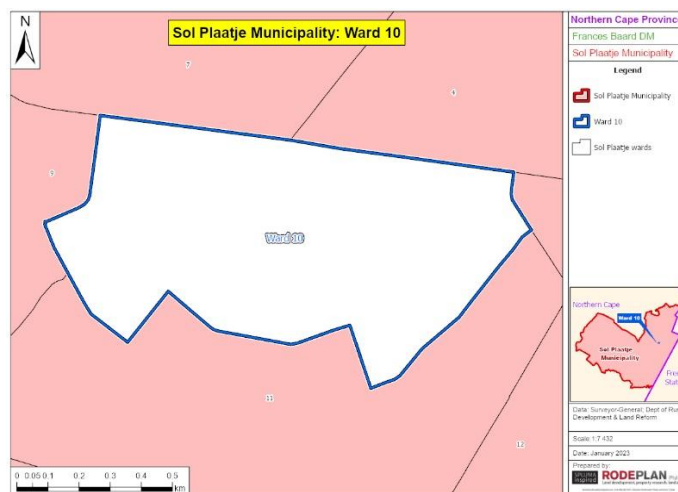


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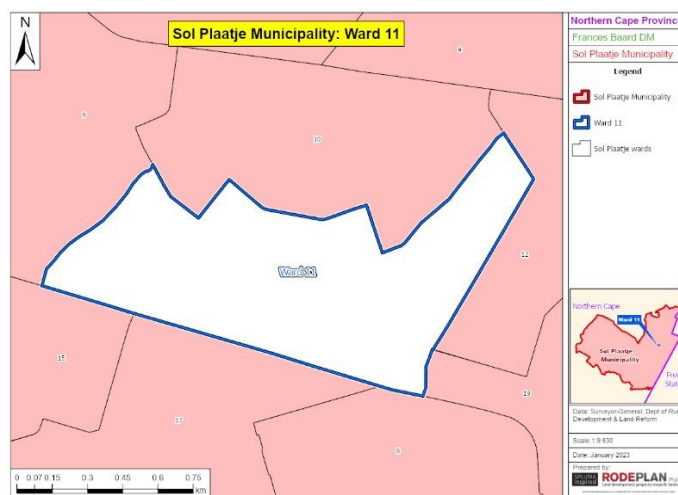
ANNEXURE 2



Ward 9

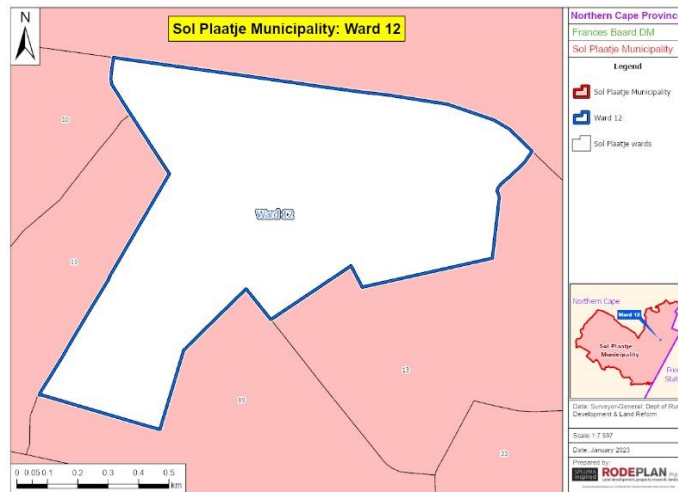


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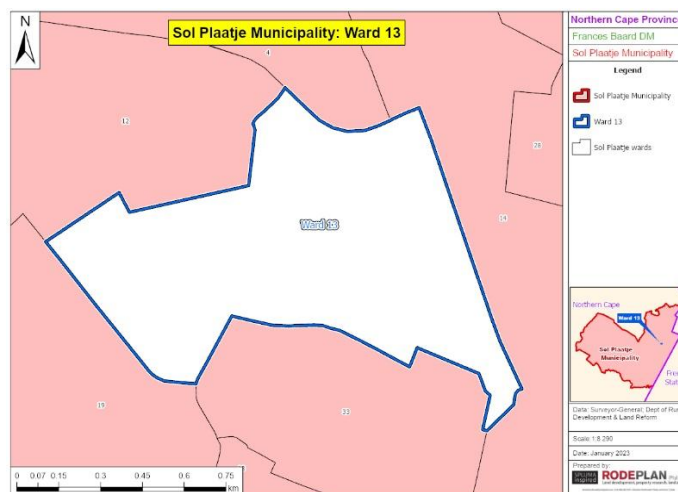


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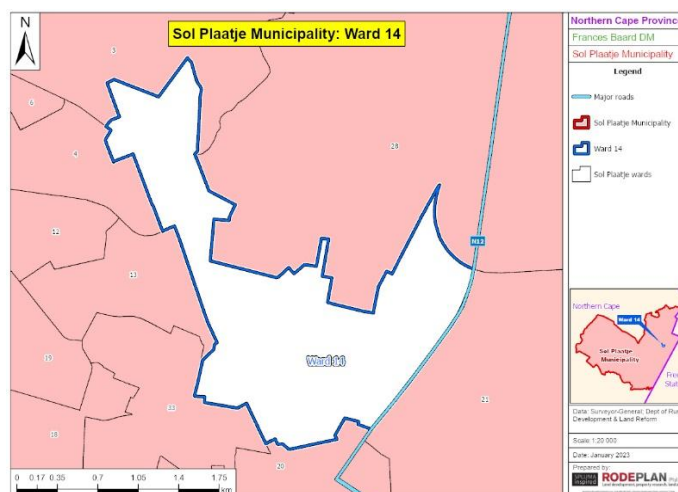
ANNEXURE 2



Ward 12

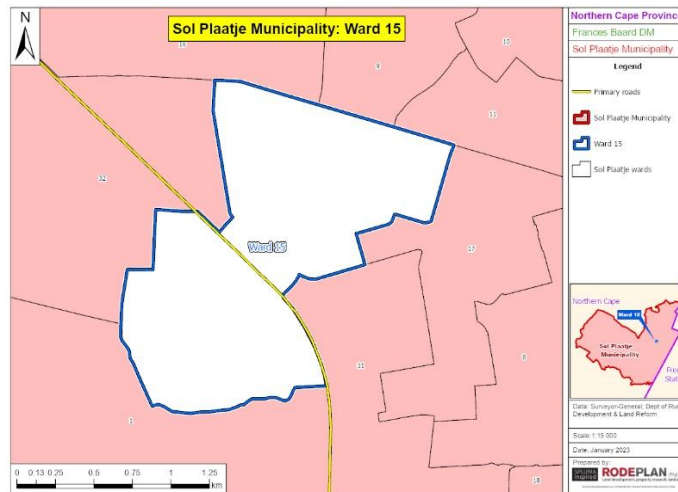


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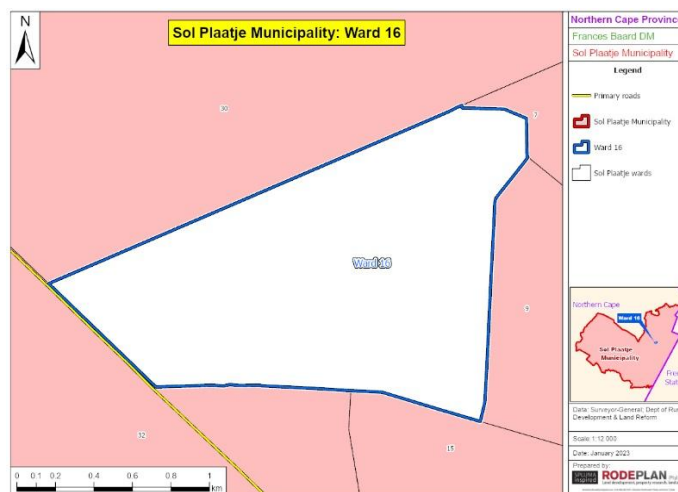


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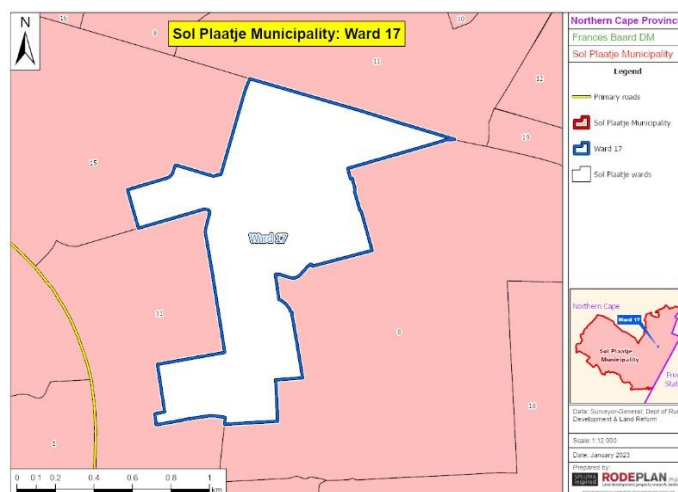
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Ward 15

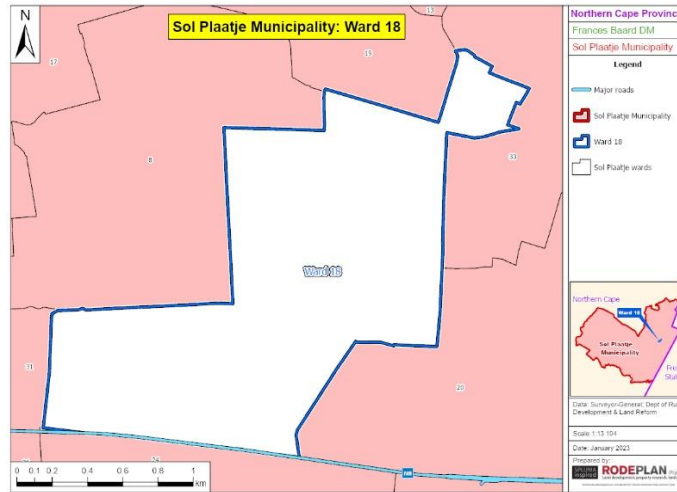


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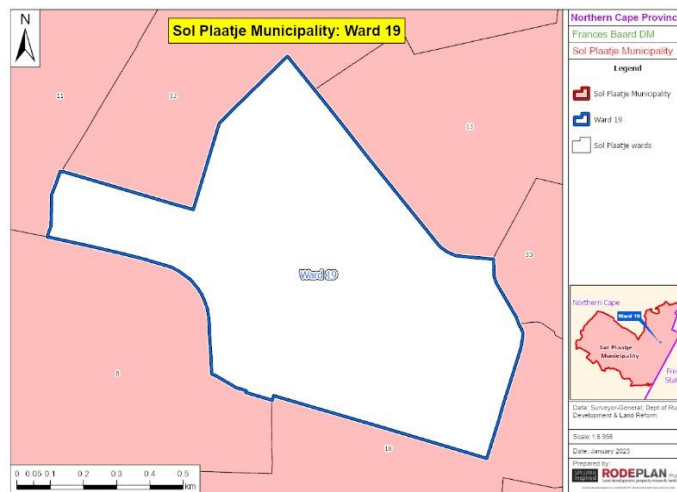


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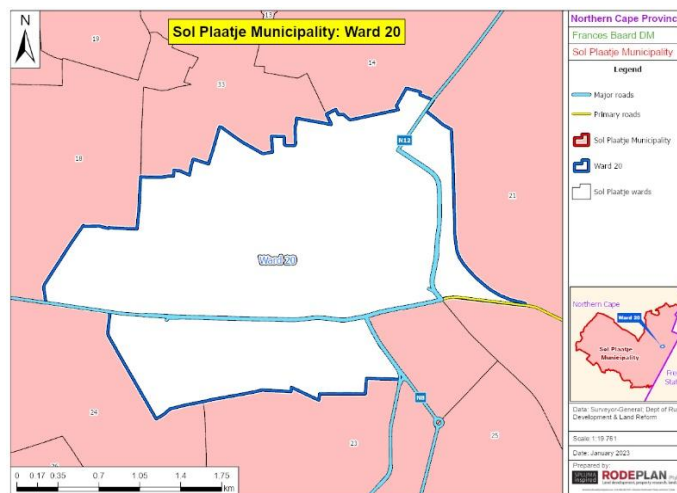
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Ward 18

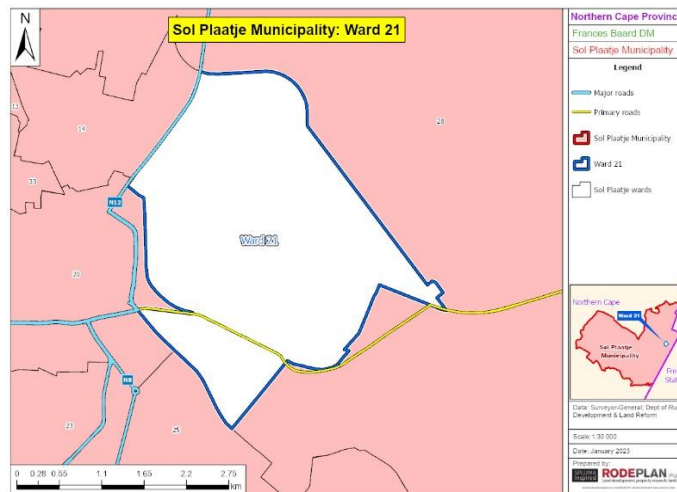


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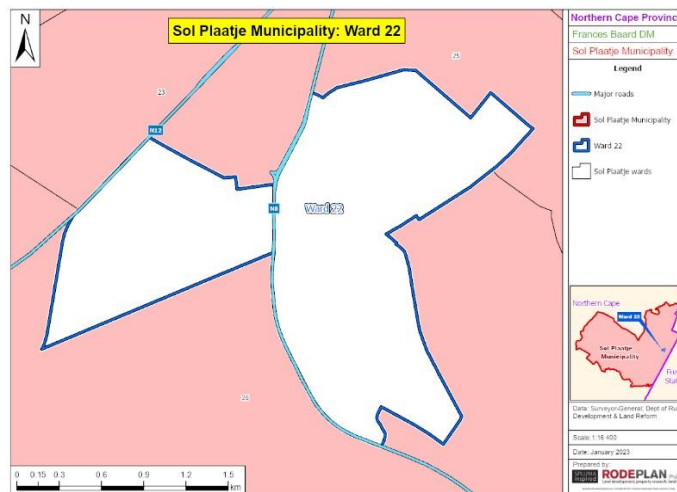


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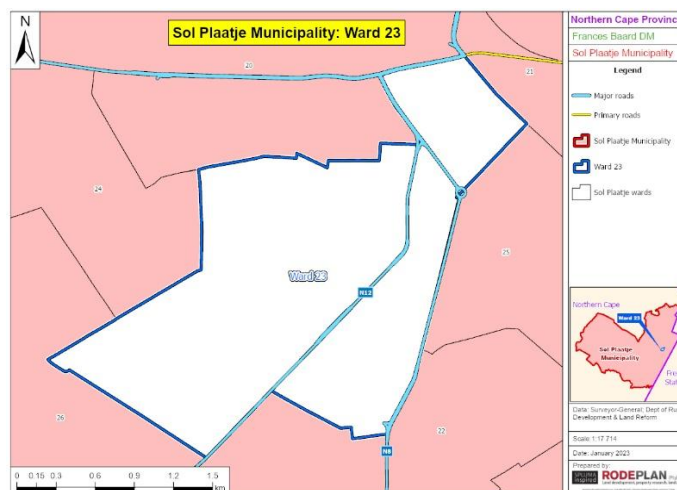
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Ward 21

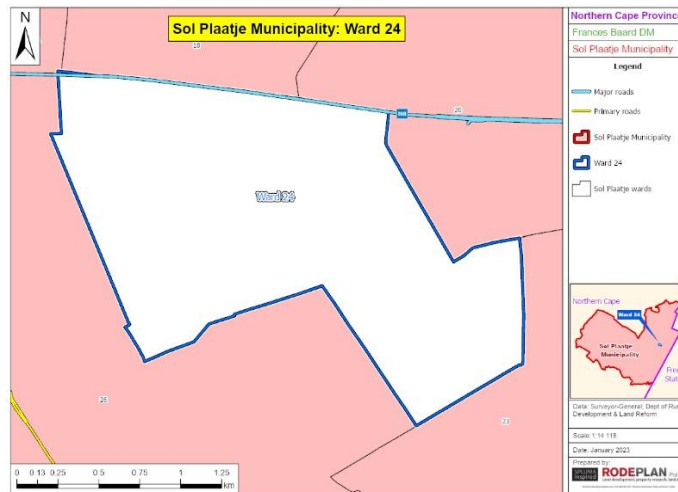


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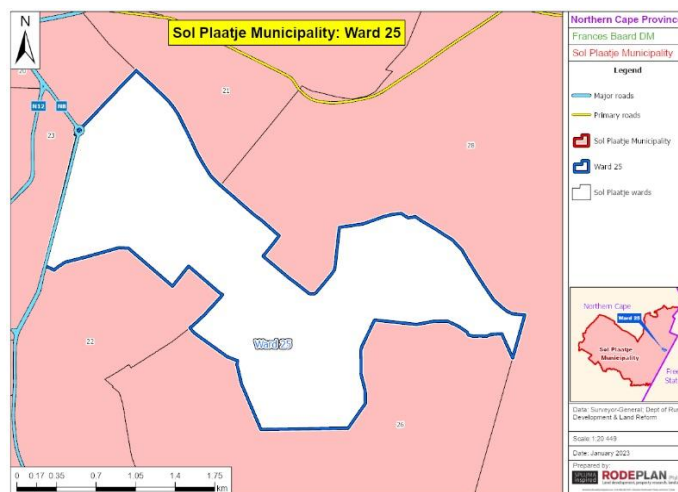


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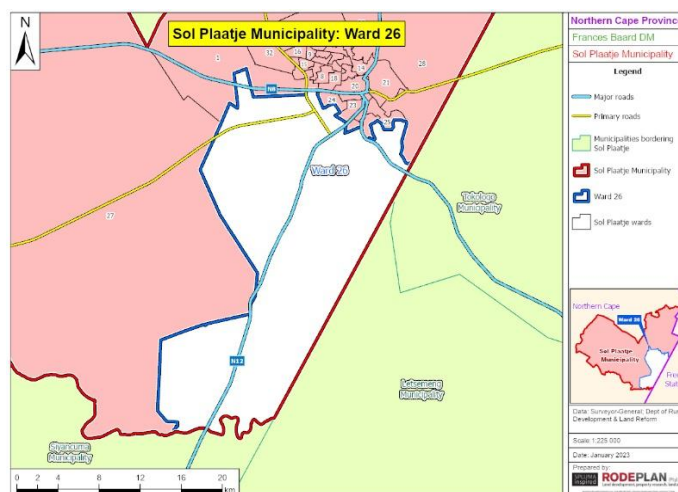
ANNEXURE 2



Ward 24

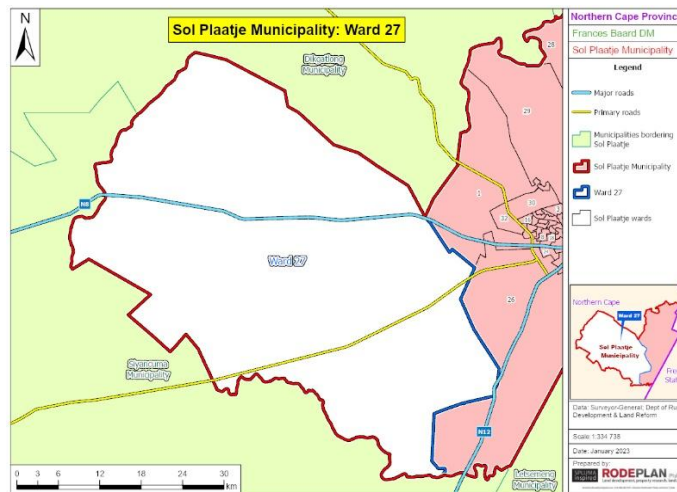


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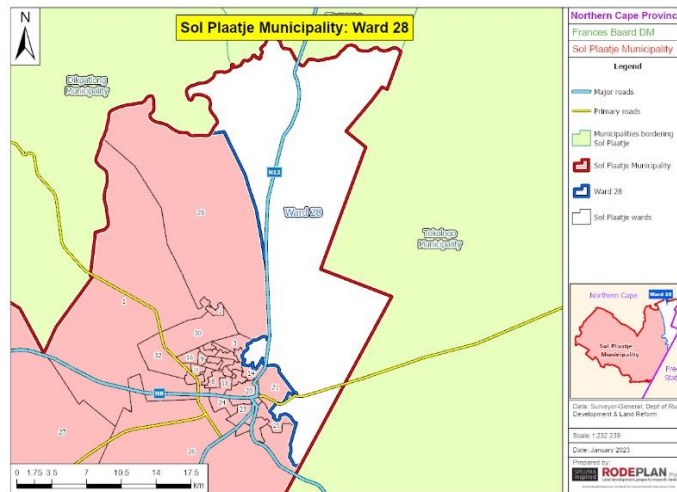


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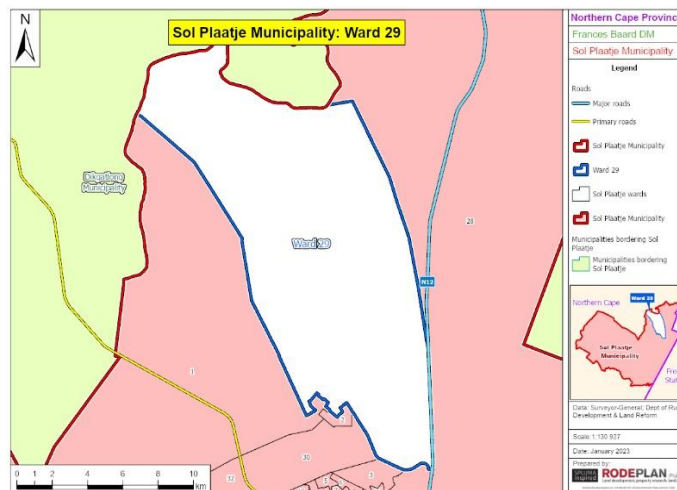
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Ward 27

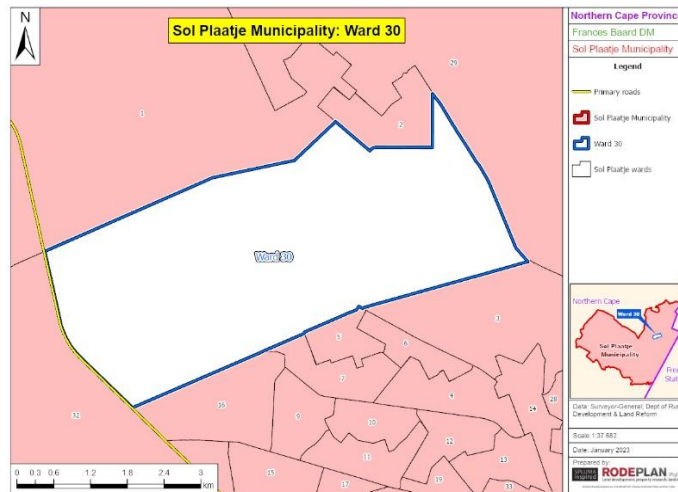


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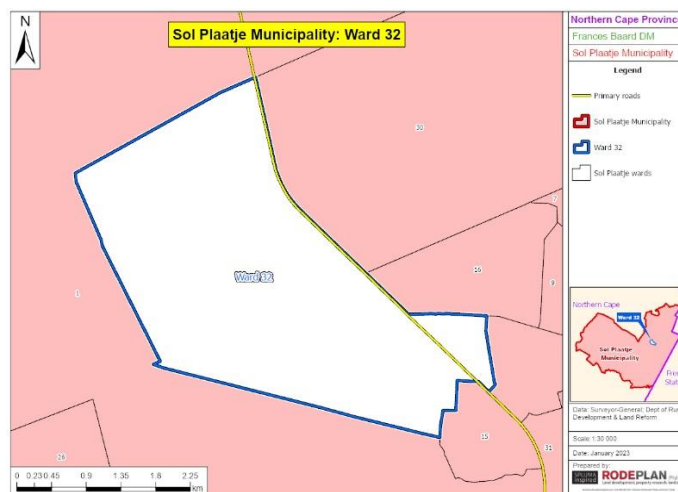


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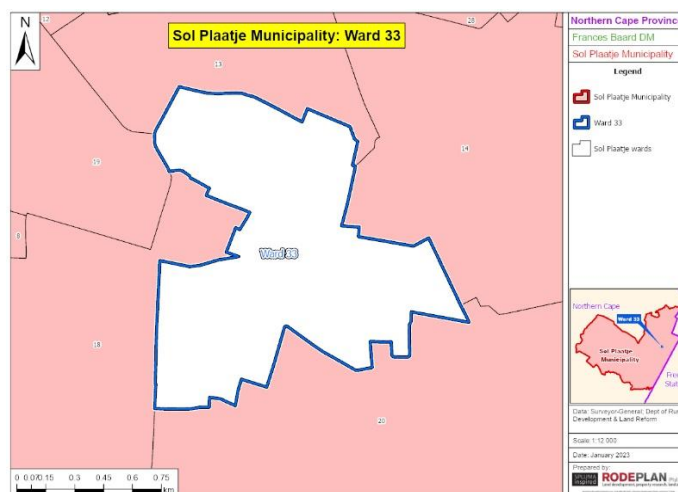
ANNEXURE 2



Ward 31



Ward 32



Ward 33

SECTION 5:

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

DRAFT SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP) 2026/27

STRATEGIC OBJECTIVE 1: ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB

National KPA: Local Economic Development

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	Quarterly Targets			
										Q1	Q2	Q3	Q4
										2026/27			
1.1	Office of Municipal Manager	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 2027	Number of full-time equivalents created by 30 June	Register and reports of FTEs created through EPWP	SPM	870.51	553	-	-	-	553
1.2	Strategy, Economic Development, Planning	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.6	Percentage progress on the redevelopment of the RC Elliot Hall as per the annual plan by 30 June 2027	Percentage progress as per the annual plan	Completed planning and design Report	SPM	10%	100%	45%	60%	75%	100%
1.3	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.4	To process 80% category 1 land-use applications received until 30 April through Municipal Planning Tribunal by 30 June 2027	% of category 1 land use applications processed	Register of processed Category 1 land use applications	SPM	92%	80%	-	-	-	80%
1.4	Strategy, 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 2026	Number of building plans processed	Register indicating the number of building plans processed which were received before 1 July 2025, number and dates when plans were addressed	SPM	206	200	-	-	-	200

STRATEGIC OBJECTIVE 1: ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB

National KPA: Local Economic Development

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	Quarterly Targets			
										Q1	Q2	Q3	Q4
										2026/27			
1.5	Strategy, 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 by 30 June 2027	Average response time in weeks to process building plans	Register indicating the steps for processing and dates when each step was signed off	SPM	9,71 weeks	11 weeks	11 weeks	11 weeks	11 weeks	11 weeks
1.6	Strategy, 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 by 30 June 2027	Average response time in weeks to process building plans	Register indicating the steps for processing and dates when each step was signed off	SPM	6,50 weeks	11 weeks	11 weeks	11 weeks	11 weeks	11 weeks
1.7	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.8	Number of workshops provided to SMMEs by 20 June 2027.	Number of workshops provided to SMMEs	Workshop report and attendance register	SPM	10	10	3	3	2	2

STRATEGIC OBJECTIVE 1: ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB

National KPA: Local Economic Development

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	Quarterly Targets			
										Q1	Q2	Q3	Q4
										2026/27			
1.8	Strategy, 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 by 30 June 2027	Number of erven planned and surveyed	Layout Plan and Draft SG diagram	SPM	5,292	300	-	-	-	300
1.9	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.		Percentage completion of the cadastral rectification in Number 2	% completion of the as per the annual plan	Layout Plan and Draft SG diagram	All	0	100%	15%	45%	80%	100%
1.10	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.11	Number of marketing and promotion of tourist attractions conducted annually	Number of programmes conducted	Quarterly reports	SPM	4	4	1	1	1	1
1.11	Strategy, 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 by 30 June 2027	% Progress as per the annual project plan	Completed Environmental Studies	SPM	0%	100%	-	-	-	100%
1.12	Strategy, 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 by 30 June 2027	% Progress as per the annual project plan	Project Implementation Plan and completion report	SPM	0%	100%	-	50%	-	100%

STRATEGIC OBJECTIVE 1: ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB

National KPA: Local Economic Development

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	Quarterly Targets			
										Q1	Q2	Q3	Q4
										2026/27			
1.13	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.14	Percentage upgrade of the Tram by 30 June 2027	% Completion as per the annual plan	Project progress report and practical completion certificate	SPM	0%	100%	-	50%	-	100%
1.14	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.27	Percentage review of the Spatial Development Framework (SDF)	% Completion as per the annual plan	Project Implementation Plan and completion report	SPM	100%	100%	25%	50%	75%	100%
1.15	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.11	Percentage completion of the design, printing and distribution of tourism Brochures by 30 June 2027	% completion as per the annual plan	Project Implementation Plan and completion report	SPM	100%	100%	-	50%	-	100%

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.1	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.38	Number of households in Tshwaragano to be connected to the electricity network by 30 June 2027	Number of households to be connected to the electricity network	Approved layout plans, signed off completion certificate of the various engineers/ project managers (COC), annexure detailing erven connected	13	0	50	-	-	50	-
2.2	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.31	Number of households in Platfontein to be connected to the electricity network by 30 June 2027	Number of households to be connected to the electricity network	Approved layout plans, signed off completion certificate of the various engineers/ project managers (COC), annexure detailing erven connected	30	0	50	-	-	50	-
2.3	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.31	Number of households in Marikana to be connected to the electricity network by 30 June 2027	Number of households to be connected to the electricity network	Approved layout plans, signed off completion certificate of the various engineers/ project managers (COC), annexure detailing erven connected	30	0	50	-	-	-	365

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.2	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.31	Number of households in west-end to be connected to the electricity network by 30 June 2027	Number of households to be connected to the electricity network	Approved layout plans, signed off completion certificate of the various engineers/ project managers (COC), annexure detailing erven connected	30	0	50	-	-	-	360
2.3	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.40	Percentage completion of the installation of the Galeshewe 20MVA transformer by 30 June 2027	Percentage completion on the procurement and delivery of the transformer.	Project progress report and practical completion certificate	19	0	100%	-	-	100%	-
2.4	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Number of new high-mast lights to be constructed by 30 June 2027	Number of new high-mast lights constructed	Project progress report and practical completion certificate	SPM	20	5	-	5	-	-

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.5	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the refurbishment of the filters and backwash system for the new Waste Water Treatment Works (WWTW), Phase 1 by 30 June 2027	% Progress as per the annual project plan	Project progress report for the refurbishment of the filters and backwash system	SPM	20%	100%	55%	75%	80%	100%
2.6	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the upgrade of the security at the Riverton water treatment works by 30 June 2027	% Progress as per the annual project plan	Project progress report for the upgrading of security	SPM	20%	100%	50%	100%	-	-
2.7	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the repair of emergency leakages at the Newton reservoir by 30 June 2027	% Progress as per the annual project plan	Project progress report for the repair of the emergency leakages	SPM	20%	100%	50%	100%	-	-
2.8	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the completion of the emergency water meter installation and procurement of a water quality monitoring hardware, Ph 1 by 30 June 2026	% Progress as per annual project plan	Project progress report	SPM	100%	100%	100%	-	-	-

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.9	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the upgrade of the power supply and refurbishment of the abstraction pump station (Old and New Plant – Riverton, Ph 1 by 30 June 2026	% Progress as per annual project plan	Project progress report	SPM	53%	100%	100%	-	-	-
2.10	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage completion on the design work for Phase 1 of the Kimberley network leak detection and repair by 30 June 2027	% Progress as per annual project plan	Project progress report	SPM	20%	100%	15%	45%	80%	100%
2.11	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage completion on the design work for Phase 2 of the Kimberley network leak detection and repair 30 June 2027	% Progress as per annual project plan	Project progress report	SPM	20%	60%	-	25%	35%	60%
2.12	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the upgrade of the old Water Treatment Plant (WTP) chlorine and dosing work by 30 June 2027	% Progress as per the annual project plan	Project progress report	SPM	20%	100%	50%	100%	-	-

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.13	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the upgrade of the new Water Treatment Plant (WTP) chlorine and dosing works by 30 June 2027	% Progress as per the annual project plan	Project progress report	SPM	50%	100%	50%	100%	-	-
2.14	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	% Completion of the upgrade of the Ritchie Water Treatment Works (WTW) and bulk pipeline by 30 June 2027	% Progress as per annual project plan	Project progress report	SPM	20%	100%	15%	45%	80%	100%
2.15	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the repair of the bulk pipeline from Riverton to Mid station (Section 2) by 30 June 2027	% Progress as per annual project plan	Project progress report	SPM	0%	100%	35%	45%	80%	100%
2.16	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the installation of the 1200 mm new steel bulk water pipeline from Mid station to Newton Reservoir (Section 3) by 30 June 2027	% Progress as per annual project plan	Project progress report	SPM	0%	100%	-	55%	75%	100%

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.17	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the procurement of the of the bulk 1200 ND steel pipeline material by 30 June 2026	% Progress as per the procurement plan	Procurement plan and Delivery notes	SPM	60%	100%	-	70%	80%	100%
2.18	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the installation of bulk water meters and pressure regulating valves by 30 June 2026	% Progress as per annual project plan	Project progress report	SPM	100%	100%	100%	-	-	-
2.19	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the upgrade of the Newton Reservoir Complex parameter CCTV system (security access and control) by 30 June 2027	% Progress as per annual project plan	Project progress report for the upgrading of security	SPM	0%	100%	-	55%	75%	100%
2.20	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the upgrade of the security at the Newton Reservoir Complex -Civil Works (security access and control) by 30 June 2027	% Progress as per annual project plan	Project progress report for the upgrading of security	SPM	0%	100%	-	55%	75%	100%

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.21	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Percentage progress on the update of the Emergency Leak Repairs on priority leaks identified from Smart ball Survey and Mid station Valve Repairs by 30 June 2026	% Progress as per annual project plan	Project progress report as per the annual plan	SPM	0%	100%	50%	100%	-	-
2.22	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.15	99% water quality level achieved as per SANS 241 annually by 30 June 2027	% water quality level achieved as per SANS 241 criteria annually	IRIS report, Laboratory Analysis Report, Monitoring Report	SPM	89.98%	99%	99%	99%	99%	99%
2.23	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.16	80% waste water effluent quality level achieved as per National Effluent Quality Standards by 30 June 2027	% waste water effluent quality level achieved as per National Effluent Quality Standards, annually	IRIS Report, Laboratory Analysis Report, Monitoring Report	SPM	66,17%	80%	80%	80%	80%	80%
2.24	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.18	Number of square metres of roads to be resealed by 30 June 2027	Square metres of road to be resealed	Project progress reports and practical completion certificate	SPM	150 000 m ²	55 000 m ²	-	27 500 m ²	27 500 m ²	-

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.25	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	SO2.19	Distance of kilometres of residential roads upgraded from gravel to a paved surface by 30 June 2027	Number of kilometres paved	Project progress reports and practical completion certificate	SPM	7.50 km	5km	-	2,5km	2,5km	-
2.26	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Replace 250W HPS luminaires with 100W LED luminaires by 30 June 2027	Number of luminaires replaced	Project progress reports and practical completion certificate	SPM	311	262	-	87	87	88
2.27	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Replace 70W MV luminaires with 36W LED luminaires by 30 June 2027	Number of luminaires replaced	Project progress reports and practical completion certificate	SPM	293	200	-	66	67	67
2.28.	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Replace 400W MV luminaires with 276W LED luminaires by 30 June 2027	Number of luminaires replaced	Project progress reports and practical completion certificate	SPM	262	315	-	105	105	105

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.29	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Replacement of 125W MV luminaires with 36W LED luminaires by 30 June 2027	Number of luminaires replaced	Project progress reports and practical completion certificate	SPM	0	300	-	100	100	100
2.30	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.42	Percentage progress on the refurbishment of the Beaconsfield waste water treatment works by 30 June 2027	Percentage progress as per project plan	Project progress report	SPM	12%	100%	15%	50%	75%	100%
2.31	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.41	Percentage progress on the refurbishment of the Homevale wastewater treatment works by 30 June 2027	Percentage progress as per project plan	Project progress report	SPM	12%	100%	15%	50%	75%	100%
2.32	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.42	Percentage progress on the refurbishment of the Lerato Park Sewer Pump Station by 30 June 2027	Percentage progress as per project plan	Project progress report	SPM	0	100%	15%	50%	75%	100%

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.33	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.42	Percentage progress on the refurbishment of the Gogga Pump Sewer Northern Region by 30 June 2027	Percentage progress as per project plan	Project progress report	SPM	0	100%	15%	50%	75%	100%
2.34	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.22	Percentage progress on the construction phase for the Carters Ridge sewer pump station (Phase 2) as per the annual plan by 30 June 2027	Percentage progress as per the annual project plan	Project progress report	SPM	47,60%	100%	15%	50%	75%	100%
2.35	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.25	Number of old zinc toilets to be reconstructed by 30 June 2027	Number of old zinc toilets to be reconstructed	Project progress report for number of old zinc toilets to be reconstructed	SPM	20	400	-	-	400	-
2.36	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	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) by 30 June 2027	Percentage of identified fleet delivered	Delivery inspection report	SPM	100%	100%	-	-	-	100%

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.37	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.27	Upgrade water Infrastructure (replace 500 water meters) by 30 June 2027	Number of water meters replaced	Report for number of water meters replaced	SPM	0	500	-	250	250	-
2.38	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.28	Upgrade electricity infrastructure (replace 50 prepaid electricity meters) by 30 June 2027	Number of electricity meters replaced	Report for number electricity meters replaced	SPM	0	1	-	25	25	-
2.39	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.32	Percentage progress for on upgrading of storm water channels in various areas of Sol Plaatje municipal area by 30 June 2027	Percentage progress on upgrading of storm water channels	Project progress reports and practical completion certificate	SPM	100%	100%	-	-	50%	50%
2.40	Office of the MM	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.33	Number of project management meetings conducted by the Project Management Unit by 30 June 2027	Number of meetings conducted	Minutes of meetings held	SPM	0	10	3	2	2	3

STRATEGIC OBJECTIVE 2: IMPROVED SERVICE DELIVERY

National KPA: Basic Service Delivery

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
2.41	Office of the MM	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.34	Number of project management reports tabled at the Executive Management Team meetings by 30 June 2027	Number of reports tabled	Agenda and Minutes of EMT	SPM	0	12	3	3	3	3
2.42	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	Percentage Completion on the construction of the satellite office containers by 30 June 2027	% Completion as per the annual project plan	Project progress report	SPM	0	100%	0	50%	0	100%

STRATEGIC OBJECTIVE 3: GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION

National KPA: Good Governance and public participation

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
3.1	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.1	Compile the final Annual Report for submission to council by 31 March 2027	Final Annual Report for submitted to council by 31 March 2027	Final annual report submitted	SPM	1	1	-	-	1	-
3.2	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.2	Develop a Risk Based Audit Plan and submit to the audit committee for consideration by 30 June 2027	Risk Based Audit Plan developed and submitted to the audit committee by 30 June 2027	Developed Risk Based Audit Plan	SPM	1	1	-	-	-	1
3.3	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.3	Report quarterly on the progress of risk mitigation to the APRC by 30 June 2027	Quarterly reports on strategic risk register	Quarterly reports on risk mitigation	SPM	4	4	1	1	1	1
3.4	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.4	Number of audits conducted as per the internal audit plan by 30 June 2027	Number of internal audits conducted	Proof of internal audits conducted	SPM	14	20	5	5	5	5

STRATEGIC OBJECTIVE 3: GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION

National KPA: Good Governance and public participation

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
3.5	Finance	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.6	Develop and submit an audit action plan to Council to address matters raised by the auditor general within 60 days after the end of the audit	Developed and submitted audit action plan	Proof of Council resolution	SPM	1	1	-	-	1	-
3.6	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.7	Compile the final IDP and submit to council by 31 May 2027	Final IDP submitted to Council by 31 May 2026	Council resolution	SPM	1	1	-	-	-	1
3.7	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.7	Compile the final SDBIP for approval by the Executive Mayor by 28 June 2027	Final signed SDBIP	Final approved SDBIP by Executive Mayor	SPM	1	1	-	-	-	1
3.8	Corporate Services	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 quarterly basis the electronic municipal newsletter through social media platforms by 30 June 2027	Monthly distribution	Monthly newsletters distributed	SPM	4	4	4	4	4	4

STRATEGIC OBJECTIVE 3: GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION

National KPA: Good Governance and public participation

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
3.9	Corporate Services	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.11	Number of quarterly reports submitted on gender activities (mainstream values of moral regeneration movement, child centered governance approach, women empowerment and gender equity and quality) by 30 June 2027	Number of reports submitted	Quarterly reports	SPM	6	4	1	1	1	1
3.10	Corporate Services	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.12	Percentage facilitation of Council and its Committee meetings as per the approved schedule by 30 June 2027	% facilitation as per the approved schedule	Schedule of facilitated council and Committee meetings held	SPM	100%	100%	100%	100%	100%	100%
3.11	Mayor's office	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.13	Percentage implementation of all approved Mayoral special programmes as per the annual plan by 30 June 2027	% implementation	Annual Plan of Special programmes implemented	SPM	100%	100%	40%	30%	10%	20%
3.12	Speaker's office	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.14	Percentage implementation of the public participation programme for IDP and budget as per the approved schedule by 30 June 2027	% implementation	Proof of programmes implemented as per the approved schedule	SPM	100%	100%	-	50%	-	50%

STRATEGIC OBJECTIVE 3: GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION

National KPA: Good Governance and public participation

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
3.13	Finance	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO5.10	Quarterly review of the ICT Strategic Risk Register by the ICT Steering Committee by 30 June 2026	Quarterly review of the ICT Strategic Risk Register	Approved minutes of ICT Steering Committee indicating risk register review. Revised Risk Register	SPM	0	4	1	1	1	1
3.14	Finance	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO5.10	Quarterly ICT Steering Committee meetings to ensure effective ICT Governance by 30 June 2026	Quarterly minutes of ICT Steering Committee	Approved minutes of ICT Steering Committee meetings held	SPM	0	4	1	1	1	1

STRATEGIC OBJECTIVE 4: ESTABLISHMENT OF A HEALTHY FINANCIAL MANAGEMENT

National KPA: Municipal Financial Viability and Management

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
4.1	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	SO4.1-SO4.4	Number of indigent households earning less than R4 500 provided with free basic services (water, electricity, refuse and sanitation) by 30 June 2027	Number of indigent households provided with free basic services (water, electricity, refuse and sanitation)	Indigent Register	SPM	11 633	11 800	0	0	0	11 800
4.2	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	SO4.20	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2027 (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}	Financial and Audit reports	SPM	68,87%	90%	15%	45%	75%	90%
4.3	Finance	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO4.21	The percentage of the total municipal operational budget spent by 30 June 2027 ((Actual amount spent on total operational budget/Total operational budget) X100)	% of the total municipal operational budget spent by 30 June 2026	Financial and Audit reports	SPM	97.76%	90%	15%	45%	75%	90%
4.4	Finance	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.5	Limit unaccounted for electricity to less than 25% by 30 June 2027 {(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) x 100}	% unaccounted for electricity by 30 June 2026	Financial and Audit reports	SPM	24.42%	25%	25%	25%	25%	25%

STRATEGIC OBJECTIVE 4: ESTABLISHMENT OF A HEALTHY FINANCIAL MANAGEMENT

National KPA: Municipal Financial Viability and Management

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
4.5	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	SO2.6	Limit unaccounted for water (Non-Revenue Water) to less than 40% by 30 June 2027{(Number of Kilotres Water Purified - Number of kilolitres Water Sold) / Number of kilolitre's Water Purified) X100}	% unaccounted for water (Non-Revenue Water) annually	Financial and Audit reports	SPM	40%	40%	40%	40%	40%	40%
4.6	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.5	Financial viability measured in terms of the municipality's ability to meet its service debt obligations by 30 June 2027 (Total Borrowings)/ Revenue (Overdraft + Current finance Lease Obligation + Non-current Finance Lease Obligation + Short Term Borrowings+ long term Borrowing) / (Total operating revenue – Operational Conditional Grants) x 100	Debt to revenue by 30 June	Financial and Audit reports	SPM	35%	45%	10%	10%	0%	45%
4.7	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.6	Maintain the debt coverage ratio of 2:1 against net assets of the municipality by 30 June 2027 (Current Assets / Current Liabilities)	Debt coverage ratio	Financial and Audit reports	SPM	2.75:1	2.10:1	2.10:1	2.10:1	2.10:1	2.10:1

STRATEGIC OBJECTIVE 4: ESTABLISHMENT OF A HEALTHY FINANCIAL MANAGEMENT

National KPA: Municipal Financial Viability and Management

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
4.8	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.7	Reduce net debtor days to 300 days by 30 June 2027 ((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue) × 365	Net debtor days	Financial and Audit reports	SPM	426	300	300	300	300	300
4.9	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.9	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2027 (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	Financial and Audit reports	SPM	0.82:1	01:01	01:01	01:01	01:01	01:01
4.10	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.12	Number of planned BSC meetings conducted to process bids by 30 June 2027	Number of meetings conducted	Minutes of BSC meetings conducted	SPM	32	24	6	6	6	6

STRATEGIC OBJECTIVE 4: ESTABLISHMENT OF A HEALTHY FINANCIAL MANAGEMENT

National KPA: Municipal Financial Viability and Management

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
4.11	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.13	95% collection rate and ensure payment based on correct account by 30 June 2027 (receipts/ billing x100)	95% collection rate achieved	Financial and Audit reports	SPM	77%	95%	95%	95%	95%	95%
4.12	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.14	Perform an annual cost analysis for each trading services for the new budget by 31 March 2027 (Water, Electricity, Sanitation and Refuse)	Cost analysis report	Reports submitted to CFO and EMT	SPM	1	1	-	-	1	-
4.13	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	SO4.15	75% reduction of irregular expenditure by 30 June 2027	% reduction of irregular expenditure after recovery/write-off (Cumulative expenditure incurred to date – Previous balance incurred) /previous balance incurred	UIFW Register and Statement of Financial Performance	SPM	0%	75%	75%	75%	75%	75%
4.14	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.16	100% elimination of Fruitless & wasteful expenditure by 30 June 2027	% Elimination of Fruitless and wasteful expenditure after recovery/write-off (Cumulative expenditure incurred to date – Previous balance incurred)	UIFW Register and Statement of Financial Performance	SPM	0%	100%	100%	100%	100%	100%

STRATEGIC OBJECTIVE 4: ESTABLISHMENT OF A HEALTHY FINANCIAL MANAGEMENT

National KPA: Municipal Financial Viability and Management

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
					/previous balance incurred								
4.15	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.17	100 % Elimination of Unauthorised expenditure by 30 June 2027	% of Unauthorised expenditure after recovery/write-off (Cumulative expenditure incurred to date – Previous balance incurred) /previous balance incurred	UIFW Register and Statement of Financial Performance	SPM	0%	100%	100%	100%	100%	100%
4.16	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	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 2027. (All reports to be uploaded within 10 working days after the month-end)	% of reports loaded on the GoMuni application	Go Muni uploaded status report	SPM	90%	100%	100%	100%	100%	100%

STRATEGIC OBJECTIVE 4: ESTABLISHMENT OF A HEALTHY FINANCIAL MANAGEMENT

National KPA: Municipal Financial Viability and Management

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
4.17	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.19	Reduce Trade Creditors payment period to 30 days by 30 June 2027 (Trade Creditors Outstanding / Credit Purchases/(Operating and Capital) x365)	Creditors Payment Period (Trade Creditors)	Financial and Audit reports	SPM	284	30	30	30	30	30
4.18	Finance	Finance	SO4.22	Prepare and submit the Asset Register for the FY 2025/26 to the Auditor General by 31 August 2026	Approved Asset Register submitted to the Auditor General	Proof of submission to AG	SPM	1	1	1	-	-	-

STRATEGIC OBJECTIVE 5: IMPROVED INSTITUTIONAL MANAGEMENT

National KPA: Institutional Development and Municipal Transformation

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	Q1	Q2	Q3	Q4
										QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
5.1	Finance	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.2	Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure by 30 June 2027 (employee related costs and councillors' remuneration/total operating expenditure x100	Employee cost as a percentage of total operating cost	Financial and Audit reports	SPM	37,71%	33%	33%	33%	33%	33%
5.2	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.4	Limit vacancy rate to 20% of funded post by 30 June 2026 {(Number of funded posts vacant divided by budgeted funded posts) x100}	(Number of funded posts vacant divided by budgeted funded posts) x100	Reviewed municipal organizational structure	SPM	20%	20%	20%	20%	20%	20%
5.3	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.5	Review the Workplace Skills Plan and submit plan to the LGSETA by 30 April 2027	Workplace Skills Plan submitted to LGSETA	Reviewed Workplace Skills Plan	SPM	1	1	-	-	-	1

STRATEGIC OBJECTIVE 5: IMPROVED INSTITUTIONAL MANAGEMENT

National KPA: Institutional Development and Municipal Transformation

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	Q1	Q2	Q3	Q4
										QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
5.4	Office of the Municipal Manager	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 2027	Performance assessments conducted twice per year	Number of assessments conducted	SPM	2	2	-	-	1	1
5.5	Office of the Municipal Manager	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 August 2026	% Completion of Performance agreements developed, submitted and publicised	Performance agreements developed, submitted and publicized	SPM	100%	100%	100%	-	-	-

STRATEGIC OBJECTIVE 6: PROVISION OF COMMUNITY AND SOCIAL SERVICES

National KPA: Provision of Community and Social Services

SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
6.1	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.2	Number of reading outreach programmes conducted at all libraries by 30 June 2027	Number of outreach programmes held	Outreach programmes conducted	SPM	107	60	15	15	15	15
6.2	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.3	% Completion of the redevelopment of the Ritchie sports grounds by 30 June 2027	% Completion of the planning and designs as per the annual project plan	Completed planning and designs as per the annual project plan	26	0	100%	15%	45%	75%	100
6.3	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.9	Number of roadblocks conducted by 30 June 2027	Number of roadblocks conducted	Roadblocks conducted	SPM	33	8	2	2	2	2
6.4	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.10	Plan and conduct stop and check points to improve road safety by 30 June 2027	Number of stop and checkpoints conducted	Stop and check points conducted	SPM	13583	6000	1500	1500	1500	1500

STRATEGIC OBJECTIVE 6: PROVISION OF COMMUNITY AND SOCIAL SERVICES													
National KPA: Provision of Community and Social Services													
SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
6.5	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.11	Conduct quarterly awareness for HIV, STI and TB by 30 June 2027	Number of awareness campaigns conducted	Quarterly campaigns conducted	SPM	4	4	1	1	1	1
6.6	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.12	Monthly inspections conducted at food premises to ensure compliance to legislation by 30 June 2027	Number of Inspections conducted	Inspections conducted	SPM	2739	2700	675	675	675	675
6.7	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.13	Monthly inspections conducted at non-food premises to ensure compliance to legislation by 30 June 2027	Number of inspections conducted	Inspections conducted	SPM	1122	1200	300	300	300	300
6.8	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.14	Number of water samples collected and submitted to the Laboratory by 30 June 2027	Number of water samples collected and submitted to the Laboratory	Proof of submission to the Laboratory	SPM	638	600	150	150	150	150

STRATEGIC OBJECTIVE 6: PROVISION OF COMMUNITY AND SOCIAL SERVICES													
National KPA: Provision of Community and Social Services													
SDBIP REF	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	ANNUAL TARGET 2026/27	QUARTERLY TARGETS			
										Q1	Q2	Q3	Q4
										2026/27			
6.9	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO6.15	Review of the Indigent Burial Policy by 30 June 2026	Final Reviewed Indigent Burial Policy	Approval of Final Reviewed Indigent Burial Policy	SPM	0	1	-	1	-	-
6.10	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.46	Percentage Progress on the construction of the Riverton Community Hall by 30 June 2027	% Progress as per the annual project plan	Project progress report and practical completion certificate	29	0	100%	0	50%	75%	100%

RECOMMENDED BY MUNICIPAL MANAGER
SB MATLALA

SIGNATURE

DATE:

APPROVED BY EXECUTIVE MAYOR
CLLR M BARTLETT

SIGNATURE

DATE:

SECTION 6:

**BUDGET
RELATED
POLICIES
OVERVIEW
AND
AMENDMENTS**

<u>SOL PLAATJE MUNICIPALITY</u>				
<u>ANNEXURE : BUDGET RELATED POLICIES</u>				
<u>List of Budget related policies</u>	<u>Explanation numbers</u>	<u>Approved</u>	<u>Resolution Number</u>	<u>Reviewed</u>
Audit Committee Charter	1 & 2	30-May-25	C53/05/25	March 2026
Audit Manual Review	1 & 2	NEW		March 2026
Asset Management Policy	1	30-May-25	C53/05/25	March 2026
Budget and Virements Policy	1	31-Mar-23	C32/03/23	March 2026
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	March 2026
Cash Management and Investment Policy	1	27-Mar-24	C79/03/24	March 2026
Consumer Deposit Policy	1	27-May-15	C100/05/15	March 2026
Contracts Performance Management Policy	1	25-Mar-25	C17/03/25	March 2026
Customer Services Credit Control Debt Collection Policy	1	31-May-24	C89/05/24	March 2026
Debt Write-Off Policy	1	31-May-24	C89/05/24	March 2026
Deviation Procedures	1	31-Mar-22	C39/03/22	March 2026
Disposal of Movable Asset Policy	1	31-Jan-23	C12/01/23	March 2026
EFT Policy	1 & 2	31-Mar-22	C39/03/22	March 2026
Enterprise Risk Management Policy Framework	1	06-Feb-17	CR298/10	March 2026
Fraud Prevention and Anti-Corruption Policy	1	20-Oct-20	C175/10/20	March 2026
Fraud Prevention and Anti-Corruption Plan	1	21-Oct-20	C175/10/21	March 2026
Fraud Prevention and Anti-Corruption Strategy	1	22-Oct-20	C175/10/22	March 2026
Free Basic Services Policy	1	30-May-25	C53/05/25	March 2026
Funding and Reserve Policy	1	25-May-16	C148/05/16	March 2026
Indigent Management Policy	1	30-May-25	C53/05/25	March 2026
Internal Audit Charter	1 & 2	30-May-25	C53/05/25	March 2026
Internal Audit Strategy	1 & 2	30-May-25	C53/05/25	March 2026
Long Term Financial Planning Policy	1	27-May-15	C100/05/15	March 2026
Preferential Procurement Policy	1	30-May-25	C53/05/25	March 2026
Property Rates Policy	1	25-Mar-25	C17/03/2025	March 2026
Revenue Enhancement Strategy	1	27-May-15	C100/05/15	March 2026
Risk Management Policy	1	17-Nov-05	CR500	March 2026
Short and Long Term Borrowing Policy	1	29-May-13	C81/05/13	March 2026
Small Scale Embedded Generation Photovoltaic Policy	1	31-May-17	C60/05/17	March 2026
Smart Metering and Installation Management Policy	1	31-May-24	C89/05/24	March 2026
Sol Plaatje Materiality and Significance Framework	1	31-May-18	C38/05/18	March 2026
Supply Chain Management Policy	1	30-May-25	C53/05/25	March 2026
Tariff Policy	1	25-Mar-25	C17/03/25	March 2026
UIFW Expenditure Policy	1	07-Jun-22	C74/06/22	March 2026
Variation Order Procedures	1	31-Mar-22	C39/03/22	March 2026
Water Restrictions Policy	1	31-May-17	C60/05/17	March 2026
<u>Explanation numbers</u>				
1. These policies are accessible on the Sol Plaatje website: www.solplaatje.org.za .				
2. Policy to be approved with budget process 2026/27.				

SOL PLAATJE LOCAL MUNICIPALITY



Audit Committee Charter 2026/27

MAY 2026

Reviewed: 03 March 2026

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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, compliance 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 as it relates to finance activities;
- Compliance and
- The Control Environment.

To assist Council and management in fulfilling its oversight responsibilities for:

- The integrity of the municipality's financial statements;
- Fulfilling the municipality's adopted Risk and Combined Assurance posture;
- The municipality's compliance with legal and regulatory requirements and the code of conduct;
- The evaluation and completeness of performance targets as specified in the Strategic Plan and Performance Plan; and
- The performance of the municipality's internal audit activity 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 Council 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, following due process.

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 processes and 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, combined assurance posture and corporate governance processes;
- 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 and compliance within the Municipality and emphasize the importance of an effective control structure;
- 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, education plans 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.
- At least twice a year, meet separately with the External Auditor to discuss any matter that the Committee or external auditor believes should be discussed privately.

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, MPAC having provided dates when the AC report will be discussed.

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 the 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 and
- At least twice during a financial year submit an audit committee report with regards to performance to the municipal council. 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 being 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, 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.

Secretariat Responsibilities

- The Internal Audit Unit will assign one of its personnel to act as the Secretary to the Audit Committee.
- The Secretary's duties include:
 - Ensuring that the Chairperson reviews and verifies draft reports and minutes of the Audit Committee meetings.
 - Circulating the final, verified minutes to all Audit Committee members within two weeks after each meeting.

Member Attendance and Participation

Any Audit Committee member who fails to attend 3 consecutive meetings or is consistently inactive (e.g. does not participate meaningfully or contribute to Committee activities) without a valid reason, will be subject to automatic removal from the Committee, in line with the terms of reference or applicable municipal policy. Refer to 4(2) of the code of conduct for councilors with reference to attendance of committee meetings.

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 and 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. Each AC member having only one vote per count.

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 helps to complete a meaningful self-assessment of the municipality's governance process.

COMBINED ASSURANCE

King V (effective January 2026) reinforces combined assurance under **Principle 11**, requiring the governing body to direct and oversee an integrated, risk-based assurance model. It streamlines previous requirements to focus on ensuring an effective internal control environment, supporting decision-making integrity, and optimising assurance coverage while reducing duplication. The governing body is responsible for overseeing a combined assurance approach and internal audits.

The process of combined assurance allows visibility over what assurance is provided and by whom within an organisation. The process also involves an assessment as to whether the assurance provided is adequate. A combined assurance model should be applied to provide a co-ordinated approach across all assurance activities. This approach therefore co-ordinates the efforts of management, internal assurance providers and external assurance providers in a manner that

ensures collaboration and assists in bringing about a holistic view of an organisation's risk profile and assurance activities.

The governing body should assume the following responsibilities with regards to assurance which it may delegate in its discretion to the audit committee.

- a. Oversee that assurance arrangements are effective in:
 - i. Achieving an effective internal control environment.
 - ii. Safeguarding the integrity of information used for internal decision-making by management, the governing body and its committees; and disclosed by the organisation in its external reports.
- b. Satisfy itself that a combined assurance model is implemented which combines and optimises the contributions from the participants in the assurance value chain (including management line functions, risk and compliance functions and internal and external assurance providers) so that the combined assurance effort effectively encompasses the organisation's significant risks and its material matters.

Fundamental to Internal Audit Activity's approach is the realisation that there are many role players in providing stakeholders with assurance on the different operations of the Municipality, this includes the following:

- **First line of assurance (Management)**
 - Policies & procedures
 - Delegation of authority
 - Management reviews
 - Periodic self-assessments
- **Second line of assurance (Internal non-independent assurance providers)**
 - Legal & Compliance
 - Risk management
 - Any other Internal Specialists
- **Third line of assurance (Independent assurance)**
 - Internal Audit / Audit and Performance Committee
 - Auditor-General South Africa
 - Other external assurance providers e.g. ISO certification.
 - Treasury

COORDINATION AND RELIANCE

The Chief Audit Executive should share information, coordinate activities, and consider relying upon the work of other internal and external assurance and consulting service providers to ensure proper coverage and minimize duplication of efforts.

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, the Audit Committee will consider/note:

- 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, shall be responsible for providing a scribe for all in-person Audit Committee meetings held at Council premises. They shall also ensure that the minutes are accurately recorded, filed, and archived in accordance with Council procedures. Internal Audit shall be responsible for coordinating all virtual Audit Committee meetings, including scheduling, technical facilitation, and ensuring that a scribe is assigned to record the minutes.

All activities of the Audit Committee shall remain the responsibility of Internal Audit, supported administratively by Committee Services, depending on the format of the meeting.

In instances where the Committee needs to discuss sensitive or confidential matters, the Committee may elect one of its members to act as a scribe for that specific meeting, to ensure confidentiality is maintained.

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”.

Chairperson: R4 629/day (R579/hour); Member: R2 809/day (R351/hour); VAT inclusive; excludes preparation, research and travel time as published per ,2025 REMUNERATION OF NON-OFFICIAL MEMBERS: COMMISSIONS & COMMITTEES OF INQUIRY, AND AUDIT COMMITTEES, Circular issued 27 August 2025 by National Treasury.

16. EFFECTIVENESS OF THE AUDIT COMMITTEE

To ensure continued relevance and effectiveness, the Audit Committee shall conduct an annual self-evaluation of its performance, objectives, and responsibilities.

The purpose of the self-evaluation is to assess whether:

- The Committee’s activities effectively support the needs of the Municipality; and
- The Committee remains responsive to changes in the Municipality’s internal and external operating environment.

The results of the self-evaluation shall be documented in a formal report, which shall be submitted to the Accounting Officer for review and sign-off. The Accounting Officer shall confirm that the evaluation process was properly conducted and that any identified areas for improvement are addressed appropriately.

This process promotes accountability, continuous improvement, and alignment with good governance practices.

17. APPROVAL

Recommended by: Ms. Karin De Klerk
Chief Audit Executive

_____	_____
Signature	Date

Accepted by: Mr. Faizal Docrat
Chairperson: Audit Committee

_____	_____
Signature	Date

Approved By: Mr. BS Matlala
Municipal Manager

_____	_____
Signature	Date

SOL PLAATJE LOCAL MUNICIPALITY



Internal Audit Charter 2026/27

MAY 2026

Reviewed: 03 March 2026

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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 defined 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 Internal 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, 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. 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 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: Mr. Faizal Docrat

Chairperson: Audit Committee

Signature

Date

Accepted 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 MUNICIPALITY

INTERNAL AUDIT MANUAL



REVIEWED MARCH 2026

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INTRODUCTION

Purpose of the Manual

This Internal Audit Manual serves as a comprehensive guide for conducting internal audits within Sol Plaatje Municipality (“SPM”/“Municipality”) in line with the Global Internal Auditing Standards. It ensures that all audits are conducted consistently, transparently, and in compliance with international best practices, thereby supporting governance, risk management, and control processes across the municipality. This manual sets out the nature, role, responsibilities and authority of the Internal Audit Function within SPM and outlines the scope of the internal audit work. It has the approval of the Audit Committee and the Municipal Manager. This manual will be reviewed as and when deemed necessary.

Global Internal Auditing Standards

The manual aligns with the latest global internal auditing standards, including the *International Standards for the Professional Practice of Internal Auditing (ISPPIA)*, as updated by The Institute of Internal Auditors (IIA). These standards guide audit professionals in delivering high-quality assurance and advisory services.

Alignment with the Global Internal Audit Standards (GIAS) Principles

This manual is aligned with the Global Internal Audit Standards (GIAS), 2025 edition, which are structured around five domains comprising 15 principles. The table below maps key sections of this manual to each of the GIAS principles:

GIAS Principle	Principle Focus	Relevant Manual Section
1. Purpose of Internal Auditing	Organizational value through independence and objectivity	Section: Introduction & Mandate
2. Professionalism	Ethical conduct and due care	Section: Code of Ethics
3. Accountability	CAE's accountability to the board	Section: Reporting Structure
4. Independence and Objectivity	Free from undue influence	Section: Organizational Status
5. Risk-Based Planning	Audit plan based on risks	Section: Planning Process
6. Coordination and Reliance	Coordination with assurance providers	Section: Combined Assurance
7. Quality	Commitment to quality and improvement	Section: Quality Assurance
8. Engagement Planning	Adequate planning of engagements	Section: Engagement Planning
9. Performing Engagements	Execution of audits with due care	Section: Fieldwork
10. Communicating Results	Timely, clear, and accurate reporting	Section: Reporting
11. Monitoring Progress	Follow-up on audit recommendations	Section: Follow-up Process

GIAS Principle	Principle Focus	Relevant Manual Section
12. Communicating the Acceptance of Risk	Escalating unmitigated risks	Section: Reporting Significant Risks
13. Strategic Role	Supporting the organization's objectives	Section: Strategic Audit Planning
14. Insight	Adding value through insights	Section: Advisory Services
15. Foresight	Anticipating and addressing emerging risks	Section: Continuous Improvement & Trends

This mapping ensures the manual explicitly demonstrates conformance with the principles and facilitates external quality assessments.

Overview of the Internal Audit Function

The Internal Audit Department is an independent, objective assurance, and consulting activity designed to add value and improve the municipality's operations. It helps the municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

A. POLICIES

A-1. FUNTIONS OF INTERNAL AUDITING

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 Global Internal Audit Standards (effective January 9, 2025) to support public service and organisational excellence.

Vision

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

INTERNAL AUDIT CHARTER

Authority and Responsibility

The Internal Audit Department derives its authority from the Audit Committee and the Municipality Council, as stipulated in the Internal Audit Charter. This authority grants the department unrestricted access to all municipal activities, records, personnel, and property necessary to perform its duties.

Independence and Objectivity

In alignment with the Core Principles for the Professional Practice of Internal Auditing, which emphasize integrity, objectivity, and independence, internal auditors shall report functionally to the Audit Committee and administratively to the Municipal Manager directly. In accordance with the Code of Ethics, internal auditors must remain impartial, refrain from auditing areas where they have or had operational responsibilities and disclose any potential conflicts of interest to uphold the principles of objectivity and integrity. Internal audit must refrain from becoming involved in operational matters to protect independence and objectivity as much as possible. Stricter policies have been put in place on conflict of interest and independence, especially in instances where auditors may take on consulting roles. Auditors sign both annual and engagement-level conflict of interest declarations and complete a checklist for maintaining objectivity during consulting engagements.

Audit Scope

The scope of internal auditing encompasses all areas within the municipality, including financial, operational, compliance, IT, and performance audits, as well as investigations into fraud and irregularities.

Accountability and Reporting Structure

The Chief Audit Executive (CAE) is accountable to the Audit Committee and is responsible for delivering audit plans, audit reports, and periodic updates on the audit function's performance.

THE ROLE OF INTERNAL AUDIT

The SPM Internal Audit provides *independent, objective assurance* and *consulting services* designed to add value and improve the department'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.

AUDIT PLANNING

Risk-Based Audit Planning

The internal audit plan shall be firmly grounded in a dynamic, risk-based approach that is continuously informed by the evolving risk landscape of the municipality. This approach ensures that high-risk areas are not only prioritised at the planning stage but are also regularly reassessed throughout the audit cycle to address emerging and shifting risks in real time.

Audit planning must incorporate real-time risk intelligence, strategic objectives, and stakeholder input, allowing the Internal Audit Unit to adapt swiftly and remain relevant in a rapidly changing environment. To enable this agility, technology-enabled audit analytics must be integrated into the planning and execution processes, facilitating data-driven decisions, predictive risk assessment, and enhanced audit coverage.

Resources will be strategically allocated to audits that offer the highest potential impact, ensuring optimal value delivery to the municipality and strengthening governance, risk management, and internal control processes.

Governance

The internal audit function should assist management in achieving the goals of the council by evaluating the process through which:

- Goals and values are established and communicated.
- The accomplishment of goals is monitored.
- Accountability is ensured and corporate values are preserved

Risk Management

The internal audit should assist the management in identifying, evaluating and assessing significant organisational risk and should provide assurance as to the effectiveness of related internal controls.

Evaluation of Controls

Internal audit must evaluate whether the controls that management relies upon to mitigate risks to acceptable levels are adequately designed, effectively implemented, and operating efficiently. The objective is not only to assess control effectiveness but also to identify opportunities for streamlining, automation, and continuous improvement, thereby supporting enhanced organisational performance. Where deficiencies, gaps, or inefficiencies are identified, the internal audit function shall propose practical, risk-based recommendations to enhance the control environment in a manner that supports achievement of the municipality's strategic and operational objectives.

Assurance Services

Assurance services involve the internal auditor's independent and objective evaluation of evidence to provide opinions or conclusions regarding processes, systems, or other subject matters. These engagements are governed by a defined scope and methodology determined by the internal auditor, based on risk and strategic relevance.

Typically, three parties are involved in assurance services:

- **Process Owner** – the person or group directly responsible for the subject matter under review;
- **Internal Auditor** – the party conducting the independent assessment;
- **User** – the person or group utilizing the auditor's findings and opinions.

Assurance services are designed to enhance confidence in governance, risk management, and control processes, and support accountability and transparency.

Consulting Services

Consulting services are advisory and value-adding in nature, provided at the specific request of an engagement client. These services are collaboratively scoped and agreed upon, with the internal audit function acting as a trusted advisor while maintaining its independence and objectivity.

In consulting engagements, two parties are involved:

- **Internal Auditor** – the provider of expert advice or insight;
- **Engagement Client** – the recipient seeking and receiving the advice.

While delivering consulting services, the internal auditor must not assume any management responsibilities and must continue to uphold professional standards of objectivity and due care. Internal audit should evaluate whether the controls, which management relies upon to manage the risk down to acceptable levels, are appropriate and functioning as intended (i.e. are effective yet efficient) and propose recommendations for enhancement or improvement.

Topical Requirements in Internal Auditing

The Global Internal Audit Standards (GIAS) introduce Topical Requirements to guide internal auditors in areas of emerging and specialised risk. The following topical areas are recognised and will be incorporated into the risk-based audit planning and engagement execution as relevant:

- **Cybersecurity:** Audits will assess the design and effectiveness of cybersecurity governance, risk management, and controls in line with best practices (e.g., NIST, ISO 27001).
- **Fraud Risk Management:** The internal audit activity will evaluate the fraud risk management framework, including fraud prevention, detection, and response mechanisms.
- **ESG (Environmental, Social, and Governance):** ESG audits will consider compliance, performance, and reporting related to environmental impact, social responsibility, and governance standards.
- **Third-Party Risk:** Where applicable, audits will assess risks associated with outsourced services and third-party vendors.

Internal auditors will be trained and equipped to perform engagements in these areas, and relevant methodologies will be developed as the requirements evolve.

INDEPENDENCE

Independence is defined by the Global Internal Auditing Standards as *"the freedom from conditions that may impair the ability of the internal audit function to carry out internal audit responsibilities in an unbiased manner."* Independence is essential to the credibility and reliability of the internal audit function and must be preserved in fact and appearance.

To safeguard independence:

- Internal audit personnel report functionally to the Audit Committee and administratively to the Municipal Manager.
- The internal auditing function is organisationally independent, located outside staff or line management roles.
- Auditors are protected from political or administrative pressures that could compromise their ability to perform their duties objectively and report results without fear of retaliation.

Internal auditors must be free from personal, professional, or external impairments to independence and must consistently demonstrate an independent attitude and appearance. Even the perception of compromised independence can erode stakeholder trust.

Conflict of Interest Declarations

To maintain independence and proactively manage potential conflicts:

- All internal auditors must complete and sign an Annual Conflict of Interest Declaration, disclosing any relationships, interests, or situations that could impair, or be perceived to impair, their independence.
- In addition, for each audit engagement, internal auditors must complete and sign an Engagement-Level Independence Declaration, confirming their objectivity and freedom from conflicts specific to the assignment.
- These declarations are reviewed by the Chief Audit Executive and retained in the general section of the audit work papers for each engagement.

Any actual or potential conflicts of interest identified must be promptly disclosed, evaluated, and mitigated appropriately. Where necessary, auditors may be recused from assignments to preserve the integrity of the audit.

Maintaining Objectivity in Consulting Services

When providing consulting services, internal auditors must maintain the same high standards of objectivity and independence:

- Prior to accepting a consulting engagement, a consulting-specific objectivity assessment must be conducted to identify any threats to independence or impartiality.
- The internal auditor shall not assume any management or decision-making responsibilities and must avoid actions that may compromise their role as an independent assurance provider.
- For each consulting engagement, a signed Objectivity and Independence Statement must be completed, and any safeguards applied to maintain objectivity must be documented in the work papers.

These measures ensure that both assurance and consulting engagements are performed with the highest levels of professionalism, credibility, and trustworthiness, in line with global standards and municipal governance expectations.

AUTHORITY

To fulfil its responsibilities effectively and maintain organizational independence, the Chief Audit Executive (CAE) and the internal audit unit are granted full and unrestricted authority to:

- Access all functions, records, systems, property, and personnel relevant to any audit engagement or investigation.
- Maintain direct, unrestricted, and confidential access to the Audit Committee.
- Allocate internal audit resources, determine engagement priorities, set audit frequencies, select subjects, define scopes of work, and apply techniques necessary to accomplish audit objectives based on a risk-based approach.
- Request the full cooperation and assistance of personnel in audited units, and obtain specialized services or expert advice from within or outside the organization when required.

These authorizations are essential to enable the internal audit function to perform its duties independently, objectively, and effectively.

Limitations of Authority

To preserve its independence and objectivity, the Chief Audit Executive and internal audit staff shall not:

- Perform any operational or management duties for the municipality or its related entities.
- Initiate, process, or approve any accounting transactions external to the internal audit unit.
- Assume authority over or direct the activities of employees outside the internal audit unit, except when such individuals are formally assigned to support internal audit work.

These restrictions ensure the internal audit function remains free from role conflict and avoids impairments to independence or perceived bias.

RESPONSIBILITIES OF INTERNAL AUDIT

The Chief Audit Executive and staff of the internal audit unit are entrusted with the following responsibilities to support governance, risk management, and internal control at Sol Plaatje Municipality:

- **Develop and maintain a dynamic, risk-based internal audit plan** that is responsive to the municipality's strategic objectives and emerging risks. The plan shall incorporate input from management and risk owners and be submitted annually to the Audit Committee for review, approval, and periodic updates as necessary.
- **Execute the approved audit plan** in a timely and efficient manner, including any special investigations or ad hoc projects requested by the Audit Committee or management, while adapting to changes in risk or organisational priorities.
- **Ensure the internal audit unit maintains sufficient capability and capacity**, including a professional audit team with the necessary qualifications, competencies, certifications (e.g., CIA, CISA, CA), and continuing professional development to deliver high-quality audit services.
- **Provide regular, transparent, and insightful reports** to the Audit Committee and management, summarising key audit findings, recommendations, progress against the audit plan, and the overall state of internal controls and risk management.
- **Continuously monitor and communicate emerging risks, trends, and best practices** in internal auditing to help the Audit Committee and management stay informed and proactive.
- **Assist in the investigation of significant suspected fraud, corruption, or unethical conduct**, and report results and recommendations to appropriate levels of management and the Audit Committee in line with approved protocols.
- **Coordinate with external auditors, regulatory bodies, and other assurance providers** to ensure effective collaboration, reduce duplication of effort, and promote efficient, holistic assurance coverage for the municipality.

These responsibilities are carried out in accordance with the Global Internal Auditing Standards, and with due regard for independence, objectivity, and professional integrity.

RESPONSIBILITIES OF MANAGEMENT

While the Audit Committee determines the overall scope of internal audit work and decides on the appropriate action to be taken in response to audit findings, municipal management bears the primary responsibility for establishing and maintaining a control-conscious environment and ensuring that the internal audit function is supported and enabled to operate effectively.

Management is responsible for the following:

- **Establishing and maintaining an adequate, effective, and responsive system of internal control**, including risk management processes and governance frameworks appropriate to the size and complexity of the municipality.
- **Preventing and detecting fraud, corruption, and other irregularities**, including the development, implementation, and regular updating of a comprehensive Fraud Prevention Plan in alignment with national and municipal regulations.
- **Reviewing internal audit reports** promptly and ensuring that audit recommendations are evaluated, accepted where appropriate, and implemented within agreed timelines. While internal

audit may advise on control standards or review procedures prior to implementation, the design, implementation, and operational management of systems remain the sole responsibility of management, to preserve internal audit's objectivity and independence.

- **Proposing areas for audit or special investigations** to the internal audit unit, based on emerging risks, operational concerns, or strategic priorities.
- **Providing visible and consistent support for the internal audit function** across all levels of the municipality, including both line and support management and political structures such as the Council.
- **Ensuring that the internal audit function has direct, unrestricted access to senior management, the Audit Committee, and the Council**, enabling it to report findings, concerns, or risks without obstruction, interference, or undue influence.

This clear separation of duties and mutual accountability ensures a strong internal control culture, enhances governance, and supports the overall effectiveness of the municipality's assurance and oversight functions.

REPORTING

The internal audit function is committed to transparent, timely, and value-adding communication of audit results to support informed decision-making and accountability within the municipality.

Engagement-Level Reporting

- Internal Audit will prepare a formal, written report for each audit engagement. These reports will outline the objectives, scope, methodology, findings, root causes, risk implications, and recommendations for corrective or improvement actions.
- Draft reports will be discussed with relevant line management to ensure factual accuracy, solicit management responses, and facilitate the development of appropriate action plans. This collaborative approach ensures that reports are constructive and actionable.
- Final reports will be issued to management and the responsible line function, with copies provided to other relevant stakeholders as appropriate, unless otherwise directed by management or the Audit Committee.

Reporting to the Audit Committee

- On a quarterly basis, Internal Audit will submit a consolidated Executive Summary Report to the Audit Committee. This report will include:
 - Significant findings or control weaknesses, including recurring or systemic issues;
 - Progress against the approved annual audit plan;
 - Implementation status of previously agreed audit recommendations;
 - Any constraints, resourcing issues, or emerging risks impacting audit coverage.
- Detailed audit reports shall be made available to the Audit Committee upon request or when the nature of findings warrants direct oversight.

This reporting structure ensures that both management and the Audit Committee are kept informed, engaged, and accountable in addressing audit observations, thereby enhancing governance and promoting continuous improvement.

SCOPE OF WORK

The scope of internal auditing at Sol Plaatje Municipality is broad and encompasses independent, objective assurance and consulting activities designed to add value and improve operations. Internal auditing helps the municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

Specifically, the internal audit function shall assess the adequacy, design, and operating effectiveness of internal controls and the quality of performance in carrying out assigned responsibilities. The scope includes, but is not limited to:

- **Reviewing the reliability, integrity, and accuracy of financial and operational information**, and assessing the adequacy of the processes used to identify, measure, classify, and report such information.
- **Evaluating compliance** with applicable laws, regulations, municipal policies, strategic plans, procedures, and contractual obligations, and determining whether the municipality's operations are aligned with these requirements.
- **Assessing the adequacy of safeguards over municipal assets**, including verifying their existence, use, and protection against loss, misuse, or unauthorized access.
- **Examining the design and operation of internal control systems**, determining whether they are functioning effectively and efficiently to manage risks to acceptable levels.
- **Appraising the economy, efficiency, and effectiveness** with which municipal resources are acquired, allocated, and utilized.
- **Reviewing programs, projects, and strategic initiatives** to determine whether results are consistent with established goals and objectives and whether these efforts are being executed as intended.
- **Providing assurance over governance structures and risk management processes**, including emerging risks, reputational risk, and sustainability-related risk factors where relevant.

This comprehensive scope ensures that the internal audit function remains agile and responsive to the evolving needs of the municipality and its stakeholders.

CODE OF ETHICS

All internal audit staff are expected to conduct themselves with the highest standards of integrity, professionalism, and accountability. Their conduct must reflect adherence to the Code of Ethics issued by the Institute of Internal Auditors (IIA), which underpins trust in the internal audit function.

Internal auditors shall:

- Demonstrate honesty, objectivity, and diligence in the performance of all duties and responsibilities.
- Uphold loyalty to the municipality, refraining from knowingly being a party to illegal, unethical, or improper conduct.
- Avoid any activity or relationship that could create or appear to create a conflict of interest, or that could impair objectivity or independence.
- Refuse gifts, favors, or any form of inducement that may be seen to influence their professional judgment or actions.

- Protect confidential information acquired during audit work, and never use such information for personal gain or in any manner detrimental to the municipality.
- Exercise professional care and competence, basing conclusions and reports on sufficient, relevant, and reliable evidence.
- Accept only assignments for which they possess or can reasonably acquire the necessary knowledge, skills, and experience.
- Pursue continuous professional development to maintain and enhance audit effectiveness and relevance.

By upholding this Code, internal auditors protect the credibility and trustworthiness of the internal audit function within the municipality.

COMPLIANCE WITH PROFESSIONAL STANDARDS

The internal audit function at Sol Plaatje Municipality is committed to providing objective, value-adding assurance and advisory services in line with globally recognised professional standards. Compliance shall be maintained with the following authoritative frameworks issued by the Institute of Internal Auditors:

- The **Global Internal Auditing Standards** (effective 2025), formerly known as the International Standards for the Professional Practice of Internal Auditing;
- The **IIA Code of Ethics**;
- The **IIA's Statement of Responsibilities of Internal Auditing**.

These standards govern the performance, conduct, and quality of all internal audit activities. The Chief Audit Executive (CAE) is responsible for ensuring full alignment with these standards and for monitoring audit quality through internal and external quality assessments as prescribed.

LIAISON WITH EXTERNAL AUDITORS

To optimise audit coverage, reduce duplication, and strengthen the municipality's overall assurance framework, the internal audit function shall maintain a collaborative relationship with the external auditors.

This coordination shall include:

- Periodic meetings to share audit plans, risk assessments, and areas of concern;
- Alignment of internal and external audit activities to ensure comprehensive and cost-effective audit coverage;
- Facilitating mutual access to audit programmes, working papers, and relevant documentation, within appropriate confidentiality boundaries;
- Sharing of audit reports, management letters, and fraud risk alerts, where permissible;
- Exploring opportunities for reliance by the external auditors on internal audit's work, where it meets required standards of independence and quality.

Such cooperation strengthens the efficiency, credibility, and impact of both internal and external audit activities.

A-2. INTERNAL AUDIT PROGRAM - AUDIT PLAN

Each year, the Internal Audit Unit will develop a comprehensive, risk-based Annual Audit Plan for the upcoming financial period. The plan will be formally approved by the Audit Committee and will outline the proposed audit projects, objectives, and resource allocations, ensuring alignment with the municipality's strategic risks and priorities.

Once approved, the Annual Audit Plan will be published and distributed to all relevant Directorates and the external auditors. This communication serves to:

- Promote transparency and clarity of the internal audit's focus areas;
- Ensure that all Directorates are aware of upcoming engagements and can allocate necessary support;
- Foster coordination with external audit to reduce duplication and enhance assurance coverage.

The audit plan will remain dynamic and responsive, allowing for updates based on emerging risks, urgent management requests, or significant changes in the municipality's operations or risk profile.

Principles for Audit Plan Development

The development of the Annual Internal Audit Plan at Sol Plaatje Municipality is guided by the following core principles, which ensure that the plan is strategic, responsive, and risk-focused:

- **Audit coverage is risk-prioritized, not universal** – Given resource limitations, it is neither practical nor necessary to audit all areas annually. The audit plan is developed based on a structured risk assessment to ensure coverage of high-priority areas.
- **The audit plan is dynamic and flexible** – The plan is treated as a living document and may be revised during the year to reflect changing risks, emerging issues, management requests, or unforeseen circumstances.
- **Coordination with other assurance providers** – Consideration is given to the work of external auditors, regulators, and other assurance functions to avoid duplication and promote efficient use of resources.
- **Inclusion of mandated audits** – Any audits or reviews required by legislation, regulation, or other authoritative requirements are included in the plan.
- **Emphasis on internal control risks** – Risk rankings incorporate both actual and perceived levels of internal control effectiveness, operational complexity, and control environment maturity.

Audit Prioritization and Selection

The objective of a risk-based audit planning process is to direct internal audit efforts toward areas of **greatest exposure to risk, inefficiency, or non-compliance**, thereby maximizing value and impact.

Risk assessment forms the foundation of the audit plan and includes a combination of **quantitative and qualitative criteria**. The process prioritizes audit projects based on a blend of management input, internal audit judgment, and a structured evaluation of risk factors, including:

- **Financial impact** – Areas involving high volumes of transactions, significant revenue or expenditure, or material financial consequences.
- **Operational change** – Recent or upcoming changes in municipal leadership, key personnel, systems, or processes that may introduce new risks.

- **Audit history** – The time elapsed since the last internal audit or external assurance activity, and the significance of prior findings.
- **Social and reputational risk** – Areas subject to heightened public scrutiny, environmental considerations, or ethical concerns.
- **Strategic and compliance risks** – Consideration of alignment with municipal objectives, regulatory requirements, and potential for fraud or misconduct.
- **Input from stakeholders** – Insights from Executive Management, the Audit Committee, and Council to capture areas of concern or strategic interest.

While the audit plan aims to provide broad coverage, it does not imply exhaustive testing of all controls or the identification of all risks in every area selected. Rather, it represents an **informed prioritization** based on the best available information at the time of planning.

Preparing the Annual Audit Plan

The purpose of the annual audit planning process is to establish and prioritize audit activities that will provide the greatest value in addressing the municipality's key risks and governance objectives. The planning process is designed to be structured, risk-based, and collaborative, ensuring alignment with the strategic direction of Sol Plaatje Municipality.

A critical component of this process is the assignment of qualified, experienced audit personnel to the highest-risk and highest-priority projects. This ensures that audit efforts are not only effective but also efficient and impactful.

Key principles and procedures guiding the development of the audit plan include:

- **Engagement with Management** – Internal Auditing will engage with management across all Directorates to identify emerging risks, operational concerns, and potential audit areas. This inclusive approach ensures that the audit plan is informed by those closest to the operations.
- **Risk Assessment Foundation** – The annual audit plan is based on the comprehensive risk assessment process, which incorporates both quantitative and qualitative risk factors and considers input from executive management, the Audit Committee, and internal audit's own professional judgment.
- **Resource Estimation and Allocation** – Once audit priorities are established, Internal Audit will estimate the total number of **available audit staff hours** for the upcoming period. These hours will then be allocated to selected audits, consulting engagements, and follow-up activities, taking into account factors such as audit complexity, scope, and duration.
- **Flexibility in Execution** – The actual scheduling of audits remains flexible and may be adjusted during the year in response to **personnel turnover, urgent management requests, fraud investigations**, or significant shifts in the risk environment.
- **Final Approval and Oversight** – The Chief Audit Executive (CAE) retains the final authority to determine which audits will be included in the plan. The completed plan, along with the estimated time allocations for each engagement, is submitted to the Audit Committee for review and formal approval.

By following this structured process, the Internal Audit Unit ensures that the Annual Audit Plan remains a **strategic tool for risk mitigation, accountability, and performance improvement** across the municipality.

A-3. COMMUNICATING RESULTS

Internal Auditing will issue formal reports to communicate the results of each audit engagement. While various formats may be used depending on the nature and audience of the audit, written reports are the preferred medium, as they ensure clarity, accountability, and traceability of audit findings and recommendations.

Written reports serve to:

- Provide a **permanent and verifiable record** of the audit results.
- Facilitate **public inspection and transparency**, where applicable.
- Reduce the risk of miscommunication or misinterpretation.
- Support **effective follow-up and monitoring** of corrective actions.

A **draft report** will be shared with relevant management for factual accuracy and to solicit comments and action plans before the final report is issued. This ensures collaborative agreement on issues and proposed resolutions.

All audit communications must adhere to the following quality attributes:

- **Accurate** – Factually correct and supported by sufficient, relevant evidence.
- **Objective** – Free from bias and personal opinions.
- **Clear and Concise** – Understandable to all intended recipients, without unnecessary complexity.
- **Constructive** – Offering practical and value-adding recommendations.
- **Complete** – Covering the scope, findings, risks, recommendations, and management's responses.
- **Timely** – Delivered within agreed timeframes to enable effective decision-making.

Each audit report should clearly state:

- The **objectives, scope, and methodology** of the engagement.
- The **findings**, including areas of good performance.
- The **auditor's conclusions and, where appropriate, overall opinion**.
- **Recommendations and management's agreed action plans**, with timelines.

Audit findings must be communicated to those who are accountable for implementing recommendations and those charged with oversight, including:

- The **Audit Committee**
- The **Municipal Manager**
- Relevant **Directorate or line management**

To ensure the usefulness and relevance of audit communications, the following timelines are recommended:

- **Draft reports**: within two weeks after completion of fieldwork.
- **Finalization of draft revisions**: within one week after the exit meeting.
- **Final report issuance**: within one month from the date of the final exit meeting.

Timely reporting is essential to promote **prompt corrective action**, drive continuous improvement, and uphold the effectiveness of internal control systems.

A-4. QUALITY CONTROL STANDARDS

The Internal Audit Function of Sol Plaatje Municipality adheres to rigorous quality control standards to ensure the delivery of independent, objective, and value-adding audit services. These standards are consistent with the **Global Internal Audit Standards** issued by the **Institute of Internal Auditors (IIA)**.

Organization and Personnel

- Internal Auditing maintains independence from audited areas. Where full independence is not possible, this is disclosed in the engagement report, and mitigating safeguards are implemented.
- All internal auditors are required to complete and sign an **Annual Conflict of Interest Declaration**, as well as an **Engagement-Level Declaration** for each assignment.
- Job descriptions clearly define the purpose, authority, and responsibilities of each role in the Internal Audit Unit.
- A master schedule of personnel assignments is maintained to ensure transparency, accountability, and effective resource deployment.
- Performance evaluations are conducted in accordance with municipal Personnel Policies and Procedures. In addition, a **Staff Auditor Feedback Form** is completed for any auditor who contributes 80 or more hours to a single engagement.
- A centralized **Audit Project Reporting and Monitoring System** is used to track the status and progress of the approved audit plan.

Planning

- An **Annual Risk-Based Audit Plan** is prepared, approved by the Audit Committee, and updated periodically to reflect emerging risks.
- Each audit engagement includes clearly defined **scope and objectives**.
- **Written audit programs** are developed and approved prior to fieldwork commencement.
- A **time budget** is established and monitored for each audit assignment.
- A qualified **audit manager or supervisor** is assigned to oversee each audit.
- Adequate background information, including **preliminary risk assessments and on-site walkthroughs**, is gathered before fieldwork begins.

Documentation

- A municipality-wide **Annual Risk Assessment** is performed and documented, addressing key risk exposures, control environments, and systems.
- Systems of internal control are documented using **flowcharts, internal control questionnaires, or narratives**.
- **Internal Control Evaluation Templates** are used, when applicable, to assess the design and effectiveness of controls.
- **Written conclusions** are required for all major audit objectives and are subject to supervisory review.

- **Audit Findings Sheets**, supported by sufficient, appropriate audit evidence in working papers, are used for every reportable issue.
- A formal **working paper retention schedule** is followed.
- Working papers must include enough **evidential matter** to support the audit findings, conclusions, and opinions.

Review and Quality Assurance

- All working papers are reviewed for accuracy, completeness, and compliance with audit standards by both the **audit supervisor** and the **Chief Audit Executive**.
- An **Internal Quality Assurance and Improvement Program (QAIP)**, including annual internal reviews, is conducted in line with IIA Standards.
- An External Quality Assurance Review is conducted at least once every five years by a qualified, independent reviewer, in accordance with the **Global Internal Audit Standards – Standard 5.2: External Quality Assessment**.

QUALITY ASSURANCE AND IMPROVEMENT PROGRAM (QAIP)

GENERAL

The Internal Audit Quality Assurance and Improvement Program (QAIP) is designed to provide reasonable assurance to the stakeholders of the Internal Audit Activity (IAA) that Internal Audit:

- Performs its work in accordance with its Charter, which aligns with the *Global Internal Audit Standards*, the *Definition of Internal Auditing*, and the *Code of Ethics* issued by The Institute of Internal Auditors (IIA);
- Operates in an effective, efficient, and professional manner; and
- Is perceived by stakeholders as adding value and contributing to the improvement of the municipality's operations.
- The internal audit function maintains awareness of GIAS Topical Requirements and adapts procedures accordingly.
- Periodic assessments will ensure these areas are addressed in audit planning and execution.

Internal Audit's QAIP will cover all aspects of the Internal Audit Activity, in line with *Standard 5.1: Quality Assurance and Improvement Program*.

Key features of the QAIP include:

- Monitoring the Internal Audit Activity to ensure effective and efficient operation.
- Ensuring adherence to the Global Internal Audit Standards, the Definition of Internal Auditing, and the Code of Ethics.
- Supporting value creation and organizational improvement through Internal Audit services.
- Conducting both **ongoing internal assessments** and **periodic internal assessments** (*Standard 5.1*).
- Conducting an **external quality assessment** at least once every five years (*Standard 5.2*).

The **Chief Audit Executive (CAE)** is ultimately responsible for the QAIP, which applies to all types of internal audit engagements, including assurance and advisory services.

INTERNAL ASSESSMENTS

Ongoing Reviews – These are built into the routine supervision and performance of audit engagements and include:

- Continuous supervision of engagements.
- Documented, real-time review of working papers by appropriate Internal Audit staff.
- Compliance checks with audit policies and procedures for each phase of the audit cycle.
- Post-audit customer surveys.
- Analysis of key performance indicators measuring Internal Audit's effectiveness and efficiency.
- Final review and approval of all reports and recommendations by the CAE.

Periodic Reviews – These are broader evaluations of the overall Internal Audit Activity and include:

- Bi-annual stakeholder feedback surveys.
- Annual risk assessments to inform audit planning.
- Semi-annual file reviews to ensure compliance with audit methodology and standards (using tools such as the IIA's Quality Assessment Manual templates).
- Review of internal audit performance metrics and comparison to leading practices.
- Periodic performance reporting to the Municipal Manager and the Audit Committee.

EXTERNAL ASSESSMENTS

General Considerations

External assessments provide an independent opinion on the Internal Audit Activity's conformance with the *Global Internal Audit Standards*, the *Definition of Internal Auditing*, and the *Code of Ethics*, and include improvement recommendations as appropriate.

Timing

An external quality assessment must be conducted at least every five years, in accordance with *Standard 5.2: External Quality Assessment*. The Audit Committee may recommend a more frequent review, depending on strategic priorities.

Scope of the External Assessment

The assessment will include, but is not limited to:

- Conformance with the Global Standards, the Definition of Internal Auditing, the Code of Ethics, the Internal Audit Charter, and relevant policies and legal frameworks.
- Stakeholder expectations and perceptions of Internal Audit.
- Internal Audit's role in the municipality's governance and assurance structures.
- Methodologies, tools, and technologies used by the Internal Audit Activity.
- The composition and qualifications of the audit team.
- The degree to which Internal Audit adds value to municipal operations.

Reviewer Qualifications

External reviewers will be selected based on the criteria outlined in the *Global Internal Audit Standards*, including objectivity, independence, professional experience, and knowledge of the public sector or municipal environment.

REPORTING ON QUALITY PROGRAM

Internal Assessments

The results of internal assessments—both ongoing and periodic—will be reported to the Audit Committee and senior management **at least annually**, in line with the *Global Internal Audit Standards – Principle 5 (Quality)*. These reports will include a summary of identified areas for improvement, performance metrics, and progress made on previous action items.

External Assessments

The results of the external quality assessment, performed at least once every five years, will be communicated to senior management and the Audit Committee. The final report will be accompanied by a written action plan prepared by the Chief Audit Executive (CAE) to address significant findings and recommendations. These assessments shall conform to *Standard 5.2: External Quality Assessment* of the Global Internal Audit Standards.

Follow-Up

The CAE will ensure timely implementation of agreed-upon action plans and recommendations arising from both internal and external assessments. Status updates will be tracked and reported periodically to the Audit Committee until full implementation is confirmed.

CORE PRINCIPLES FOR THE PROFESSIONAL PRACTICE OF INTERNAL AUDITING

The **Core Principles** define the foundation for an effective internal audit activity. Effectiveness requires that all principles be present and functioning. Internal Audit's policies, methodologies, and the Charter will reference and reflect these principles as part of its commitment to excellence.

Internal Audit will formally assess and document conformance with each Core Principle and, where gaps exist, develop an action plan as part of the QAIP. The assessment will be reviewed annually and presented to the Audit Committee.

The Core Principles for the Professional Practice of Internal Auditing:

Demonstrates integrity

- Internal auditors must be free from political or other undue influence to ensure objective audits and honest, fearless reporting.

Demonstrates competence and due professional care

- A competency model guides staff development.
- An annual training plan is developed based on identified needs.
- Working papers for control evaluations reflect appropriate diligence and analysis.

Is objective and free from undue influence (independent)

- Internal auditors report functionally to the Audit Committee and administratively to the Municipal Manager, supporting independence in practice.

Aligns with the strategies, objectives, and risks of the organization

- The annual audit plan and individual engagements are directly linked to the municipality's strategic objectives and risk profile.

Is appropriately positioned and adequately resourced

- In accordance with Section 165 of the MFMA, the IAA is established as a critical management tool.
- The IAA must be well-planned, organized, and staffed to fulfill its mandate effectively.

Demonstrates quality and continuous improvement

- The QAIP ensures regular monitoring and enhancement of the internal audit function.
- Results are reported annually to the Audit Committee.

Communicates effectively

- Internal Audit ensures clear, timely, and stakeholder-focused reporting.
- Communication is aligned with engagement objectives and the needs of those charged with governance.

Provides risk-based assurance

- The audit plan is informed by the annual risk assessment.
- Internal Audit assesses the adequacy of risk management processes on a recurring basis.

Is insightful, proactive, and future-focused

- Internal Audit identifies emerging risks, trends, and process improvement opportunities.
- Engagements go beyond compliance to provide strategic insight.

Promotes organizational improvement

- Recommendations are directed toward strengthening governance, efficiency, and accountability.
- Advisory and performance audits are included in the audit plan to support improvement initiatives.

ADMINISTRATIVE MATTERS

This policy will be reviewed regularly and updated as necessary to reflect changes in the Global Internal Audit Standards, the MFMA, or the operating context of Internal Audit. Any significant amendments will be approved by the Audit Committee and communicated to relevant stakeholders.

A-5. PERSONAL STANDARDS AND ETHICS

Internal auditors must adhere to the Code of Ethics issued by the Institute of Internal Auditors (IIA), as required by the Global Internal Audit Standards – Principle 1 (Integrity) and Principle 2 (Objectivity). These standards require conformance with the Core Ethical Principles, which guide the behaviour of all internal audit staff.

PRINCIPLES

Internal auditors are expected to uphold the following four principles:

- **Integrity**
The integrity of internal auditors establishes trust and forms the foundation for reliance on their judgments.
- **Objectivity**
Internal auditors demonstrate professional objectivity when gathering, evaluating, and communicating information. They make unbiased decisions without influence from personal or external interests.
- **Confidentiality**
Internal auditors respect the ownership and sensitivity of the information they access and do not disclose it without proper authority, unless legally or professionally obligated.
- **Competency**
Internal auditors must apply the necessary knowledge, skills, and experience in delivering internal audit services, and continuously improve their professional proficiency.

RULES OF CONDUCT

1. Integrity

Internal auditors:

- 1.1 Perform their duties honestly, diligently, and responsibly.
- 1.2 Adhere to laws and make disclosures as expected by the law and the profession.
- 1.3 Do not knowingly engage in illegal acts or any behaviour discreditable to the profession or the organization.
- 1.4 Support the ethical objectives of the organization.

2. Objectivity

Internal auditors:

- 2.1 Avoid activities or relationships that impair or may be perceived to impair objectivity.
- 2.2 Do not accept anything that could influence their professional judgment.
- 2.3 Disclose material facts that, if omitted, could mislead intended users of their work.

3. Confidentiality

Internal auditors:

- 3.1 Exercise discretion in using and safeguarding acquired information.
- 3.2 Do not use confidential information for personal gain or in a way that violates laws or ethical principles.

4. Competency

Internal auditors:

- 4.1 Undertake only engagements they are competent to perform.
- 4.2 Conform to the Global Internal Audit Standards when delivering services.
- 4.3 Commit to continuous professional development and quality improvement.

A-6. INFORMATION SYTEMS DEVELOPMENT

Internal Audit will review the **control and risk management aspects** of significant new information systems, system enhancements, and emerging technologies such as Artificial Intelligence (AI), prior to implementation or as part of post-implementation assurance reviews.

The scope of Internal Audit's involvement may include:

- **Evaluation of control design** to ensure the confidentiality, integrity, and availability of data are upheld.
- **Assessment of cybersecurity measures** embedded in the system or application, including access controls, encryption, logging, and incident response capabilities.
- **Review of data governance** processes, especially where AI systems are involved in data processing, decision-making, or automation of controls.
- **Scrutiny of compliance** with relevant legislation and internal policies regarding privacy, data protection (e.g., POPIA), and digital ethics.
- **Examination of system development life cycle (SDLC)** practices to ensure alignment with best practices, including quality assurance and user acceptance testing.
- **Assessment of AI-specific risks**, such as algorithmic bias, explainability, auditability, and accountability for automated decisions.
- **Verification of third-party and cloud service risk controls**, where applicable.

Internal Audit will maintain appropriate **skills and knowledge** in emerging technologies to enable meaningful assurance and advisory input, consistent with the principles of **risk-based assurance** and **proactive, future-focused insight** (Global Internal Audit Standards – Principles 9 and 10).

B. PROCEDURES

B-1. COORDINATION WITH EXTERNAL AUDITOR

To promote effective assurance and avoid duplication of effort, Internal Audit will maintain **ongoing coordination and collaboration with the external auditors**.

- **Audit Plan Alignment:** Once the annual audit plan is approved, it shall be shared with the external auditors. A coordination meeting will be convened by the Chief Audit Executive (CAE) to identify **areas of mutual interest or overlap**, with a view to leverage synergies in assurance delivery.
- **Documenting Areas of Interest:** All areas identified for coordination will be formally documented in a designated **internal audit coordination register or working document**.
- **Project-Level Engagement:** For each relevant audit project, the CAE or designated audit supervisor will engage the external audit counterpart to:
 - Share high-level scope and timing.
 - Discuss audit programs, testing strategies, and potential reliance on internal audit work.
 - Facilitate access to relevant working papers, where appropriate, in accordance with professional and legal standards.
- **Information Exchange:** Internal and external auditors will share insights on risk areas, control issues, and potential material matters to enhance assurance coverage and maintain audit efficiency.

This approach aligns with the **Global Internal Audit Standard 10.1.5 – Coordination and Reliance**, ensuring that internal audit activities are complementary, efficient, and focused on value creation.

B-2. ORGANIZATIONAL STRUCTURE

Internal Audit operates under the direction of the **Chief Audit Executive (CAE)**, who reports functionally to the **Audit Committee** and administratively to the **Municipal Manager**, in accordance with Section 165 of the MFMA and the International Standards.

- Internal Audit adopts a **pooled staffing model**, which allows for flexible deployment of staff based on skills, experience, and project needs.
- For each audit engagement:
 - An **In-Charge Auditor** will be appointed to lead the project. They are responsible for planning, executing, supervising fieldwork, and reviewing working papers.
 - Staff auditors assigned to the engagement will report to the **In-Charge Auditor** for the duration of the audit.
 - The In-Charge Auditor reports to the CAE or the delegated **Audit Supervisor** overseeing the specific project.
- Staffing decisions are guided by the nature and complexity of the engagement, availability of skills, and risk profile of the area under audit.

This structure supports effective delivery of internal audit services while fostering accountability, leadership development, and adaptability.

B-3. FILE MAINTENANCE & RETENTION

To ensure compliance with regulatory requirements, internal policies, and best practices in digital records management, Internal Audit will maintain audit documentation and related files according to the following retention schedule. All audit files must be stored in a secure environment that protects against unauthorized access, alteration, or loss, whether in physical or digital format.

The types of files to be maintained and their retention periods are as follows:

File type	Description	Retention period
Annual Reports & Audit Plans	Includes accomplishments for the fiscal year and the approved plan for the upcoming year.	7 years
Professional Publications	Journals, periodicals, and industry publications kept for reference.	2 years
Master Audit Project Files	Final signed-off version of each audit project report and supporting workpapers.	Indefinite
In-process project files	Work-in-progress documentation maintained digitally in secured directories. Paper files for in-process projects are maintained by the auditor in charge of the project.	Until project is finalized
Permanent Audit Files	Key historical records and reference documents of ongoing audit relevance.	Indefinite
Continuing Professional Education	Official proof of staff training and development (courses, CPD credits)	5 years
Confidential Audit Files	Sensitive documentation restricted to CAE-authorized personnel only.	Indefinite
Future Audit Notes	Pre-audit intelligence, risk indicators, or pending audit triggers organized by audit area.	Indefinite
Other Records & Correspondence	Travel claims, payment logs, internal communications, time reports, memos, etc.	3 years
Personnel Files	Employment-related documents for audit staff (CVs, evaluations, etc.).	Employment + 5 years

Note: All files must adhere to **Sol Plaatje Municipality's Information Security and Cybersecurity Policy**, including controls related to data classification, cloud storage, encryption, and AI-assisted document management tools.

B-4. ADMINISTRATIVE LEAVE PROCEDURES

To ensure fairness and adequate office coverage, the following procedures govern the granting of administrative leave to exempt employees (including professional auditors not entitled to overtime pay).

- **Advance Requests:**

Employees must submit administrative leave requests in advance through the approved HR or time management system. If advance notice is not possible, verbal or written notice should be given to the supervisor as soon as practicable.

- **Approval Criteria:**

Administrative leave requests will be considered based on:

- The operational needs of the unit and availability of other staff.
- Documented accumulated overtime performed outside regular hours.

- **Limits on Leave:**

- Administrative leave may not exceed **4 hours per day**.
- Leave exceeding this threshold must be charged against vacation or sick leave balances.

- **Monthly Maximum:**
 - Administrative leave may not exceed **4 requests per month**, except under exceptional circumstances approved by the CAE.
- **Tracking and Reporting:**
 - Accumulated overtime and granted leave must be **logged and monitored on a fiscal-year basis**.
 - **No carryover** of overtime balances is permitted between financial years.
- **Digital Timesheet Integration:**
 - Where possible, time tracking should be integrated with the municipality's digital HR systems and include audit trail capabilities for oversight and internal control purposes.

B-5. THE AUDIT PROCESS

The audit process is a structured and consistent methodology for conducting internal audit engagements. While flexibility may be required based on the nature or urgency of the audit, any deviations must be approved by the Chief Audit Executive (CAE). The process ensures that each engagement aligns with professional standards and supports the achievement of audit objectives.

The following phases are included in every audit project:

1. Planning

- Review applicable **permanent files**, **prior audit working papers**, relevant **regulatory guidance**, and **organizational policies**.
- Prepare and issue an **engagement letter** at least **seven (7) days** before the audit commences, outlining the **scope**, **objectives**, and **timelines**.
- Conduct **pre-engagement meetings** with management (if required) to clarify expectations and identify emerging risks.
- Develop a **planning memorandum** with background information, risk assessment results, key contacts, and resource allocations.
- Include reference to the **organization's risk register**, strategic goals, and any known areas of concern from prior audits or emerging issues.

2. Control and Risk Evaluation

- Identify and assess the **internal control objectives**, **control activities**, and **residual risks** associated with the audit area.
- Conduct a **preliminary risk assessment**, informed by:
 - Fraud risk factors,
 - Vulnerabilities,
 - Process maps or system diagrams.
- Document the **control environment**, any known gaps, and controls under review using narrative, flowcharts, or control matrices.

3. Audit Program Development

- Develop a customized **audit program** that includes both:
 - **Compliance procedures** (to test adherence to laws, policies, and regulations), and

- **Substantive procedures** (to verify accuracy and reliability of information).
- Consider the use of **data analytics**, **automated testing**, and **sampling techniques** where appropriate.
- Submit the audit program for **CAE approval** before execution.

4. Fieldwork

- Execute the audit program, performing testing and evidence gathering.
- Maintain clear, complete, and well-organized **working papers**, ensuring they meet the standards for sufficiency and relevance.
- Use appropriate **technology tools** to support fieldwork, including secure digital workpaper systems.
- The **in-charge auditor** is responsible for the preliminary **review of working papers** and preparation of a **draft audit report**.

5. Review

- The **Chief Audit Executive** reviews and approves:
 - Working papers for quality, clarity, and alignment to the audit objectives.
 - The **draft audit report** for accuracy, tone, and relevance of findings and recommendations.

6. Exit Conference

- Provide the draft report to the auditee **at least 24 hours before** the scheduled exit meeting.
- Conduct an **exit conference** to:
 - Review key findings and recommendations,
 - Clarify any issues,
 - Discuss implementation feasibility and timelines,
 - Record preliminary management responses where applicable.

7. Management Response

- Auditees are given **five (5) working days** to submit formal **management comments or action plans** in response to the draft report.
- Internal Audit will:
 - Review the adequacy and realism of the proposed responses,
 - Incorporate agreed actions into the **final report**, and
 - Highlight any areas of disagreement in the executive summary.

8. Permanent File Update

- Update the **permanent file** with relevant changes or new background information that may assist in future audits (e.g., process changes, risk developments, system updates).

9. Filing

- Prior to formal closure of the audit, ensure:
 - Working papers are **quality-checked**, securely archived, and appropriately indexed.
 - Final documentation is **approved by the CAE** before submission to the central records repository or digital audit management system.

B-5-1. THE AUDIT PROCESS –ENGAGEMENT LETTER

1. Purpose of the Engagement Letter

An Engagement Letter marks the formal commencement of an internal audit engagement. It is addressed to the Executive Director of the department under review and must be reviewed and approved by the Chief Audit Executive (CAE).

2. Content of the Engagement Letter

The Engagement Letter must include:

- The scope and objectives of the audit,
- The timing and anticipated duration of the engagement,
- Expected reporting dates,
- The Audit Manager and In-Charge Auditor responsible for the assignment.

3. Internal Audit Approach

The Internal Audit approach is risk-based and guided by the principle that the cost of control should not exceed the benefit derived. This means:

- Focus is placed on high-risk areas,
- Not all errors, fraud, or irregularities may be detected,
- Both operational efficiency and compliance are addressed,
- Recommendations are aimed at strengthening governance, internal control, and performance.

4. Project Planning

The planning phase involves:

- Understanding the process or function under audit,
- Conducting introductory meetings with the relevant managers and senior staff,
- Issuing preliminary documentation requests to management.

Preliminary Information Requested May Include:

- Organizational structure,
- Policies and procedures,
- System documentation,
- Recent changes or known issues in the area under review.

5. Control Documentation and Evaluation

System Documentation

Engagement with managers helps Internal Audit:

- Identify existing practices and controls,
- Understand current systems, tools, and technologies,
- Map processes and information flow.

Types of Internal Controls

- Directive controls – encourage desirable outcomes (e.g., training, policies),
- Preventive controls – deter undesired events (e.g., access restrictions),

- Detective controls – identify issues after occurrence (e.g., reconciliations),
- Corrective controls – address and remedy issues (e.g., contingency plans).

Limitations of Controls

- Controls may be compromised by human error, collusion, override, or automation gaps,
- Management must define the risk tolerance level prior to control evaluation.

6. Evaluation of Controls

Control Adequacy

Internal Audit evaluates whether controls:

- Reflect best practice,
- Address key risks effectively,
- Are aligned with control frameworks (e.g., COSO, COBIT).

Criteria include:

- The control environment and management's tone,
- Use of standard procedures,
- Compliance with policies and legal requirements.

Control Effectiveness

Controls deemed adequate are then tested for effectiveness:

- Are they functioning as intended?
- Do they mitigate the risk to acceptable levels?

Root causes of control failures are identified to ensure meaningful and sustainable recommendations.

Evaluation Results May Conclude:

- Effective – Controls provide reasonable assurance of performance.
- Ineffective – Controls do not sufficiently address risks or objectives.

7. Reporting

A well-structured report is critical for audit value. Key features include:

- Clear identification of key risks and findings,
- Practical, risk-based recommendations addressing root causes,
- Agreed management actions, including:
 - Responsible person,
 - Implementation timelines.

8. Report Distribution

The final report is distributed to:

- Municipal Manager,
- Executive Director responsible for the area audited,
- Immediate supervisor of the unit audited.

Supervisors are encouraged to cascade findings and recommendations to relevant control owners.

9. Project Wrap-Up

The CAE reviews the final report for:

- Quality and objectivity,
- Consistency with standards,
- Alignment with management needs.

Follow-up assessments may be scheduled to gauge whether the audit addressed concerns raised during planning.

10. Validation of Recurring Issues

To strengthen audit follow-up:

- Persistent irregularities are tracked and highlighted in subsequent audits of the same area,
- These are disclosed as a separate section in audit reports to enable targeted remedial action by management.

B-5-2. THE AUDIT PROCESS – WORKING PAPER PREPARATION

1. Purpose of Working Papers

Audit working papers serve as the official record of:

- Work performed during the audit,
- Evidence supporting the auditor's findings, conclusions, and recommendations,
- The audit process followed and professional judgment exercised.

They must provide sufficient detail to enable an experienced auditor with no prior connection to the engagement to understand the work performed, results obtained, and conclusions reached—without the need for supplementary explanations.

2. General Requirements

Working papers must:

- Be based on the approved audit program,
- Be accurately referenced, neatly organized, and legible,
- Include summaries, lead schedules, and indexing, as appropriate,
- Reflect only relevant and material information that supports the audit objectives,
- Include evidence of supervisory review, such as initials and review dates,
- Be signed and dated by the preparer,
- Indicate:
 - The purpose of the working paper,
 - The source of the information used,
 - The conclusion for each major audit area reviewed.

3. Classification of Working Papers

a) Current Audit Working Papers

These include all documentation related to the ongoing audit project, such as:

- Planning documentation,
- Risk assessments,

- Test results,
- Correspondence with auditees,
- Draft and final findings.

Note: These documents are subject to disclosure under the Promotion of Access to Information Act (PAIA), unless specifically classified as confidential.

b) Confidential Audit Working Papers

Working papers containing restricted, sensitive or legally protected information must be classified as confidential and:

- Bound in a separate file,
- Clearly marked as “**Confidential – Not Subject to PAIA**”.

Examples include:

- Allegations of fraud or misconduct,
- Proprietary information of service providers or third parties,
- Documents related to pending or ongoing legal proceedings.

c) Permanent Audit Files

Some documentation may have long-term relevance for recurring audits, risk tracking, or future planning. These are filed separately as part of the permanent file, such as:

- Organizational charts,
- Process maps,
- Recurring audit issues,
- Key policies and procedures,
- ICT system descriptions.

Where feasible, these should be scanned and archived electronically for accessibility and disaster recovery purposes.

B-5-3. AUDIT PROCESS – WORKING PAPER REVIEW AND APPROVAL

1. Purpose of Review

The review of audit working papers ensures:

- Accuracy and completeness of audit documentation,
- Compliance with audit methodology and professional standards,
- Proper supervisory oversight of audit procedures and conclusions.

2. Review Responsibilities

Role	Responsibilities
In-Charge Auditor	Reviews all working papers prepared by staff auditors assigned to the project.
Audit Manager / Supervisor	Reviews the in-charge auditor's and team's work for quality, accuracy, and consistency with objectives.
Chief Audit Executive (CAE)	Reviews all significant audit areas for sufficiency, objectivity, and risk coverage. Initials and dates the reviewed work.

Each reviewer must **initial and date** the working papers reviewed.

3. Audit Working Paper Approval Form

The Audit Working Paper Approval Form is used to:

- Verify that all necessary audit documentation is in place,
- Confirm supervisory reviews at all levels,
- Provide a final quality check prior to project closure and filing.

This form must be completed and signed off before working papers are archived.

B-5-4. AUDIT PROCESS – AUDIT WORKING PAPER APPROVAL FORM

This form serves as official documentation that the working papers for an audit engagement have been reviewed in accordance with the audit methodology and professional standards. It ensures that all supervisory levels have confirmed the sufficiency, appropriateness, and professional quality of the audit documentation and conclusions.

Detailed review (to be completed by the in-charge auditor)

No		Initials	Date
1	I have reviewed all working papers prepared by the personnel in my charge on this engagement		
2	I have compared the work performed, as evidenced by our working papers, with the procedures outlined in the audit program and confirm that the work complies with those procedures.		
3	I have reviewed the completed audit program and confirm that the audit objectives have been accomplished.		
4	I am satisfied that the examination was conducted with proficiency and due professional care, and that the working papers adequately support the audit findings and recommendations.		

Completed by: _____ Date _____

Manager review

No		Initials	Date
1	I have reviewed all working papers prepared by the team under my supervision that were not already reviewed by the in-charge auditor.		
2	I have reviewed a sufficient sample of additional working papers to be satisfied with the overall adequacy and completeness of the audit examination.		
3	I confirm that the audit was performed with proficiency and due professional care, and that the working papers support the audit's findings and recommendations.		
4	I have reviewed the draft audit report and confirm that it accurately presents the results of the audit.		
5	I have reviewed all sections of this approval form and confirm they are completed to my satisfaction.		
6	I hereby approve the issuance of the final audit report		

Completed by: _____ Date _____

B-5-5. AUDIT PROCESS – INTERNAL CONTROL DOCUMENTATION

The review and evaluation of internal controls must be clearly documented in the audit working papers. Documentation provides the foundation for assessing the adequacy and effectiveness of controls and should include one or more of the following formats:

- **Flowcharts** – Visual representation of processes and control points.
- **Narrative Descriptions** – Written summaries of processes, responsibilities, and control activities.
- **Internal Control Questionnaires** – Structured checklists to evaluate key control areas.

The **Control Objectives and Techniques (O&T)** working paper should be used to facilitate and formalize the evaluation of documented controls (see Procedure B-8).

B-6. STANDARD WORKING PAPERS

While many working papers are tailored to specific audit engagements, certain administrative and control documents are standardized and applicable to all audits. These **standard working papers** support audit consistency and quality and are listed in the Appendix. They include but are not limited to:

- Audit Program Templates
- Audit Planning Memos
- Audit Approval Forms
- Time Budgets and Schedules
- Audit Working Paper Index Sheets

B-7. AUDIT PROGRAMS

All audit engagements must be conducted using a **written audit program** that outlines the procedures necessary to achieve the audit objectives. Key guidelines include:

- The audit program must be developed based on:
 - Internal control reviews
 - Completion of the ORCA working paper (see B-8)
 - Planning discussions and documentation
- Each step in the program must be:
 - Cross-referenced to related working papers
 - Initialed and dated by the auditor performing the step
- The audit program must be approved by the in-charge auditor or audit manager before execution.
- Any **revisions** to the program during the audit must:
 - Be documented
 - Be approved by the audit manager
 - Receive approval from the Chief Audit Executive if they significantly affect the audit scope or objectives

B-8. CONTROL OBJECTIVES AND TECHNIQUES

The **Control Objectives and Techniques** methodology is a structured approach used for preliminary evaluation of risks and internal controls within the audit scope. It supports the planning of compliance and substantive testing. The analysis is documented using the **Control O&T** and **Engagement Risk Analysis** forms.

Evaluation Process

Identify Control Objectives

- Determine what should be achieved through internal controls in the area under review.
- Use sources such as industry standards, professional judgment, and discussions with management.
- Cite the source of each control objective unless it is generally understood.

Identify Relevant Risks

- Identify risks that may hinder the achievement of each control objective.
- Use management input and relevant regulatory or operational references.

Assess Risk Severity and Likelihood

- Evaluate each risk in terms of:
 - i **Severity of consequences** – potential impact
 - ii **Likelihood of occurrence** – probability or frequency
- Engage management in assessing these metrics.

Identify Existing Control Techniques

- List control techniques currently in use to mitigate identified risks.
- Gather information through:
 - i Document reviews
 - ii Staff interviews
 - iii Auditor observations
- Examples include segregation of duties, reconciliation procedures, policies and procedures.

Evaluate Control Techniques

- Assess whether the controls, individually and collectively, are adequate to mitigate risks.
- Draw conclusions on the **adequacy** and **effectiveness** of controls.
- Note any:
 - i **Control deficiencies** (missing controls)
 - ii **Control weaknesses** (ineffective controls)
 - iii **Excessive controls** (which reduce efficiency)
- Link any issues to an audit finding sheet.

Select Techniques for Compliance Testing

- Choose control techniques most likely to achieve the related control objective.
- Avoid testing ineffective controls.
- Cross-reference the selected techniques to audit program steps.

Determine Substantive Testing Needs

- Plan substantive testing where:
 - i Controls are ineffective
 - ii It is required due to the audit type (e.g., financial audits)
 - iii It is necessary per audit scope
- Weigh the need for substantive vs. compliance testing to maximize efficiency.

B-9. WORKING PAPER TICKMARKS

All audit working papers must clearly reflect the procedures performed by the auditor. The use of **tickmarks** (symbols) is a standardized method to indicate the completion of specific procedures and to support the review process.

Tickmark usage guidelines:

- A **unique symbol** must be used for each distinct audit procedure.
- Avoid using the **same symbol in different colors**, as photocopying may render all tickmarks in black and indistinguishable.
- A **tickmark legend** explaining each symbol must be provided at the bottom of every working paper where tickmarks are used.
- Tickmarks must indicate that an actual audit procedure was performed—do not use them as placeholders or for unexecuted steps.
- Avoid intricate or overly complex tickmark designs; clarity and simplicity are essential.

B-10. AUDIT FINDINGS

Potential audit findings may arise throughout all phases of the audit. Upon identification of a finding, an **Audit Finding Form** (see Appendix) must be completed at the time the issue is discovered—**not only at the reporting phase**.

Audit Finding Protocol:

- Findings must be developed during the audit, progressively documented, and not postponed until reporting.
- Prior to drafting a formal report comment or corrective action plan, all findings must be discussed with the auditee to:
 1. Confirm the accuracy of the condition identified.

2. Inform the auditee of the potential reportable issue.
3. Obtain the auditee's preliminary input on corrective actions.

Following this discussion, the finding may be summarized on a Corrective Action Plan Form. This form should be issued to the auditee to obtain a formal written response.

B-11. AUDIT REPORT PROCESS

The audit report serves as the formal communication of audit results. It must be prompt, precise, and concise, presenting the findings, conclusions, and recommendations to management in a clear and actionable format.

Audit Report Structure:

- **Executive Summary**
- **Risk and Control Matrix**
- **Categorized Findings** (Critical, Significant, Minor, Housekeeping)
- **Recommendations** for corrective action
- **Management's Response** and corrective action plan (where applicable)

Note: The report reflects only those issues identified during the audit. It is **not a comprehensive list of all potential weaknesses**. Management is responsible for evaluating the full business impact of the recommendations prior to implementation.

Audit Reporting Process:

1. Provisional Report (if applicable):

- Issued **during fieldwork** if **critical or significant findings** are identified.
- Designed to prompt **urgent management action** without waiting for the draft report.
- Examples include:
 - Findings likely to be of **concern to the Auditor-General**.
 - Findings with **potential fraud indicators**.

2. Exit Conference:

- Schedule a meeting with the auditee to **review and discuss the preliminary draft report**.
- A copy of the draft should be sent to the auditee **at least 24 hours before** the exit conference.
- Participants may include:
 - Auditee management responsible for the affected areas.
 - Management tasked with implementing corrective action.
 - Supervisors or directors overseeing the function under review.

During the conference:

- Provide the **Preliminary Draft Report**, marked *"For Discussion Purposes Only"*.
- Use the session to:
 - Resolve any **factual disagreements**.
 - Clarify the **intent of recommendations**.

- Ensure **management understands** the key issues.
- Prevent **misinterpretation** and incomplete responses.

If disagreement persists, the report must reflect **both the auditor's and auditee's positions**.

Conclude the conference by:

- Confirming the **final report issuance process**.
- Identifying the **recipients of the final report**.
- Agreeing on a **response due date**—usually **within 7 working days**.

3. Draft Final Report:

- Issued to obtain **formal management comments**.
- Management is expected to respond **within 7 working days** of receipt.

4. Final Report:

- The final audit report will be issued to the **Executive Director** for final comments.
- The **Accounting Officer** and the **Audit Committee** will receive the completed report.
- Findings will be **rated** by severity and business/control impact using standard definitions (to be included in the next subsection or appendix).

Rating	Key	Definition of Risks
Critical		Risks that require urgent attention from management because of the pervasive impact of weaknesses in the control environment and/or instances of non-compliance with internal control identified
Significant		Risks that require attention from management as soon as possible because weaknesses in internal control may lead to financial loss or significant weaknesses in control environment.
Minor		Isolated areas of control weaknesses in control environment and/or instances of non-compliance with internal controls identified
Housekeeping		These control weaknesses do not represent a significant risk to the control environment and can normally be correct at a minimal cost. The correction of these control weaknesses will have the effect on an improved control environment.

Step 7 – Distribute and present report

Distribute final report using Distribution List form. Present final report to the Audit Committee and the Finance Committee as requested or required.

Step 8 – Follow-up audit

Refer to B - 13

B-12. SPECIAL PROJECTS / CLIENT REQUESTED PROJECTS

A dedicated pool of hours is reserved within the approved internal audit plan to accommodate **special projects** and **client-requested engagements**. These engagements typically take the form of **consulting services**, aimed at supporting management in solving problems, improving operations, and achieving the organization's objectives, without compromising the auditor's independence.

Purpose and Value of Consulting Services

Consulting services are intended to:

- **Add value** to the organisation by enhancing governance, risk management, and internal controls;
- **Support management decision-making** without internal audit assuming management responsibilities;
- Provide **objective insight** and **practical recommendations** to improve processes and systems;
- Strengthen relationships between internal audit and various levels of management.

Examples of such services may include:

- Process design and improvement;
- Participation in system implementation or conversion projects;
- Risk and control workshops;
- Policy or procedure development;
- Advisory input into committees or task teams.

Types of Consulting Engagements

Consulting engagements may be categorized into the following types:

Type	Description
Formal Consulting	Planned engagements, governed by a written agreement, with clear scope and deliverables.
Informal Consulting	Routine activities, such as participation in ad hoc meetings, routine information sharing, or presence on standing committees.
Special Consulting	Involvement in temporary or focused teams such as system implementation or ICT project teams.
Emergency Consulting	Participation in urgent recovery or crisis response teams formed due to disasters or unusual business events; includes temporary support to meet critical deadlines.

Acceptance of Consulting Engagements

Before accepting any consulting engagement, the following process and considerations apply:

Pre-Approved Consulting

- Some consulting engagements are identified and approved as part of the annual internal audit plan.

Ad-Hoc Requests

- Other engagements are initiated by managers directly requesting assistance from the **Chief Audit Executive (CAE)**.

Approval by Audit Committee

- The CAE will seek **Audit Committee approval** for any consulting engagement that **significantly affects** the execution of the approved internal audit plan.

Independence and Objectivity

- The CAE must assess whether the engagement may impair the **independence or objectivity** of the internal audit activity (IAA). Where a risk to objectivity exists, appropriate safeguards must be established.

Competence and Capacity

- The CAE must ensure that internal audit has the **necessary skills, experience, and available time** to carry out the consulting engagement effectively.

Risk Considerations

- The CAE will evaluate **risks associated with the engagement**, including reputational, operational, and audit scope impacts.

Budget Hours and Documentation

- All special and client-requested projects must operate within the **hour pool allocated** for such activities in the approved internal audit plan.
- For each consulting engagement, the **project budgeted hours** must be established and approved by the **CAE**.
- Both **budgeted and actual hours** must be clearly documented in the project working papers for accountability and tracking purposes.

B-13. AUDIT FINDING / CORRECTIVE ACTION - MONITORING

The Internal Audit Activity (IAA) will conduct an **quarterly monitoring process** to track and ensure the effective implementation of corrective actions arising from audit recommendations. This process supports accountability, mitigates risk exposure, and provides assurance that agreed-upon improvements are being realized. A central **Audit Findings Database** will be maintained to facilitate effective follow-up and monitoring.

Objectives of the Audit Findings Database

The primary objectives of maintaining this database are to:

- Control, update, and report on the status of **proposed and actual corrective actions**.
- Track the **number, nature, and outcomes** of audit recommendations implemented.
- Identify and report to management any **unresolved findings** that represent **ongoing risk exposure**.

- Prioritize findings that require **additional follow-up** due to significance or delayed resolution.
- Facilitate timely and structured **status updates** from responsible departments or officials.

Required Information in the Database

Each entry in the Audit Findings Database will include the following fields:

Field	Description
Audit Number	Format: FY-NN, where FY = Fiscal Year, NN = Sequential Project Number
Audit Title	Title of the audit project as assigned by Internal Auditing
Report Date	Date of issuance of the final audit report
Department	Name of the department audited
Responsible Official	Primary contact for follow-up, typically the person responsible for implementing corrective action
Audit Finding Number	Number used to identify the finding in the report and working papers
Finding Description	Concise summary of the issue or weakness identified
Recommendation	Summary of the audit recommendation for corrective action
Response	Initial management response; updated periodically as implementation progresses
Status Code	Indicates the current status of the corrective action. Use the following codes:
1	In-Process – Corrective action is being implemented
2	Pending – Action agreed but not yet started
3	Partially Resolved
4	Resolved – Verified by follow-up procedures
5	Recommendation Declined – Management has chosen not to implement
6	Will Not Be Implemented Due to Changed Conditions
Date of Corrective Action	Actual completion date of the corrective action (DD/MM/YY format)

Quarterly Monitoring Procedures

An **quarterly follow-up project** will be conducted to:

- Input findings issued during the previous quarter into the database.
- Follow up on **open findings** where the planned implementation date has lapsed.
- Validate and update the **status of corrective actions** based on departmental feedback and, where necessary, verification testing.

A standardized **work program** for this monitoring process is maintained in the “Report of Management Actions” section of the internal audit permanent electronic files.

Reporting

Following the update of corrective action statuses, the **Chief Audit Executive (CAE)** will compile and distribute summary reports to **management and elected officials**. These reports may include:

- Findings with **completed** corrective actions.
- Findings where corrective action is **in process**, with notes on progress.
- Recommendations that **will not be implemented**, with reasons.
- Findings where no action has been taken or action is **overdue**.

B-14. AUDIT FINDING / DATA BASE DEFINITIONS OF DATA FILES

To ensure consistency and standardization in maintaining the Audit Findings Database, the following definitions apply to each data field:

Field Name	Definition
Audit Number	A unique identifier assigned by Internal Auditing to each audit project. Format: FY-NN where FY = Fiscal Year, NN = Sequential Project Number.
Audit Title	Title assigned by Internal Auditing to the project. Use a concise version if the original is lengthy.
Report Date	Date on which the final audit report was issued (format: DD/MM/YY).
Department	Name of the department or unit where the audit was conducted.
Contact Person	The designated departmental official most familiar with the current status of the audit finding. Typically, this is the original contact person assigned by the department head.
Audit Finding Number	The number or code used to identify the finding in the audit report and working papers.
Finding Description	A brief summary of the audit finding as captured in the final audit report.
Recommendation	A concise version of the audit recommendation related to the finding.
Response	The initial management response to the finding. This field is updated with any subsequent status reports or explanations provided.
Status Code	A two-digit code indicating the implementation status of the corrective action. The following codes shall be used:
01	In-Process – Corrective action is currently being implemented
02	Pending – Corrective action agreed but not yet initiated
03	Partially Resolved – Some aspects of the corrective action have been addressed
04	Resolved – Corrective action fully implemented and verified
05	Recommendation Declined – Management has opted not to implement
06	Will Not Be Implemented – Due to changed conditions or circumstances
Date of Corrective Action	Actual date when the corrective action was completed (format: DD/MM/YY).

B-15. CONFLICT OF INTEREST

Internal Auditing must maintain objectivity and independence in all matters relating to audit engagements. It is imperative that **Internal Auditors remain free from personal, professional, or external impairments** that could affect their impartiality in conducting audits and issuing findings.

Principle of Independence

Auditors must not only be independent in fact but must also be perceived as independent by knowledgeable third parties. Any **real or perceived conflict of interest** could compromise the credibility of the internal audit function.

Circumstances Affecting Impartiality

Situations that may impair independence or the perception thereof include, but are not limited to:

- Personal relationships with the auditee.
- Financial interests in the auditee's operations or outcomes.
- Recent or ongoing involvement in the area under audit.
- Employment opportunities or engagements that may bias the auditor's judgment.

Annual and Engagement-Level Independence Declarations

To assist in managing independence and objectivity:

- All internal audit staff shall **complete an annual independence declaration**, affirming the absence of conflicts of interest or disclosing any potential issues. (See procedure B-16 for reference and template.)
- For every audit engagement, team members shall **complete a project-specific independence assessment**, which will be retained in the **General Matters – Planning** section of the audit working papers.

These steps help safeguard the integrity of the audit process and ensure alignment with professional auditing standards.

B-16. ANNUAL INDEPENDENCE STATEMENT

CONFLICT OF INTEREST STATEMENT

To the best of my knowledge and belief, I have answered the following questions truthfully and accurately:

	YES	NO
1. Do you have any official, professional, personal, or financial relationships that might cause you to limit the extent of any inquiry, to limit disclosure, or to weaken or slant audit findings in any way?	-----	-----
2. Do you have any preconceived ideas toward individuals, groups, organizations, or objectives of a particular program that could bias the audit?	-----	-----
3. Did you have any previous responsibility for decision making or managing an entity that would affect current operations of any entity or program being audited?	-----	-----
4. Did you previously perform any duties for Sol Plaatje Municipality involving the approval of invoices, payrolls, claims, or other proposed payments?	-----	-----
5. Are you currently or have you previously maintained the official accounting records of a fund or program of Sol Plaatje Municipality?	-----	-----
6. Do you have a financial interest, direct or substantial indirect, in Sol Plaatje Municipality except for compensation and benefits provided under the Municipality's policies?	-----	-----
7. Do you have a financial interest, direct or substantial indirect, in any related party transaction (vendor, customer, contractor, lease, or other financial transaction, etc.) with the Municipality, elected officials, or other members of the City's governance structures?	-----	-----
8. I acknowledge receipt of a copy of, and affirm adherence to, the Institute of Internal Auditors' Code of Ethics .	-----	-----

Exceptions (please explain below or state "None")

Employee Name: _____

Position: _____

Signature: _____

Date: _____

Reviewed by Chief Audit Executive: _____

Date of Review: _____

B-17. AUDIT PROJECT INDEPENDENCE STATEMENT

Audit Project Independence Statement

Audit Name: _____

Date: ____ / ____ / 20__

In accordance with the Global Internal Audit Standards (2025), particularly those governing auditor independence and objectivity, the undersigned declare the following:

1. I am free from any official, professional, personal, or financial relationships that could impair — or appear to impair — my independence or objectivity in carrying out this audit.
2. I have no biases, preconceived opinions, or conflicts of interest with respect to individuals, functions, or programs subject to this audit.
3. I have not had responsibility for, or decision-making authority over, any operations or activities included in this audit engagement within the past 12 months.
4. I have not participated in any accounting, payment processing, or operational management of the area under review during the past five (5) years.
5. I hold no financial or personal interest, direct or substantial indirect, in Sol Plaatje Municipality other than through the remuneration and benefits provided under Municipal policy.
6. I affirm that I will maintain objectivity throughout the audit process and will immediately disclose any actual or perceived conflict of interest that may arise.

Signatures and Declarations:

Title	Name (Print)	Signature	Date
Chief Audit Executive	_____	_____	_____
Audit Supervisor	_____	_____	_____
Auditor-In-Charge	_____	_____	_____
Staff Auditor	_____	_____	_____
Assistant Auditor	_____	_____	_____

Note: Any exceptions to these declarations must be disclosed in writing and appended to this form.

Auditors should disclose, in writing, any exception(s) to these statements. Written exceptions should be filed as supplements following this page.

B-18. PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION POLICY

The Internal Audit Activity (IAA) must ensure that all auditors possess and maintain the knowledge, skills, and other competencies needed to fulfill their responsibilities. Continuous professional development is critical for ensuring alignment with the evolving complexity of public sector auditing and expectations of stakeholders.

Minimum Training Requirements (as per GIAS 2025):

- 20 hours of CPE (Continuing Professional Education) per financial year for each auditor.
- 80 hours of CPE over any rolling two-year period.
- At least 24 hours of the 80 hours must be specific to public sector auditing, governance, risk management, compliance, or fraud prevention.
- Internal auditors in leadership or supervisory roles are encouraged to exceed the minimum requirement to maintain credibility and leadership competencies.

Types of Acceptable Learning Activities:

- Formal training courses, seminars, workshops
- Webinars, e-learning, or blended learning
- Participation in relevant professional associations (e.g., IIA, IMFO, IRMSA, ACFE)
- University courses or recognized certification programs
- Development or delivery of training
- On-the-job learning documented through structured coaching or mentoring

Planning, Tracking, and Monitoring:

- Each auditor is responsible for identifying training aligned with their job responsibilities and development plan.
- Training plans must be discussed and approved during annual performance planning or appraisal reviews.
- A **“Training Summary Log”** will be maintained by the Audit Administrative Officer and updated quarterly.
- **Proof of attendance or completion** (e.g., certificates, transcripts, confirmation emails) must be submitted to the Audit Supervisor within 10 working days of course completion.

Support for Professional Certifications:

- The IAA encourages certifications such as CIA, CCSA, CGAP, CFE, CRMA, and others relevant to public sector auditing.
- Time off for examinations will be granted.
- Reimbursement of registration fees, study material, and travel will be subject to municipal policy and available budget.

B-18-1. INTERNAL AUDITING TRAINING SUMMARY ACCUMULATED CONTINUING EDUCATION

NAME: _____		TITLE: _____		CERTIFICATION(S): _____	
PERIOD ENDING: ____ / ____ / 20__		PAGE #: _____		_____	
Date (DD/MM/YY)	Training Description	Location/Platform	Sponsor/Provider	Cost (R)	CPE Hours
FINANCIAL YEAR TOTALS:				R	Hours

Instructions:

- Complete this form for all internal and external training.
- Submit supporting documentation (certificate, agenda, etc.) to the Audit Supervisor within 10 working days of training.
- At least 20 hours annually and 80 hours over two years must be accumulated, with 24 hours in public sector-specific topics.
- The summary is reviewed quarterly and retained in the auditor's professional development file.

B-19. PERSONNEL FEEDBACK / EVALUATION

Internal Audit leadership is responsible for providing structured, constructive, and timely performance evaluations for auditors involved in engagements exceeding **80 hours**. This supports quality assurance, staff development, and continuous improvement in line with the **Internal Audit Activity's Quality Assurance and Improvement Program (QAIP)**.

Evaluation Requirements:

1. **Standardized Evaluation Forms** must be used (different forms for Staff and In-Charge Auditors).
2. The **Audit Supervisor** will evaluate all Staff Auditors. The **Chief Audit Executive (CAE)** will evaluate the In-Charge Auditor or Supervisor.
3. A formal **discussion** of the evaluation must occur between the evaluator and the person being evaluated.
4. Evaluations must be **signed by both parties** and submitted to the CAE for final review and signature.
5. The **original signed evaluation** will be retained by the CAE as part of the QAIP documentation.
6. **No copies** are to be kept by evaluators. Staff may request copies for their records.
7. **Optional comment pages** may be attached by either the evaluator or the person being evaluated.
8. These evaluations are **distinct from HR performance appraisals** and are not filed with HR but serve as timely feedback tools for audit-specific performance and learning.

Key Evaluation Criteria May Include:

- Technical proficiency and accuracy
- Adherence to audit methodology
- Communication and report writing
- Professional skepticism and independence
- Timeliness and efficiency
- Teamwork and leadership (for In-Charge)

B-19-1. STAFF AUDITOR PERSONNEL FEEDBACK / EVALUATION FORM**SOL PLAATJE MUNICIPALITY - INTERNAL AUDITING PROJECT FEEDBACK/EVALUATION FORM STAFF AUDITOR**

Name of Staff Auditor: _____

Audit title: _____

Role/Duties on Audit: _____

Evaluation Criteria

Performance Area	Above average	Competent	Needs improvement	Not rated
Planning				
Understands auditee's environment and risks				
Contributes to audit planning and scope clarity				
Technical Competence				
Applies relevant auditing standards				
Prepares compliant, clear, complete, and well-organized working papers and procedures				
Develops findings with adequate support and root cause analysis				
Demonstrates sound professional judgment				
Time Management				
Meets agreed timelines and budget allocations				
Communicates delays or scope changes proactively				
Communication				
Writes clearly, concisely, and professionally.				
Communicates effectively with team and auditees				
Actively listens and seeks clarification.				
Personal Attributes				

Performance Area	Above average	Competent	Needs improvement	Not rated
Demonstrates initiative and accountability				
Maintains independence and objectivity				
Shows professionalism in conduct and appearance				
Engages respectfully with team and stakeholders				

Overall Performance Summary

(Include any commendations, coaching points, or opportunities for development)

Acknowledgment

- I confirm that this feedback was discussed with me and I was given an opportunity to respond.
- I understand this is part of the quality improvement process under GIAS Principle 12 and is separate from HR performance evaluations.

Signatures	Name	Date (DD/MM/YY)
Staff Auditor		
Audit Supervisor		
Chief Audit Executive		

B-19-2. IN-CHARGE AUDITOR/AUDIT SUPERVISOR PERSONNEL FEEDBACK / EVALUATION FORM
INTERNAL AUDITING PROJECT FEEDBACK/EVALUATION FORM IN-CHARGE AUDITOR/AUDIT SUPERVISOR

Name of person evaluated: _____

Audit title: _____

Role / Duties on Audit: _____

	Above average	Competent	Needs improvement	Not rated
Planning				
Understands auditee risks, controls, and processes				
Develops efficient and effective audit programs and resource budgets.				
Coordinates audit planning and engages auditee appropriately				
Adjusts plan based on risk and resource availability				
Technical Competence & Execution				
Applies all standards and internal audit methodologies appropriately				
Oversees preparation of high-quality working papers (clear, complete, logical)				
Monitors audit progress and reports delays or issues timely				
Conducts team meetings and resolves execution challenges				
Develops relevant, impactful findings and reports with root causes and viable recommendations				
Finalizes working papers and clears all review comments before wrap-up				
Delivers audit within agreed timelines and resource budgets				
Supervision and Leadership				
Reviews work promptly and provides developmental feedback				
Delegates work to build staff skills and ensure audit quality				
Manages and motivates team to meet performance expectations				
Completes timely and constructive personnel evaluations				

	Above average	Competent	Needs improvement	Not rated
Communication				
Communicates clearly and persuasively in writing.				
Leads meetings and articulates audit results with confidence and clarity				
Listens actively and incorporates feedback appropriately.				
Personal Attributes				
Demonstrates professionalism and ethical behavior				
Maintains objectivity and independence from auditee				
Shows initiative, dependability, and commitment to excellence				
Fosters a respectful and productive team and auditee relationship.				

Overall Performance Summary

(Comments on strengths, development needs, or recommended training should be included)

Acknowledgment

I confirm that this feedback was discussed with me, and I had the opportunity to comment. I understand this feedback supports quality assurance and professional development as required by the 2025 Global Internal Audit Standards.

Signatures	Name	Date (DD/MM/YY)
In-Charge Auditor / Supervisor		
Evaluator (Chief Audit Executive or Delegate)		

B-20. STAFF SCHEDULING

The Chief Audit Executive (CAE) is responsible for assigning internal audit engagements in line with the approved internal audit plan. Engagements will be allocated to audit supervisors and staff based on their qualifications, experience, and workload, while ensuring that assignments uphold independence and objectivity as defined in the Global Internal Audit Standards.

The CAE will assess factors such as the complexity of the audit area, staff skill sets, prior involvement, and engagement deadlines. For each engagement, one auditor will be designated as the engagement leader (in-charge auditor), who will manage the engagement planning, execution, and reporting under the guidance of an audit supervisor or audit manager.

The audit scheduler, in coordination with audit supervisors, will manage resource planning and control of staff allocation, adjusting for risk changes and priority shifts when necessary.

B-21. GENERAL OFFICE SECURITY

Working papers and other internal audit files should be protected from unauthorized access. All staff will be provided with the applicable keys to the offices used by Internal Auditing. All file cabinets and outer office doors should be locked at the end of the working day.

Each auditor has a responsibility to ensure that all working papers are secure at the end of the day. In addition, if an auditor must leave working papers in an area where there are no other auditors to guard them, the auditor should cover or lock up the working papers to deter unauthorized access to the working papers.

In addition to physical file security, all digital audit documentation must be stored securely on approved Municipal or Internal Audit systems. Access must be restricted through system permissions, and portable media should be encrypted. Remote working protocols must also ensure secure data access and storage.

B-22. NEWS MEDIA

All inquiries from the media must be referred to the **Municipal Communications Unit or official spokesperson**. Internal Audit staff must not disclose, confirm, or comment on any audit matters, findings, or issues, in accordance with the **IIA Code of Ethics** and **Sol Plaatje Municipality communication protocols**.

B-23. FRAUD, ABUSE AND ILLEGAL ACTS

If auditors encounter indications of fraud, corruption, abuse, or illegal acts during audit work, they must promptly inform the **Chief Audit Executive (CAE)**. The CAE will assess the matter to determine its validity and potential impact. Where necessary, and in consultation with the **Audit Committee** and **Municipal Manager**, the CAE will escalate the matter to the relevant authority or department responsible for investigations, in line with Council policy.

Internal Auditing may support fraud investigations within the scope of its charter, ensuring compliance with the **IIA's Fraud and Corruption Guidance**, maintaining objectivity, and fully documenting all steps taken.

SOL PLAATJE LOCAL MUNICIPALITY

EFT POLICY



APPROVED ON THE

RESOLUTION NUMBER



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1. Policy Purpose

The primary goal of this policy is to ensure Electronic Funds Transfers (EFTs) are initiated, executed, and approved in a secure manner. This policy establishes requirements with respect to domestic payments via EFT for payments of municipal suppliers, monthly wage bill and adhoc payments as they fall due.

This policy applies to refunds made to municipal debtors arising from overpayments or credits passed in line with Customer Care, Credit Control and Debt Collection Policy of the municipality.

2. Definitions

Automated Clearing Bureau (ACB): Generally, refers to payments made via direct deposit and should be set up in the vendor master that denotes this payment method.

Banking information: Information from the payee or their bank regarding their account; including bank name, account name, account number, bank contact information and any other information necessary to transfer funds.

Electronic Funds Transfer (EFT): The electronic exchange (transfer of money from one bank account to another), either within a single financial institution or across multiple institutions, through computer-based systems. Wire transfers and ACB payments are examples of EFTs.

3. Applicable Legislation

MFMA Section 10 & 11 — controls over municipal bank accounts and withdrawals.

MFMA Section 62(1)(c) — requires internal controls that enforce “effective, efficient and transparent financial management”.

MFMA Section 65 – Expenditure Management

Section 55 of the Municipal Systems Act 32 of 2000

4. General Requirements

All EFT payments will be coordinated and submitted through Supply Chain Management, Payroll or Creditors Controller's Office. The Controller or his/her designee will approve all new and changes to electronic funds transfer requests, ensuring that the payment via wire is necessary, all required documentation is provided and appropriately approved, and that the request and banking account information is accurate and valid.

Change in banking details by a supplier must be done through the Central Supplier Database and Supply Chain Management (SCM) must be provided with the stamped bank account confirmation letter, for record keeping. The designated SCM official of the municipality is authorised to update any supplier bank account records, on the financial management system of the municipality.

For staff related banking details, changes can only be effected upon presentation of the stamped bank account confirmation to the Human Resource Department. Project workers banking details



are uploaded and/or updated by Payroll Office. No changes will be effected unless the employee presents himself/herself with proper identification. Telephonic, faxed or e-mail letters shall not be accepted.

5. Roles and Responsibilities

Accounts Payable in the Controller's office is responsible for ensuring that proper documentation, authorization and accounting information are provided and accompany any EFT payment instructions.

Supply Chain Management Acquisitioning is responsible for administrative process for the purchase of goods and/or services and negotiating payment terms in relation to those purchases.

The Controller's Office (Payroll or Creditors) is responsible for initiating and releasing EFTs on behalf of the municipality. Two separate individuals are required to initiate and release EFT payments through the municipality's banking partner's computer-based system. The Controller's Office also has the responsibility to confirm EFT instructions with specific departments and individuals if there is any question as to the validity of the EFT request.

Departments are responsible for obtaining and submitting proper support and approvals, including the completed and approved vouchers or payment documents at least thirty (30) calendar days prior to payment being needed.

Manual upload of payment on the banking application should be prohibited, and only automated upload of banking files will be accepted for releasing. This effectively means that all payments must first be processed and authorised on the financial or payroll system before payments may be released under normal procedures.

6. EFT Procedures

To promote the safety of the municipality's funds in the EFT environment, the following procedures will be adhered to:

- The procedure to initiate an EFT is subject to the same financial policies, procedures and controls that govern disbursement by any other payment mechanism.
- EFT transactions will not be made without proper authorization of affected parties in accordance with the municipality's procurement and recruitment business and billing refund practices.
- Authentication of new EFT requests and changes to existing EFTs required prior to the transaction being input into the computer-based banking system and includes the following steps:
 - a) **Validate and verify** all electronic payment instruction requests received and confirm the correct account name and account number information.



- b) **Document** the verification process that was followed to validate payment instructions. A record of the verification must be maintained in accordance with record retention policies.
- When EFT payments are approved, they will be set-up in the vendor master database in the financial accounting system by individuals authorized to perform vendor maintenance.
- Bank balances will be monitored daily for unusual or unexpected transactions. Bank statements in pdf format must be saved electronically and hard copies must be filed for audit purposes.
- Reconciliation of banking activity to the general ledger will be accomplished in a timely manner with investigation and resolution of reconciling items. A monthly bank reconciliation statement must be signed, must be saved electronically and must be filed for audit purposes.
- All municipal officials assigned with the powers and functions to release payments shall ensure that there is independence in decision making regarding authorisation of each payment. Releasers must verify that the releasing file generated from the financial system correlates with the imported bank file, prior to the releasing of any funds.
- Staff are fully aware of the extent of this responsibility and must exercise caution at all times to avoid financial losses by the municipality as well as litigation that may arise as a result of failure to pay all dues within the agreed upon timeframes.
- In a case of uncertainty with any payment, all enquiries must be referred to the Chief Financial Officer, who may in turn liaise with the department that was financially enriched by the services of the service provider.

7. User Access Management Processes and procedures

- a) Management will immediately submit an item to the next Council meeting for any new appointments; service terminations or amendments to viewing rights
- b) Creation, modification and deactivation of operators will be performed by the designated self-administrator. An EFT User Access form must be authorised and an activity log report must be printed to ensure a proper audit trail for auditing purposes.
- c) Secure password reset protocols
 - i. Require the supervisor's approval on the EFT User Access form.
 - ii. The operator initiates the reset request via e-mail.
 - iii. Telephonically verify Identity via employee number and ID number.
 - iv. An activity log report must be printed, and the authorised EFT User Access form must be filed to ensure a proper audit trail for auditing purposes.
- d) Conduct quarterly reviews of user access using system-generated reports, if available.
- e) Conduct quarterly reviews on the monitoring of system administrator activities to ensure accountability.

8. IT Security

- a) All operators that will be using the EFT system must be trained on the system. Operators must confirm and sign that they have received the necessary training.
- b) Their computers need to be updated with the latest Java updates.



- c) A security certificate which is unique to that particular user must be installed on that particular computer and/or laptop.
- d) Operators using mobile devices must ensure that they adhere to the prescribed security protocols.
- e) Users must have secure password and should not share it with anyone and the password must be changed according to the change management procedure of the designated bank.
- f) All security mechanism or procedures implemented by the designated bank must be adhered to by users at all times.
- g) Failure to comply to any assigned security prescripts by the designated bank may result in disciplinary action being instituted or dismissal.
- h) Adhere to the multi-factor authentication and password requirements as per the banking system requirements - an account will be locked out, if the operator entered the wrong password 3 times and an account will be disabled for more than 90 days of inactivity.
- i) All banking EFT files will be automatically saved via the financial system to a secure server/drive
- j) Only first releasers in the Payment Section will have authorized access to this secure server/drive
- k) Users that have authorised access to the secure server/drive will be reviewed on a quarterly basis and ensure that system logs are retained.

9. Policy Review

This policy shall be reviewed annually.

10. Implementation

This policy comes into effect from the date of approval.

SECTION 7:

BY - LAWS

SOL PLAATJE MUNICIPALITY

ANNEXURE : BUDGET RELATED BYLAWS

<u>List of Budget related Bylaws</u>	<u>Explanation numbers</u>
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
2. Bylaws to be approved with draft budget process 2026/27

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.

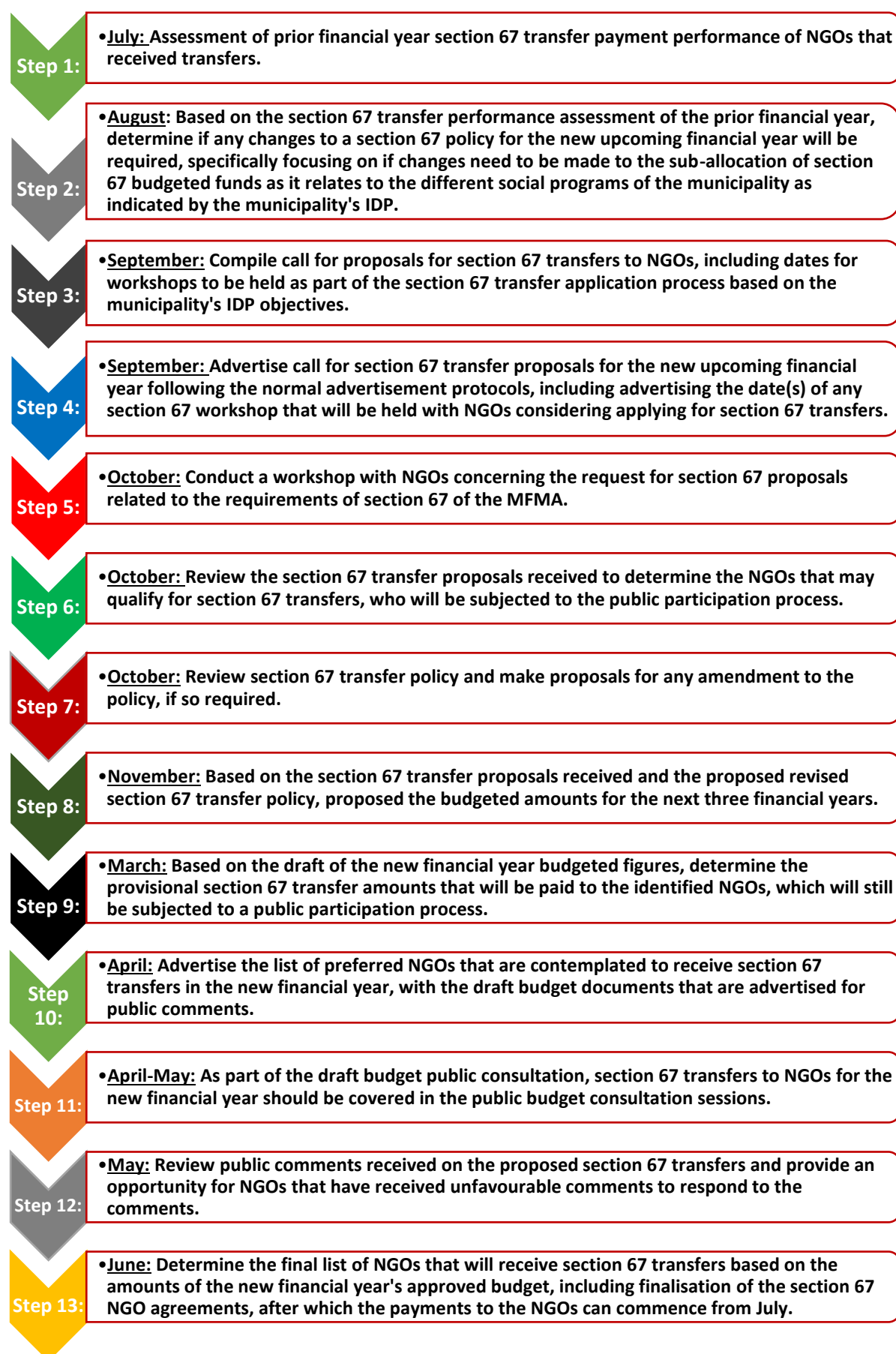
The accounting officer's conclusion must be justifiable, reasonable and fact-specific.

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.

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.



Municipal Budget Circular for the 2026/27 MTREF

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Introduction:

This budget circular provides guidance to municipalities on the compilation of the 2026/27 Medium Term Revenue and Expenditure Framework (MTREF). It is linked to the Municipal Budget and Reporting Regulations (MBRR) and the Municipal Standard Chart of Accounts (mSCOA) and aims to support municipalities' budget preparation processes to ensure minimum requirements are met.

Among the objectives of this budget circular is to demonstrate how municipalities should undertake annual budget preparation in accordance with the budget and financial management reform agenda by focusing on key "game changers". These game-changers include ensuring that municipal budgets are funded, revenue management is optimised, assets are managed efficiently, supply chain management processes are adhered to, mSCOA is implemented correctly and that audit findings are addressed. Municipalities are reminded to refer to the annual budget circulars of the previous years for guidance in areas of the budget preparation that are not covered in this circular.

1. The South African economy and inflation targets:

South Africa's economy is expected to grow by 1.2 per cent in 2025/26, down from the 1.4 per cent estimated in the 2025/26 budget. Real GDP growth is forecast to strengthen, averaging 1.8 per cent over the medium-term, supported by a revival in investment as new infrastructure allocations take effect and reform implementation builds.

The following macro-economic forecasts must be considered when preparing the 2026/27 MTREF municipal budgets.

Table 1: Macroeconomic performance and projections, 2023 – 2029

Fiscal year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Actual	Estimate	Forecast		
CPI Inflation	6.9%	5.9%	4.4.%	3.3%	3.7%	3.3%	3.2%

Source: National Treasury Budget Review 2025.

Note: the fiscal year referred to is the national fiscal year (April to March) which is more closely aligned to the municipal fiscal year (July to June) than the calendar year inflation.

Headline inflation declined to 4.4 per cent in the fourth quarter of 2024/25, resulting in average inflation of 4.4 per cent for the year. Consumer inflation is projected to average 3.3 per cent in 2025/26 and 3.7 per cent in 2026/27. In the short term, reducing the inflation target to 3 per cent will result in more cuts in interest rates than would be the case under a 4.5 per cent target. Over time, a lower target will decrease inflation and inflation expectations, creating the space for permanently lower interest rates, which will support household spending and investment – boosting economic growth and job creation.

The lower inflation will support higher levels of real economic growth. South Africa's inflation target will be more in line with its trading partners and peer economies, making the economy more competitive. Household spending and private investment will rise due to higher real disposable income and lower borrowing costs.

2. Key focus areas for the 2026/27 budget process:

2.1 Local government allocations

Over the 2026 Medium-Term Expenditure Framework (MTEF), the government proposes an allocation of 9.7 per cent to local government. Local government funding is projected to increase from R192.9 billion in 2026/27 to R204.9 billion in 2028/29. In 2026/27, this increase comprises R110.6 billion for the local government equitable share, R17.6 billion from the general fuel levy sharing with metropolitan municipalities, and R64.6 billion for both direct and indirect conditional grants. The increased allocations to local government reflect the government's commitment to social protection as a cornerstone of its fiscal strategy, ensuring ongoing support for indigent populations and the expansion of critical infrastructure through conditional grants. These figures represent the preliminary fiscal framework outlined in the 2025 Medium Term Budget Policy Statement; final details will be provided in the 2026 Budget Review.

Notable changes to the conditional grants system

The government has finalised its review of the conditional grant system and developed a range of reforms based on the results. These are reforms aimed at rationalising conditional grants and enhancing their effectiveness, and some have already been implemented in 2025/26 already. Reforms over the 2026 MTREF will include:

- **Electricity** – The merging of the Integrated National Electrification Programme grant and the Energy Efficiency Demand Side Management grant focuses on energy efficiency and renewable energy programmes that can lead to more sustainable energy provision and enable the achievement of long-term goals;
- **Water and sanitation** – The Water Services Infrastructure Grant, Regional Bulk Infrastructure Grant and Municipal Infrastructure Grant will be reviewed to address overlaps in water services provision;
- **Transport** – The Public Transport Network Grant will be phased out over the MTEF, and new arrangements will be explored for integrated public transport and improvements to higher-density housing to maximise benefits;
- **National Treasury grants** – The Infrastructure Skills Development Grant and Neighbourhood Development Partnership Grant will be discontinued and will be replaced with better-designed instruments that will simplify oversight, reduce administrative burden, and channel more resources to actual delivery;
- **Metro Trading Services** – An amount of R19.3 billion over the MTEF for infrastructure associated with municipal trading services will be shifted from the *Urban Settlements Development Grant* to the performance-based *Urban Development Financing Grant*; and
- **Municipal Infrastructure Grant** – there will be the introduction of a performance-based split delivery model (direct and indirect). An indirect delivery model will only be used to rebuild (not replace) municipal capacity. The role of MISA and DBSA in the indirect delivery models will be elevated, coupled with time-bound capability plans aimed at restoring direct funding.

We kindly advise municipalities to utilise the indicative numbers that were presented in the 2025 Division of Revenue Act when developing their 2026/27 MTREF calculations. It is also crucial to make considerations to the proposed amendments to baselines that were presented in the 2025 MTBPS, as they may have an impact. We recommend this be prioritised in all budgetary planning for the upcoming fiscal year. In terms of the outer year allocations (2028/29 financial year), it is proposed that municipalities conservatively limit funding allocations to the indicative numbers as presented in the 2025 Division of Revenue Act for 2026/27. The Division of Revenue Bill, 2025, which includes the annexures outlining allocations to each municipality is available at:

<https://www.treasury.gov.za/documents/National%20Budget/2025May/>

The Integrated National Electrification Programme and the Energy Efficiency and Demand Side Management grant will be merged in the 2026 Budget to streamline electrification funding, while the Public Transport Network Grant will be discontinued due to its failure to meet intended

objectives. The phased changes arise from the review of local government conditional grants to address infrastructure delivery inefficiencies.

Division Of Revenue Amendment Bill, 2025 (DoRAB)

Changes to local government allocations –

Additional funding to the Municipal Disaster Recovery Grant: An additional R496 million is allocated to the Municipal Disaster Recovery Grant to support the reconstruction and rehabilitation of municipal infrastructure that was damaged by the floods and storm surges that struck the Eastern Cape between March and June 2025.

Additional funding to the Urban Development Financing Grant: An additional R2.1 billion is provided to the Urban Development Financing Grant to strengthen the metro trading services component. This allocation had already been provisionally set aside on a provisional basis when the main budget was presented in May 2025.

Roll over of funds in the Public Transport Network Grant: An amount of R303 million is rolled over in the Public Transport Network Grant to enable the eThekweni Metropolitan Municipality to proceed with essential work needed to operationalise Corridor 3 of its Integrated Public Transport Network operational.

Reprioritisation from the Urban Settlements Development Grant (USDG) – R5.7 billion, R6.4 billion and R7.2 billion are shifted in the respective years of the 2026 MTEF period from the Urban Settlements Development Grant to the Metro Trading Services component of the Urban Development Financing Grant to strengthen core utility functions.

Rescheduling of BFI funding in the Regional Bulk Infrastructure Grant (RBIG) – Over the medium term, an additional R2.1 billion is allocated to the Regional Bulk Infrastructure Grant to finance the Polokwane wastewater treatment works project through the Budget Facility for Infrastructure.

Reforms in the Municipal Infrastructure Grant (MIG) – Government is reforming MIG to control underspending, misuse of funds and capacity constraints. Municipalities with proven capacity will retain direct transfers, while those with ongoing capacity or governance failures will shift to indirect transfers through entities such as the Municipal Infrastructure Support Agency (MISA) and the Development Bank of Southern Africa (DBSA), supported by time-bound capability plans to restore direct access. This approach accelerates service delivery while strengthening long-term municipal capability.

Changes to conditional grant frameworks and allocations –

The framework of the MDRG – Recovery will be amended to ring-fence the additional funds for the reconstruction and rehabilitation of municipal infrastructure damaged by the disasters that occurred in the Eastern Cape between March and June 2025.

The framework of the *Urban Development Financing Grant* – is amended to reflect the revised 2025/26 baseline following the additional R2.1 billion for metro trading services.

Details per municipality of the changes to allocations for the municipal disaster recovery grant, urban development financing grant, and the public transport network grant that have been described in Part 2 of the explanatory memorandum to the Division of Revenue Amendment Bill will be gazetted.

All amended frameworks will be gazetted in terms of section 15(2) of the 2025 DoRA, after consulting Parliament.

2.2 Reporting requirements for Disaster Allocations, Metro Trading Services Programme (MTSP) – Rollover and the stopping and re-allocation guidelines

Reporting requirements for Disaster Allocations

The Division of Revenue Act, 2025 (Act No. 2 of 2025) (DoRA) provides for the unallocated funds to local government through the Municipal Disaster Response Grant schedule 7B (MDRG 7B) and the Municipal Recovery Grant schedule 5B (MDRG 5B). The main purpose of the MDRG 7B is to provide for the immediate release of funds for disaster response if an occurrence cannot be adequately addressed in line with section 2(1)(b) of the Disaster Management Act, 2002 (Act No. 57 of 2002) while the MDRG 5B main goal is to rehabilitate and reconstruct municipal infrastructure damaged by a disaster.

These allocations remain unallocated until a declaration of a disaster by the Minister of Cooperative Governance and Traditional Affairs (CoGTA) in terms of Section 23(1)(b) of the Disaster Management Act, 2002 (Act No. 57 of 2002).

Section 25 of the 2025 DoRA provides that:

(3) (a) The transferring officer may, with the approval of the National Treasury, make one or more transfers of a Schedule 7 allocation to a province or municipality for a classified disaster, within 100 days after the date of the classification of the disaster.

(c) The National Treasury must, within 21 days after the end of the 100-day period envisaged in paragraph (a), by notice in the Gazette, publish all transfers of a Schedule 7 allocation made for a classified disaster.

(f) The funds approved in terms of paragraph (a) must be included in municipal adjustments budgets.

Any additional disaster funding that may be approved by the National Treasury also through section 19 (6) of the DoRA which states that “On a joint request by the transferring officer and the National Disaster Management Centre (NDMC), the National Treasury may approve that a conditional allocation in Schedule 4, 5 or 6, or a portion thereof, be reallocated to pay for the alleviation of the impact of a classified disaster or the reconstruction or rehabilitation of infrastructure damage caused by a classified disaster. Before the National Treasury approves a reallocation, the receiving officer of the conditional allocation in Schedule 4 or 5 or the transferring officer of a Schedule 6 allocation must confirm that the affected funds are not committed in terms of any statutory or contractual obligation”. These funds will then form part of the total disaster allocation for that financial year.

Upon approval by the National Treasury either through section 25(3)(a) or section 19(6), municipalities are then required to follow all reporting prescripts in terms of DoRA. Therefore, in terms of the duties of receiving officer in respect of schedule 5 or 7 allocations, section 12 requires municipalities to report expenditure and transfers received monthly, not later than 10 working days after the end of each month. Furthermore, a municipality must submit a quarterly non-financial performance report within 30 days after the end of each quarter. Lastly, municipalities must evaluate the financial and non-financial performance of the municipality, in respect of programmes partially or fully funded by a schedule 5 allocation and submit such evaluation to the transferring officer and the relevant provincial treasury within two months after the end of the 2025/26 financial year applicable to a municipality.

In addition to the reporting requirements outlined in section 12 of DoRA, municipalities must also adhere to the reporting guidelines specified in the disaster management frameworks. They are required to implement all approved projects and ensure that allocated funds are used for their intended purposes. Municipalities should submit disaster assessment reports and funding requests, signed by the Accounting Officer to the Provincial Disaster Management Centre (PDMC) within fourteen (14) days of the disaster classification. Additionally, municipalities must provide a performance report, including supporting evidence (such as payment certificates, photographs, and invoices) demonstrating the progress of project implementation, to the PDMC within 30 days after the end of the quarter in which the funds were utilized.

Rollover of the Urban Development Financing Grant: Metro Trading Service Component

Rollover requests for the incentive grant and Metro Trading Services component will follow the standard conditional grant guidelines. However, cities are required to submit applications by 31 July 2026 rather than the usual 31 August deadline. Metros are additionally required to provide their bank balances / statements as at June 2026 to demonstrate that unspent funds are cash-backed (also see the additional in-year reporting requirements in paragraph 5.12 below). Further details on the criteria and guidelines will be provided in the March 2026 MFMA Circular.

2.3 Metro Trading Services Reform Incentive

Metro Trading Services Reform: Implications for the 2025/26 Adjustments Budget and 2026/27 Budget Preparation

The Metro Trading Services Reform (MTSR) is transitioning from early implementation in 2025/26 into its first full operational year in 2026/27. The reform introduces a performance-based financing incentive through the **Metro Trading Services component of the Urban Development Financing Grant (UDFG-MTS)**, designed to improve accountability, financial management, and operational performance in water and sanitation, electricity and energy, and solid waste management.

Metro trading services are participating in the reform in two cohorts, according to year of entry into the reform:

- **Cohort 1, entering the reform in 2025/26, includes:**
 - Water and Sanitation: Buffalo City, City of Cape Town, City of Johannesburg, City of Tshwane, eThekweni and Mangaung
 - Electricity and Energy: Buffalo City, City of Cape Town, City of Ekurhuleni, City of Johannesburg, City of Tshwane and eThekweni
- **Cohort 2, entering the reform in 2026/27, includes:**
 - Solid Waste Management: all metros
 - Water and Sanitation: Ekurhuleni and Nelson Mandela Bay
 - Electricity and Energy: Mangaung and Nelson Mandela Bay

This section outlines the implications for the **2025/26 adjustments budget** and **2026/27 MTREF budget** and highlights key requirements for metros.

Implications for the 2025/26 Adjustments Budget (Cohort 1 metros)

For Cohort 1, 2025/26 is Year 1 of the MTSR, with an in-year allocation, based on independent verification of metro compliance with reform entry requirements, to participating Water and Sanitation and Electricity and Energy trading services following the national adjustments budget in November 2025.

Key requirements for Cohort 1 metro 2025/26 adjustments budget are:

- **Provision for the UDFG-MTS allocation:** Cohort 1 metros must include the in-year UDFG-MTS allocation in their 2025/26 adjustments budget, following its approval in the 2025 National Adjusted budget/DORA amendment bill. This is the performance reward for submission and Council approval of A3-PIAP v1 and the making of the Minimum Commitments;
- **Ring-fencing and alignment with PIAP activities:** Adjusted budgets must ensure incentive funds are used for MTSP-related operational and capital reforms only. Budget shifts may be required to align spending with PIAP implementation, especially early reform activity packages and organisational readiness measures; and
- **Updating A3-PIAP-linked spending profiles:** A3-PIAP v1 (approved June 2025) contains indicative spending plans. These must now be reflected in adjustments budgets, with corresponding procurement plan adjustments where necessary. It is expected that these funds in the adjustments budget reflect reform start-up and priority spending, such as those associated with the Minimum Commitments, identified through financial modelling and in updated trading service business and investment plans. As Year 1 has a typical reporting schedule, metros must ensure internal systems are aligned to enable two quarterly spending reports and one annual performance report.

Preparing the 2026/27 Budget (Cohort 1 and Cohort 2)

For Cohort 1 metro trading services, 2026/27 is the first implementation year, to achieve performance targets set in the A3-PIAP v2 (to be Council-approved by June 2026). That performance can only be verified during 2027/28. During 2026/27, Cohort 1 performance will be verified only on maintaining of the Minimum Commitments.

Budget preparation must include:

- **Funding full A3-PIAP implementation:** Operational and capital budgets must support Year 2 reform milestones, aligned with financial models and updated business and investment plans, including strengthening core management capacity, reducing technical and commercial losses, improving revenue performance, and undertaking priority network upgrades in support of the relevant A3 PIAP indicators;
- **Integrating expected incentive revenue:** Budgets must incorporate the **verified Year 1 incentive allocation for 2026/27**, reflected under the UDFG-MTS component and aligned with relevant mSCOA posting level accounts; and
- **Ensuring alignment between the A3-PIAP v2 and MTREF:** A3-PIAP v2 is the binding multi-year plan for performance measurement and should drive reprioritisation within the 2026/27 MTREF. Final sectoral allocation decisions (within the permissible Water and Sanitation, Electricity and Energy and Solid Waste Management ranges) must be reflected in the tables and adopted budgets; and

Cohort 2 metros entering the programme in 2026/27 must finalise and obtain Council approval of A3-PIAP v1 by June 2026 and budget for preparatory reform activities, including any diagnostic assessments, organisational restructuring, and development of business and investment plans.

Independent Verification: role and process

The Independent Verification Agent (IVA) verifies metro performance to inform a performance score. This score is used by the grant manager to determine each trading service's share of the incentive allocation. The IVA verifies **metro performance against the Minimum Commitments** (made, achieved and maintained) and **annual performance** against scalable performance indicators.

Metros must upload all performance claims and evidence to the National Treasury's MTSR online portal (in development and scheduled for rollout in early 2026). Metros must also prepare

internal data, reporting and governance arrangements to use this portal from the first 2026 submission cycle onward.

The IVA timeline relevant to 2026/27 budgeting is as follows:

- 15 August 2026: first performance evidence uploads for 2025/26;
- 30 September 2026: final evidence uploads for 2025/26;
- 31 October 2026: IVA submits verification outcomes to NT grant manager;
- November 2026: National Steering Committee confirms results; and
- February 2027: incentive allocations communicated via Budget Allocation Letters from NT grant manager.

Streamlined and Integrated Reporting Requirements

While the MTSR includes its **own quarterly and annual reporting requirements, which are** necessary for performance verification and incentive administration, the reform has been explicitly designed to **leverage existing metro reporting systems** to avoid duplication or unnecessary administrative burden.

The MTSR therefore aligns with and draws upon: **mSCOA implementation; Section 71 monthly and quarterly reporting; MFMA Circular No. 88; and conditional grant reporting.** MTSR seeks to **minimise additional reporting** and strengthen existing systems rather than create parallel processes.

Reference to Existing Guidance

This Circular should be read together with: **MTSR Guidance Notes 1–5, MTSR Guidance, Note 4 Addendum Indicator Definition Addendum, MTSR Sector Resource Documents (W&S, E&E, SWM), the forthcoming MTSP Programme Operations Manual (POM), 2025, UDFG Framework and any further technical guidance.**

2.3 Criteria for the release of the Equitable Share

The criteria for the release of the equitable as covered in MFMA Circular No. 122 remain relevant and are still applicable to the release of equitable share instalments in the 2026/27 financial year.

Failure to comply with the criteria will result in the National Treasury invoking section 38 of the MFMA which empowers National Treasury to withhold a municipality's equitable share if the municipality commits a serious or persistent breach of the measures established in terms of Section 216(2) of the Constitution which includes reporting obligations set out in the MFMA and National Treasury requests for information in terms of Section 74 of the MFMA.

The following criteria will be applied in relation to addressing **UIFWe** and the implementation of consequence management as required in terms of Chapter 15 of the MFMA, read with the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings:

- The municipality's UIFWe balance (audited) as at 30 June 2025 has not decreased by 75 per cent in the unaudited 2025/2026 AFS as submitted to the AGSA;
- The municipality did not have a disciplinary board in place as at 30 June 2026; and/or
- Notwithstanding the municipality having a DC Board in place, not all UIFWe matters have been referred to the DC Board during the 2024/2025 financial period and/or
- Municipalities have not instituted disciplinary measures stemming from UIFWe incurred up to 30 June 2025 in the 2025/26 financial year.

The National Treasury will start using the prevention of UIFWe as required in terms of sections 62 and 78 as a criteria from the 2026/27 financial year. It is therefore crucial for municipalities

to start implementing measures to curb the incurrence of UIFWe as required in terms of sections 62 and 78 of the MFMA.

In addition, those municipalities currently under mandatory intervention in terms of Section 139(5) of the Constitution and who fail to comply with submitting monthly progress reports on the implementation of the financial recovery plan in terms of Section 146(1)(c) of the MFMA, will also be eligible to have their equitable share allocations withheld with effect from the 2026/27 financial year.

The Joint Circular issued by the Ministers of CoGTA and Finance on 8 September 2025 with regard to Free Basic Services will also be considered as a criteria going forward.

2.4 Stopping and re-allocation guidelines

Following the 2025/26 mid-year expenditure reports (second quarter) in terms of section 10 of the 2025 DoRA and section 72 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA), National Treasury intends to invoke section 18 of DoRA which provides that the National Treasury may in its discretion or on request of a transferring officer or a receiving officer stop the transfer of a schedule 4B or 5B allocation, or a portion thereof to a municipality if the National Treasury anticipates that a municipality shall substantially underspend on the allocation, or any programme, partially or fully funded by the allocation, in the 2025/26 financial year. Further, in terms of section 18(2) of DoRA, a request by a transferring officer or a receiving officer to stop the transfer of a schedule 4B or 5B allocation, or a portion thereof must be submitted to the National Treasury by **31 January 2026**.

As part of the annual process for the stopping of the grants that underperform, National Treasury will engage with transferring officers to identify municipalities that are at risk of underspending based on their in-year performance using both the performance reports submitted by transferring officers and the verified *mSCOA* data strings. While the process remains standardised across departments, a differential approach may be applied where justified. This recognises that certain grants may face distinct performance dynamics. However, this process will not compromise overall consistency, fiscal prudence or accountability.

Stopping criteria

National Treasury will within 14 days from receiving the recommendations from the transferring officers issue letters to municipalities with the intention to stop the allocations based on recommendations from transferring officers and/or at the National Treasury's own discretion/assessment. Municipalities are requested to submit representations to National Treasury, providing motivation for the following:

- Expenditure reported as at 31 December 2025 (40 per cent for allocations under R100 million and 45 percent for allocations over R100 million);
- Progress report against approved projects (provide list/names of approved projects);
- Representation on the cash coverage for grants transferred (ring fencing) (Liquidity ratio);
- Representation on the initial cash flow projections against actual performance;
- Progress report on any approved rollover for 2025/26 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 2026, i.e., commitment that the municipality will not request rollovers 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 2025;

- 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 where the municipality anticipates that it will not fully utilise grant funds before 30 June 2026;
- All reporting must be accurate and aligned to mSCOA system; and
- An acceleration plan against the 2025/26 approved implementation plan.

The National Treasury will then give notice in the Gazette of the stopping of an allocation or a portion thereof in terms of section 18 (5), and include in the notice, the effective date and reason for the stopping.

Reallocations:

According to section 19 of DoRA, when a schedule 4B or 5B allocation, or a portion thereof, is stopped in terms of section 18, the National Treasury may, after consultation with the transferring officer and the relevant provincial treasury, determine the portion of the allocation to be reallocated, as the same type of allocation as it was allocated originally, to one or more provinces or municipalities, on condition that the allocation must be spent by the end of the 2025/26 financial year.

Once stopping of funds has been confirmed through consultation, National Treasury reassesses the performance and reallocates funds to municipalities that demonstrate capacity to absorb additional allocations. Reallocation follows a structured sequence guided by the points mentioned below to preserve the benefit of funds within the original location. Funds are allocated:

- First within the same district;
- Then within the same province; and
- Only then nationally, in cases where no suitable recipient exists within the province.

Municipalities become eligible for additional funding if they have spent at least 70 per cent or more of their original allocation, have credible and shovel-ready projects, demonstrate strong compliance with MFMA and DoRA reporting requirements and maintain realistic cash-flow projections. Historical performance including their ability to manage additional allocations in previous years is also considered.

Where applicable, Water Services Authorities may be prioritised for water and sanitation projects due to service delivery imperatives, while non-WSA municipalities may receive priority for well-prepared and impactful roads projects.

3. 2026 Local Government Elections and the budget process

3.1 Transitional processes – development and adoption of IDPs during the 2026 election year

The 2025/26 municipal financial year represents the last year of the current municipal councils' electoral term. The the next municipal election to usher in new councils is expected to take place between November 2026 and January 2027 in terms of section 24(2) of the Municipal Structures Act, 2000 (Act No. 32 of 2000) (MSA).

It is acknowledged that the period within which the coming election's date is expected takes place after the start of a new financial year. This scenario poses a latent challenge in so far as adherence to legislated timeframes regarding the adoption of the 5-year Integrated Development Plan (IDP) and the subsequent implementation.

Given the fact that the IDP and budget would need to be reviewed and adopted by 30 June 2026, the current council has an obligation to ensure that these stipulations are complied with. In this regard, the current council is expected to continue reviewing the IDP and ensuring that it is adopted within the legislated timeframe.

Section 25 (3) of the MSA does allow the municipal council to adopt the IDP of the preceding council. However, should the incoming council be unhappy with the priorities set by the current council, in this case, municipal councils are advised to consider the existing adopted IDP and resolve to initiate or not to initiate an amendment procedure as guided by the MSA and the Municipal Performance and Planning Regulations (2001).

The Department of Cooperative Governance (DCoG), through the Chief Directorate: Development Planning, is rolling out the revised IDP guidelines to municipalities. These guidelines are aimed amongst others, at guiding municipalities regarding the adoption of IDPs during an election year.

3.2 Hand-over reports for the newly elected councils

Each municipal manager, working together with the CFO and senior managers, is encouraged to prepare a hand-over report that can be tabled at the first meeting of the newly elected council. The purpose of this hand-over report is to provide the new councils with important orientation information regarding the municipality, the state of its finances, service delivery and capital programme, as well as key issues that need to be addressed.

It is proposed that the hand-over report should include:

- An overview of the demographic and socio-economic characteristics of the municipality;
- An overview of the organisational structure of the municipality, with the names and numbers of senior managers;
- An overview of key municipal policies that councillors need to be aware of, and where they can obtain the full text of such policies;
- An overview of issues that still need to be addressed in relation to the municipality's turnaround strategy (where applicable);
- An overview of the municipality's financial health, with specific reference to:
 - Its cash and investments, and its funding of commitments (Table A8);
 - Cash coverage of normal operations (see Supporting Table SA10);
 - Creditors outstanding for more than 30 days and the reasons for delayed settlement;
 - Current revenue collection levels and debtors outstanding for more than 30 days; and
 - The extent of existing loans and associated finance and redemption payments.
- The municipality's 2024/25 audit outcome and its strategy to address audit issues;
- An overview of the provision of basic services, including plans to address backlogs;
- An overview of the state of the municipality's assets, with particular reference to the asset management plan, and repairs and maintenance requirements;
- A list of the main infrastructure projects planned for the 2026/27 budget and MTREF;
- A list of key processes requiring council input over the next six months, e.g. revision of the IDP, approval of specific policies etc. and
- Any other information deemed to be important to the transitioning process.

In addition to the hand-over report, each new councillor should be given the municipalities' revised IDP, the adopted 2026/27 MTREF budget, the mid-year budget and performance

assessment report for 2026/27, the latest monthly financial statement, and the annual report for 2024/25.

Municipal managers should submit their municipality's hand-over report to the relevant provincial department responsible for local government, to the Department of Co-operative Governance (DCoG) and National and Provincial Treasuries.

4. Revenue Management

4.1 Prioritise funding the Electricity Revenue Protection Programme

Past years' increasing electricity tariffs continue to strain consumers' ability to afford this service. Municipalities (with the electricity function) as a result, at higher risk of non-technical losses, particularly related to theft and illegal by-passing. Many municipalities do not have dedicated Revenue Protection staff in place or have reduced their operational funding for Revenue Protection culminating in reduced collections and a related strain on cash flow and the ability to pay creditors. Municipalities are advised to prioritise the following Revenue Protection measures in 2026/27 and future MTREFs if not already implemented:

- A dedicated Revenue Protection Unit for Electricity, Water, Wastewater and Refuse services administered by the senior manager responsible for the municipal Electricity Infrastructure Directorate, taking into consideration the recommendations and standards set out in NRS055 (Code of Practice for Revenue Protection);
- Allocating adequate funds in the budget to fund the municipality's Electricity, Water, Wastewater and Refuse services and the Revenue Protection Unit's operational needs;
- In allocating funding, the business threat of increasing non-technical losses to the municipality's particular specifics must be considered to achieve a balance, while ensuring the Revenue Protection staff organogram and operational program is adequately funded and able to fulfil its role;
- The municipality to demonstrate in its MTREF submission (narrative and *mSCOA* data strings) that a percentage of the revenue from the Energy, Water, Wastewater and Refuse function is ring-fenced to fund the municipal Revenue Protection Programme operational need(s) towards developing the program to fruition; and
- The municipality must implement the Municipal Systems Act principle of consolidated billing and strengthen the revenue policies to use electricity and water (in Eskom supply areas or where the municipality does not have the electricity function) to collect on the consolidated municipal bill. The policies should explicitly provide for credit control in this manner.

4.2 Revenue Management Assessment Tool

Every municipality, in anticipation of the annual budget process and its review of critical revenue management related policies, should assess and review its revenue management value chain to identify any gaps, duplications, and / or inefficiencies, aligning with the approved organogram and related delegations. Refer to MFMA Budget Circular No. 126 (Annexure B: Submission checklist: Revenue Management Documents), MFMA Budget Circular No. 128 (Item 7.3 contained in Annexure A) and MFMA Budget Circular No.130 (Item 3.2 contained in Annexure A). The municipality is required to annually submit its assessment or review thereof to the National Treasury in the format of the Municipal Revenue Management Assessment Tool – to be uploaded to the National Treasury GoMuni upload portal annually as part of the Revenue Management Documents that are required.

The Revenue Assessment Tool was developed through the collaboration of the National Treasury, the Department of Cooperative Governance (DCoG) and the South African Local Government Association (SALGA) to integrate and align our support in this area, prevent duplicated efforts and facilitate stronger and systemic change across municipalities through the Single Integrated Revenue Management Framework (SIRMF).

The SIRMF is a national framework for revenue management that guides and outlines the intervention and leadership role both municipalities and oversight bodies should play in addressing challenges relating to the revenue management value chain and ultimately financial sustainability. The SIRMF emphasises the significant role of National and Provincial Government in supporting municipalities in the process of revenue management improvement and how the relevant departments will coordinate their support and their monitoring and evaluation role(s).

The SIRMF aligns with the existing statutory framework and emphasises compliance. The related tasks and responsibilities set out in the SIRMF provides guidance on how municipalities can enhance revenue management as a key approach to increasing the municipality's viability and sustainability. Completing the Municipal Revenue Assessment Tool can assist the municipal council, senior management team and oversight bodies to assess, understand, and improve critical revenue management practices of the municipality.

The tool provides an indication of gaps, flaws, duplications, inefficiencies, and risks in the existing revenue value chain that could compromise or affect whether the revenue component of the budget sufficiently caters for long-term planning and is credible and funded. It further provides a comprehensive overview of current revenue management processes by identifying strengths, weaknesses, and areas that need improvement. The tool focuses on eighteen (18) critical areas within the revenue management value chain and helps pinpoint specific areas to optimise revenue collection processes ultimately.

All municipalities had to complete the tool during the 2025/26 MTREF and are required, as part of the upcoming 2026/27 MTREF preparation process to thoroughly review the revenue value chain and affect changes to the tool reflective of such review as may be needed. As part of the review, the municipality must record clear progress and corrective actions undertaken in relation to each focus area identified during the municipality's 2025/26 compilation of the tool. It is noted that municipalities with revenue collection rates below 85 per cent (per the 2024/25 annual financial statements (AFS) and all municipalities participating in both the Municipal (Eskom) and or Water Debt Relief programs must annually undertake the full exercise (not only a review) until they achieve an average annual collection of 95 per cent as outlined in MFMA Circular No. 71.

The National Treasury recently strengthened Functional Area nine (9) – Finance Department Functions of the tool to enable municipalities to capture comments under this functional area. With effect from December 2025, any municipality compiling and or reviewing its revenue value chain as required in terms of this circular must use the **updated Municipal Revenue Assessment Tool included as Annexure A to this Circular**. The entire tool must be uploaded together with all the required worksheets included.

4.3 Cost Reflective Tariff Tool

As part of the budget process, the municipality must annually undertake an assessment to determine if the intended and implemented tariffs are cost reflective, whether all critical cost components were considered in the tariff calculation(s), whether the Local Government Equitable Share component relating to basic services were allocated to the actual service(s) and to demonstrate that the Revenue Component of the budget is credible and funded; etc. To facilitate this exercise, the municipality must complete and submit this calculation(s) and or tariff assessment in the format of the National Treasury Tariff Tool as part of its tabled, adopted and adjusted MTREF submissions to the National Treasury GoMuni portal (refer MFMA Budget

Circular No. 129. The Cost Reflective Tariff Tool outcomes must also be reported to and approved by Council as part of the respective tabled and adopted MTREF submissions.

If the Tariff Tool indicates significant tariff shortfalls, any major tariff increases should be phased in over two to three years and can be approved for the outer years (2027/28, 2028/29 and 2029/30). Thus, the indicative tariffs should be phased in over a period of three years.

The National Treasury Tariff Tool was updated to provide alternative methods of wastewater tariff modelling and to allow municipalities to allocate the municipality-specific percentage of indirect cost allocated across the different services. The municipality must ensure that the percentage allocated to indirect costs used in the Tariff Tool compilation perfectly aligns with the municipality's Budget- and Tariff-related Policies submitted as part of the tabled, adopted, and adjusted MTREF submissions. With effect 2025/26 (Quarter 3), metropolitan- and secondary cities are also required to complete and upload the Cost Reflective Tariff Tool in the National Treasury Tariff Tool format to the GoMuni portal as part of the tabled, adopted, and adjusted MTREF submissions.

Should the municipality through the completion of the Tariff Tool identify major flaws and or gaps in any tariff, the National Treasury recommend it is prudent for the municipality to undertake a full Cost of Supply study (COS) for that service since tariff gaps may be indicative of an unfunded revenue component of the municipality's MTREF. With effect from 2025/26 (Quarter 3), all municipalities must use the **updated National Treasury Tariff Tool included as Annexure B to this Circular. A Tariff Tool procedural manual is also included in Annexure B to this Circular** to assist municipalities in undertaking the Tariff Tool exercise.

4.4 Electricity Tariffs

Cost of Supply Study (COS) and NERSA D-forms for electricity tariff applications

The submission of tariff applications is an obligation enshrined in the Electricity Regulation Act, 2006 ('ERA') (as amended), read with the MFMA and incorporated in the licence conditions of licensees (also municipalities). Municipalities are therefore reminded that all municipal tariff applications for the 2026/27 financial year must be accompanied by the required Cost of Supply (COS) studies and **submitted to NERSA before the outer deadline of 12 December 2025**. Failure to comply with these requirements will result in the municipality being prohibited from making any adjustment to the electricity tariffs for the 2026/27 financial year. NERSA already confirmed to municipalities that only complete municipal applications received before 12 December 2025 will be processed and approved for implementation with effect from 01 July 2026.

Failure to apply to NERSA for approval of tariffs is a breach of the licence conditions and a violation of the provisions of the ERA. Section 15 of the ERA prevents any licensee from charging a tariff that is not approved by the Regulator. Licensed distributors should note that their current tariffs will expire on 30 June 2026 and that there will be no automatic extension, as the tariffs are approved annually.

To facilitate timely submissions to NERSA and the opportunity to supplement where NERSA identify any gaps in municipal submissions, the National Treasury urges municipalities to annually before 31 October submit to NERSA and subsequently upload to the GoMuni Portal, the municipality's:

- Latest **updated and or reviewed COS** (approved by Council) supporting its Electricity tariffs application for the MTREF to NERSA and parallel upload such to the GoMuni Revenue Portal. The COS must be uploaded to the GoMuni Revenue Portal in PDF format (the content must be in the NERSA content format), and include a file heading of: **"Demarcation Code_Municipality Name_Cost of Supply Study (period)";**

- **NERSA D-forms** submitted to NERSA, supporting its Electricity tariffs application for the 2026/27 MTREF to the GoMuni Revenue Portal in the Excel format required by NERSA, and include a file heading of: "**Demarcation Code_Municipality Name_NERSA D-form (period)**"; and
- **NERSA's letter approving the municipality's energy tariffs** for the MTREF annually with the tabled and adopted MTREFs. The municipality must upload the letter with the correct saving convention: "**Demarcation Code_Municipality Name_NERSA tariff approval (period)**".

4.5 Municipal Valuation Roll Reconciliation Tool

Reference is made to MFMA Circulars No. 93 (paragraph 3), No.98 (paragraph 4.1), No. 123 (paragraph 5.1), No. 126, (paragraph 3.1), and No. 130 (paragraph 3.5). To ensure the municipality's rates base is complete, aligns with the Municipal Property Rates Act (MPRA) section 23-Part A: Register of the latest consolidated general valuation roll (GVR), and the MPRA categories. With effect 2025/26 (Quarter 3), the municipality needs to monthly undertake the reconciliation in the format of the **updated National Treasury Municipal Valuation Roll Reconciliation Tool included in Annexure C to this Circular**. Municipalities will note that although, the tool interface remained the same, changes were made to some formula calculations to simplify the municipal experience of the tool.

The municipality must submit the completed tool together with the related documentation to the National Treasury GoMuni portal as follows:		Timeframe
1.	The municipality's list of Property Rates tariffs approved by council for the financial year reported on, together with the Council resolution that approved such.	Annually, with the tabled and adopted MTREF's
2.	The municipality's time schedule for implementing its new general valuation roll (GVR) (aligned to the MPRA).	Annually
3.	The Municipal Property Rates Act (MPRA) (section 23): Part A Register of the latest consolidated general valuation roll (GVR). **Note – The municipality to submit an updated Part A GVR to the GoMuni portal every time that it undertakes a supplementary GVR.	Annually or every time that a supplementary GVR is undertaken
4.	Municipality Valuation Roll Reconciliation – undertake monthly but only required to submit quarterly. The monthly reconciliation should be maintained and made available on request to the Treasuries and or the Department of Cooperative Governance (DCoG).	Quarterly and only upon request of NT / relevant PT / CoGTA monthly
5.	Property Rates Transaction List (for the 3rd month of every quarter) – in excel format.	Only upon request of NT / relevant PT

To assist municipalities in complying with these requirements, the National Treasury will provide follow-up training.

4.6 Prohibition on vending system(s) / third party vending solutions without consulting the National Treasury

Municipalities are cautioned on the iterations on private service offerings of vending system(s) / solution(s) offered to municipalities. These include service provider(s) funding metering solutions for municipalities, parallel to a pre-paid solution (requiring a vending platform) – these service providers then collect on behalf of the municipality in exchange for a fee. However, in several cases, the service provider does not remit to the municipality what is collected and /or claims a fee that is out of proportion to what is reasonable. This is worsened by many municipalities not undertaking weekly /monthly reconciliation of what they provide / sell (also via prepaid) vs. the revenue they receive from the service provider(s).

The MFMA, read together with the recently assented Public Procurement Act, provides a clear framework for procurement in local government. The MFMA regulatory framework, in terms of section 116, read with MFMA Circular No. 62, furthermore, provides clear guidance on how amendments to contracts should be undertaken. In our view, any offerings beyond the initial scope of the contract should not be considered a contract amendment but rather a material change or extension of scope, warranting a whole new separate procurement process.

The National Treasury therefore confirms that with immediate effect, no municipality may enter into or extend any related vending system(s) / solution(s) without the views of the provincial and National Treasury. Should any municipal official and / or political office bearer fail to honour this prohibition, she / he could render themselves personally liable for any related financial loss over and above potential criminal liability for financial misconduct.

Any municipality procuring must first request the National Treasury and relevant provincial treasury for written input. The municipality should send any request for the written input of the National Treasury together with the proposed contract for such a service offering to: both RevenueManagement@treasury.gov.za and RT29.LGBA@treasury.gov.za and Wayne.McComans@treasury.gov.za for the attention of Mr. Sadeshe Ramjathan, Director: Local Government Budget Analysis: Revenue Section, and Mr. Wayne McComans, Chief Director: MFMA Implementation and parallel to the relevant Provincial Treasury.

Municipalities are advised that the Office of the Chief Procurement Officer (OCPO) will soon initiate a tender process for a transversal contract establishing a panel of vending service providers. In the interim, until the panel is awarded and operational, municipalities must obtain prior written approval from National Treasury before procuring any new vending service providers. Permission to proceed with any such vending contract will only be authorized with the express written permission of National Treasury. Once the panel is awarded and operational, municipalities must procure vending services from the approved vendors. Should a municipality elect not to utilise the transversal contract, a comprehensive motivation, including full reasons, must be submitted to National Treasury for consideration.

4.6A Smart Meter end-to-end solutions

“Smart Meters” means meters that are components of an integrated end-to-end solution procured under the National Treasury’s transversal contract **RT29-2024**, or any future transversal contract replacing RT29-2024. This solution includes smart meter hardware, installation, the central platform, systems integration, training and skills transfer, support, and ongoing monitoring.

Municipalities are reminded that a smart meter is not just the physical device and are cautioned against only procuring the meter hardware. The latter is insufficient and will not deliver the intended benefits of smart metering. The full value is realised only when the meter is connected to a functioning platform, integrated with the billing system, supported by trained staff, and monitored continuously. Buying only the device is similar to purchasing a cell phone without a SIM card and network service: the handset exists, but the core functionality is unavailable. The same principle applies to smart metering.

The integrated solution under RT29-2024 is designed to support key municipal priorities:

- Improved service delivery through accurate, timely consumption data, fewer billing disputes, and quicker identification of faults and tampering;
- Financial sustainability through better revenue collection, reduced technical and non-technical losses, and more reliable cash flow; and
- Transparency and accountability through auditable metering data, consistent reporting, and better information for council, management, and oversight bodies.

An end-to-end solution ensures seamless data transfer from the meter to the back-office systems, enabling automated billing, exception reporting, and management dashboards. It also embeds structured training, and skills transfer so that municipal officials can operate and manage the system, rather than relying indefinitely on service providers. Support and monitoring components are essential to keep the system stable, secure and functional over time.

Municipalities are cautioned against partial procurement, such as buying only the meter hardware or bypassing the transversal contract for individual components. This often results in:

- Incomplete or manual integration with billing and finance systems;
- Limited or no training and skills transfer to municipal staff;
- Weak monitoring and reporting, undermining loss-reduction and revenue-enhancement efforts; and
- Poor value for money, project failures and potential audit concerns.

Municipalities are encouraged to use plain language when communicating smart metering projects internally and with council. Avoid unnecessary technical jargon and frame the discussion around strategic objectives: better service delivery, stronger revenue, and improved governance. It is useful to briefly explain to council as part of any decision-making process related to smart metering:

- why the full integrated solution is required;
- reference the terms and safeguards built into RT29-2024 or its successor;
- the components of the smart metering solution (meter, communication, platform, integration, training, support, monitoring); and
- The risks of procuring only one component versus an end-to-end system; etc.

It will assist non-technical stakeholders to better understand and assess the difference between a “device-only” purchase vs a true smart metering solution towards facilitating that any smart metering procurement is well planned, budgeted and implemented as a complete, integrated solution envisaged in RT29-2024.

4.6B Large Power Users (LPU) – Advanced Metering Infrastructure (AMI)

Advanced Metering Infrastructure (AMI) for Large Power Users (LPUs) is not a technical luxury. It is a core financial control that helps municipalities stabilise cash flow, protect the bulk supply (i.e. Eskom) account, and reduce audit findings related to billing and losses. The National Treasury urges municipalities to treat AMI as essential revenue infrastructure and to plan, fund and implement for such accordingly.

Municipalities manage a large number of meters and should invest in bulk intake points to reconcile the volume of electricity consumed. If the LPU (Three Phase Direct Connect and

Three Phase CT/VT Connect) are not measured accurately, the municipality will under-bill, lose revenue, and struggle to reconcile its bulk electricity (i.e. Eskom) account. AMI directly addresses this risk.

Three Phase Direct Connect Smart Electricity Meter and Three Phase CT/VT Connect Smart Electricity Meter requires Cellular Communication & Platform access – these smart meters require 2-way communication to transmit data from the meters to the Head-End System or Dashboards and vice versa.

A current transformer (CT) is a device that acts as a step-down transformer to be connected to metering devices. It is used with AMI to measure the large current for meters/ relays etc. LPU customers normally have potential transformers (PT's) also known as a Voltage Transformers (VT) as part of the customer metering. By capturing the full load of these customers, smart LPU meters close gaps where older or incorrect metering leads to under-registration and hidden revenue leakage. Three-phase meters are critical for industrial and commercial users with complex load profiles. They support correct billing for businesses, reduce disputes and manual corrections, and improve predictability of revenue from this important customer group.

Check meters at bulk intake points provide an independent reading against which bulk supply invoices can and should be reconciled. This strengthens the municipality's position when validating bulk charges, detecting errors quickly and supporting credible disputes where required. Zonal meters divide the distribution network into manageable areas and make it possible to identify where technical and non-technical losses are concentrated, instead of relying on system-wide estimates. Statistical meters provide the data needed for demand forecasting, tariff design, and investment planning, including time-of-use and other advanced tariff structures.

In combination, CT/VT direct connect meters, three-phase meters, check meters, zonal meters and statistical meters give municipalities the ability to eliminate billing anomalies, reduce losses and strengthen cash flow. For example, correcting even a modest under-billing of five per cent on the top twenty LPUs can generate additional annual revenue sufficient to cover a substantial portion of the capital or lease cost of the metering programme.

Over the 2026 MTREF and beyond, municipalities are expected to identify all LPUs, bulk intake points and key zones that must be brought onto AMI, and to prioritise funding for this rollout ahead of non-essential projects. AMI commitments should be clearly reflected in the capital budget, the revenue-enhancement or loss-reduction strategy, and in the assumptions used for medium-term revenue projections. AMI data must also be used to refine tariff models, update loss-reduction targets, and support the monthly MFMA Section 71 in-year monitoring and reporting.

National Treasury and sector stakeholders will increasingly rely on AMI-derived information to assess revenue performance, system losses and the risk of non-payment of bulk supply. Municipalities are therefore encouraged to plan and fund AMI as a central part of their financial recovery and sustainability agenda, rather than as a stand-alone ICT or technical project.

4.6C Request for Meter Statistical Information in terms of MFMA Section 74

The National Treasury, in terms of MFMA section 74 requests municipalities to provide certain minimum statistical meter information and in the format of the **“Meter Statistical information – Water and Electricity” workbook included as Annexure D to this Circular**. The template workbook is designed to help municipalities move from high-level smart metering decisions to concrete MTREF's, credible schedules, and monthly reporting. It brings together municipal details, meter requirements, trading services information, and budget information in one place so that electricity and water smart metering can be planned, costed, and monitored in a

consistent way. Municipalities are expected to complete and submit this template bi-annually (before the 10th working day of January and July) as part of the relevant MFMA Section 71 and or 72 statement(s). The submissions should cover meter data and key trading service information for the preceding six-month period.

The Municipal Meter Requirements:

- The electricity sheet of the template workbook that needs to be completed, gathers detailed information on existing and planned electricity meters. It records, by ward or area, the number of smart, conventional and prepaid meters, unmetered points, and new meter requirements. This part of the workbook establishes the baseline and the size of the gap that the smart metering project must address. It allows municipalities to see clearly where the largest shortfalls and opportunities are within their electricity network; and
- The water sheet of the template workbook performs the same function for water services. It records ward-level water meter data, including existing meters, unmetered connections and new meter requirements. Together, the electricity and water requirements sheets define the total scope of metering work that must be funded and implemented, rather than relying on rough estimates.

4.6D Smart Metering Financing Solutions

Municipalities are cautioned against concluding agreements with service providers that are offering smart meter solutions at unreasonable costs. The National Treasury LGBA Chief Directorate, in collaboration with the Office of the Chief Procurement Officer (OCPO) are developing alternative funding solutions that will be more affordable, equitable, fair, and transparent, while also protecting municipalities and their revenue sources. Official notification regarding these solutions will be communicated in due course. Municipalities are advised to wait for this official communication before finalising any smart meter-related agreements, or alternatively to formally request the National Treasury's input on such solutions before proceeding. Requests can be directed to RevenueManagement@treasury.gov.za for the attention of Mr Sadesh Ramjathan.

4.6E Transversal Contract for the procurement of Smart Metering end-to-end solutions

Municipalities must note and consider the guidance and contact information to participate in the transversal contract RT29-2024. It contains compulsory documentation and a step-by-step participation guideline which can be accessed on the National Treasury website at <http://www.treasury.gov.za/divisions/ocpo/ostb/contracts/default.aspx> under RT29-2024. Municipalities must familiarise themselves with the RT29-2024 pricing schedule and related documentation published on the National Treasury before submitting their participation application.

Applications to participate will be assessed against the municipal MTREF and cash flow, with affordability and sustainability evaluated by the relevant Local Government Budget Analysis (LGBA) directorate, in consultation with the National Treasury Revenue Management directorate towards facilitating that smart metering procurement and implementation is planned, budgeted, and implemented as an integrated solution.

4.7 Training Tools of the National Treasury

Revenue Management Assessment Tool

Municipalities must submit the Revenue Management Assessment Tool annually, as set out above. Training was already undertaken across all provinces, and the National Treasury will facilitate follow-up training during 2026/27, upon request, only for municipalities, provincial treasuries, and technical advisors deployed to municipalities and provincial treasuries.

Municipalities and provincial treasuries can request training through the relevant Provincial Treasury, which is responsible for coordinating training requests. It is noted that any National Treasury-deployed technical advisor may directly request training from the National Treasury as may be required. Requests for training and any related queries must be directed to RevenueManagement@treasury.gov.za and Sadesh.ramjathan@treasury.gov.za for the attention of Mr Sadesh Ramjathan.

Tariff Tool

All municipalities, including metropolitan and secondary cities, must undertake a tariff assessment in the format of the updated National Treasury Tariff Tool, as explained above. The National Treasury will facilitate training during January to March 2026, and thereafter, upon request only, to municipalities, provincial treasuries, and technical advisors deployed to municipalities and provincial treasuries. Training must be scheduled for a **full day**, and would be more relevant towards municipal processes if scheduled:

- Before and/ or during the **Adjustments Budget preparation** (for re-allocations);
- Before and/ or during the **Tabled Budget process** (to evaluate tariff changes); or
- Before the **final MTREF submission** to Council for approval.

Municipalities and provincial treasuries can request training via the relevant Provincial Treasury. Any National Treasury deployed technical advisor may directly request training as may be required. Requests for training and any related queries must be directed to RevenueManagement@treasury.gov.za and Sadesh.ramjathan@treasury.gov.za for the attention of Mr. Sadesh Ramjathan.

Municipal Valuation Roll Reconciliation Tool

The National Treasury confirms the guidance already provided in MFMA Circulars No. 130 and above to the effect that ALL municipalities must reconcile valuation rolls monthly and submit them quarterly to the National Treasury, together with the related documentation set out above. The latest format of the tool must be used as set-out above.

The National Treasury will facilitate follow-up training during January to March 2026, and thereafter, upon request, only to municipalities, provincial treasuries, and technical advisors deployed to municipalities and provincial treasuries on the Municipal Valuation Roll Reconciliation Tool. Training must be scheduled for at least **two full days** and can be facilitated at any time since municipalities perform this task monthly. Municipalities and provincial treasuries can request training via the relevant Provincial Treasury. Any National Treasury deployed technical advisor may directly request training as may be required. Requests for training and any related queries must be directed to RevenueManagement@treasury.gov.za and Sadesh.ramjathan@treasury.gov.za for the attention of Mr Sadesh Ramjathan.

4.8 GoMuni Portal – Revenue Management Document Uploads required

All municipalities are required to upload, annually, to the GoMuni Upload Portal, the Revenue Management-related documents included in Annexure E to this Circular, in the specified format and within the timeframes indicated. It is noted that **items 10 and 17 in Annexure E** are only relevant to Water Debt Relief participants, and items **13, 15 and 16** to Municipal (Eskom) Debt Relief participants. In relation to items **10, 13, 15, 16, and 17, all other municipalities must submit a zero (empty) form to prevent these items from reflecting as outstanding.**

4.9 Monitoring – Water Debt Relief

As outlined in paragraph 5.2 of the Water Debt Relief Guideline of the Department of Water and Sanitation (DWS), the DWS in collaboration with the relevant Water Trading Entity (WTE) and or Water Board (WB) and or Water User Association (WUA), National Treasury, and Provincial Treasury, will closely monitor the municipality's compliance with the conditions of its water debt relief approval.

The relevant National Treasury (non-delegated municipalities) or provincial treasury (delegated municipalities)¹ monthly to assess the municipality's compliance with the conditions and issue **the compliance certificate in the format of Annexure F attached to this Budget Circular** to the DWS, and relevant WTE/WB/WUA via: munic.incentive@dws.gov.za and to the municipality in one email no later than 20 working days after month-end. It is the responsibility of the DWS to ensure that the certificate, together with any DWS input as may be relevant reaches the relevant WTE/WB/WUA within one (1) working day of the Treasuries submission.

The relevant WTE/WB/WUA is to consider any inputs as part of its own assessment and monthly report on any participating municipality's compliance via email to: munic.incentive@dws.gov.za and RevenueManagement@treasury.gov.za and to the municipality, including issuing a non-compliance letter at its sole discretion as may be relevant.

The National Treasury issued guidance to all Municipal (Eskom) and Water Debt Relief participants, guiding on the reporting required as part of the monthly MFMA section 71 statement. Municipalities must closely adhere to this guidance and the relevant Treasury assessments as part of the monthly compliance certification of any debt relief participant.

Municipalities must upload their Water Debt Relief application, together with the DWS approval letter, as a single PDF to the GoMuni Revenue Upload Portal.

4.10 Delivery Agency Agreement(s) (DAA) with Eskom

Municipalities intending to enter into Delivery Agency Agreement(s) with Eskom should take note of the following with immediate effect.

Step 1: The Municipal Systems Act (MSA) section 78 process is a requirement before the DAA can be concluded. The National Treasury and the Department of Cooperative Governance (DCoG) legal services jointly confirm that the process in section 78 of the MSA must be followed before a municipality may enter into any DAA that proposes that Eskom take over the electricity function from and/or operate the service on behalf of the municipality. Section 78(1) of the MSA provides the process to be undertaken when deciding on a mechanism to provide a municipal service in the municipality or a part of the municipality, or to review any existing mechanism, and would need to be applied first.

The municipality may, before it decides on an appropriate mechanism, explore the possibility of providing the service through an external mechanism under MSA section 76(b). Once a municipality has decided to utilise an external mechanism, such as entering into an agreement with an organ of state to provide the service, it may do so, considering section 110(2)(b) of the MFMA in order to contract directly with an organ of state, in this case, Eskom.

The MSA section 78 criteria and process must be complied with regardless of whether the electricity license will remain that of the municipality in terms of the proposed DAA.

The MSA does not prescribe any period or deadlines within which this process must be concluded, and the municipality, planning diligently, may comply with this process within the shortest possible period without jeopardising or delegitimising it. DCoG and SALGA confirmed that they can assist municipalities with the MSA section 78 process and should partner to

¹ Refer MFMA Circular Number 20 (Delegations).

provide support in this regard. Concluding a DAA with Eskom without following the MSA section 78 required process will be illegal, and all expenditure incurred in terms of such a DAA will be irregular under the MFMA.

Step 2: A standardised DAA. The National Treasury, DCoG, and the Department of Electricity and Energy (DEE), working with Eskom and SALGA, are to agree on standardised terms and conditions for DAAs. It is important that municipalities maintain the standardised terms in the agreement and not deviate from them. Additional terms may be included based on municipal-specific circumstances. It will be necessary for the municipality to obtain comments from its respective provincial treasury and provincial CoGTAs before signing the DAA.

Step 3: Municipalities participating in Municipal (Eskom) Debt Relief must, in parallel to the MSA Section 78(3) process, inform and obtain the inputs of the Treasuries and DCoG, demonstrating that the proposed DAA will facilitate the municipality's compliance with the debt relief conditions set out in the National Treasury's 2023 approval letter.

The municipality should send any request (refer step 2 and or 3 above) for the written input of the National Treasury together with the feasibility study (MSA Section 78(3)(c)) and the proposed DAA (any additions and or deviations must clearly be highlighted in the request) to: both RevenueManagement@treasury.gov.za and Wayne.McComans@treasury.gov.za for the attention of Mr. Sadesh Ramjathan, Director: Local Government Budget Analysis: Revenue Section, and Mr. Wayne McComans, Chief Director: MFMA Implementation and parallel to the relevant Provincial Treasury and DCoG.

Step 4: Submission of the DAA. All municipalities signing a DAA with Eskom must submit the signed DAA together with the municipal council resolution approving such to the National Treasury to: RevenueManagement@treasury.gov.za for the attention of Mr. Sadesh Ramjathan, Director: Local Government Budget Analysis: Revenue Section and parallel to the relevant Provincial Treasury and CoGTAs.

5. Budget and other management issues:

5.1 National Treasury Guideline on Budgeting for a Funded Budget

National Treasury is concerned by the many unfunded budgets adopted by municipalities. Municipal funding plans are not realistic or credible and there is insufficient effort to achieve financial turnaround and to progress from an unfunded budget to one that is funded. Municipalities are reminded to consult the National Treasury Guideline on budgeting for a funded budget issued during the 2018/19 MTREF to assist municipalities in preparing a funded MTREF budget and or use the guideline to develop credible funding plans. **For ease of reference the 2018/19 Guideline is included as Annexure G to this Circular.**

5.2 Employee related Costs

The salary and wage collective agreement was signed by the parties of the South African Local Government Bargaining Council (SALGBC) on Friday, 6 September 2024. It is a five-year agreement effective from July 1, 2024, to June 30, 2029.

In respect of the 2026/27 financial year, all employees covered by this agreement shall receive, with effect from 1 July 2026, a salary increase linked to the Consumer Price Index (CPI) plus 0.75 per cent.

Municipalities should reflect these negotiated salary increases in the budget submissions.

5.3 Remuneration of Councilors

Municipalities are advised to budget for the actual costs approved in accordance with the Government Gazette on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances and Benefits of different members of municipal councils published annually between December and January by the Department of Cooperative Governance. It is anticipated that this salary determination will also consider the fiscal constraints. Municipalities should also consider guidance provided above on salary increases for municipal officials during this process. Any overpayment to councilors contrary to the upper limits as published by the Minister of Cooperative Governance and Traditional Affairs will be irregular expenditure in terms of section 167 of the MFMA and must be recovered from the councilor(s) concerned.

5.4 Using section 67 transfers to pay for councillor funeral costs

In terms of MFMA Circular 131 – Funds Transferred by Municipalities to Organisations and Bodies Outside the Government, section 67 of the MFMA provides a mechanism for municipalities to make transfers to organisations or bodies outside of government.

National Treasury is aware that municipalities are erroneously applying the provisions of section 67 of the MFMA to pay for deceased councillors' funeral costs. This practice is not permissible and constitutes non-compliance to Section 67 of the MFMA; and such transfer of funds is deemed irregular expenditure. This practice must immediately be stopped.

Any council policy which makes provision for the use of section 67 of the MFMA to make payment for councillor funeral costs must be rescinded with immediate effect.

Municipalities must comply with section 167(1)(a) of the MFMA which provides that a municipality may remunerate its political office-bearers and members of its political structures, but only within the framework of the Public Office-Bearers Act, 1998 (Act No. 20 of 1998), setting the upper limits of the salaries, allowances and benefits for those political office-bearers and members.

5.5 Review of human resource policies, benefits not provided for in collective agreements

Municipalities face rising financial pressure from providing in-service and post-employment benefits that are not covered by any South African Local Government Bargaining Council (SALGBC) collective agreement or supported by a long-term affordability assessment. These benefits create long-term liabilities and spending that are not aligned with the MFMA while municipalities overreach by setting unaffordable tariffs to accommodate such expenses in the budget. To support financial sustainability, municipalities must review all benefits provided to current and former employees to identify benefits that fall outside SALGBC agreements and identify any practices or policies that create irregular, unnecessary, or unaffordable expenditure.

Examples of benefits not provided for in SALGBC agreements include annual leave encashment during service (not linked to termination of services) and post-employment medical aid contributions. These benefits strain operating budgets and expose municipalities to irregular, unauthorised, fruitless, and wasteful expenditure. They cost millions each year and, in the case of post-employment medical aid, create liabilities that run into billions for municipalities. When post-employment medical aid contribution is paid for former employees, the municipality receives no value in return.

For the 2026/27 budget, municipalities must accordingly identify all benefits paid to current or former employees that are not within the SALGBC agreements, or a valid council policy supported by a long-term affordability and compliance assessment. Where such benefits exist, for example, annual leave encashment during service, municipalities must consult with labour

unions and discontinue the expenditure. Another option is that municipalities may consider a phased approach to discontinue the expenditure over two or three years, subject to affordability.

In the case of post-employment medical aid benefits, these must not be granted to employees appointed from a future date, for example, from 1 July 2026. Where a municipality provides the benefit without a policy, it must adopt a policy that reflects existing practice while excluding future employees from receiving the benefit and setting upper limits on the municipality's contributions. The policy and council decision must specify the effective date of exclusion for future employees. Benefits such as post-employment medical aid should not be extended to senior managers or councillors covered by the annual upper-limits gazette notices.

Accounting officers must ensure that human resource policies, payroll practices, and benefit structures comply with the law, and that any unauthorised or unaffordable benefits are stopped in accordance with the correct procedure. All municipalities must, accordingly, as part of their annual review of their 2026/27 budget-related policies, review all human resource benefit policies to identify benefits the municipality should discontinue with effect from 1 July 2026, on affordability grounds. Accounting officers remain responsible for preventing irregular, fruitless, and wasteful expenditure, and the contemplated policy reviews must be conducted by municipal staff, not consultants.

5.6 Submission of payroll information on Central Supplier Database

In recent years, more municipalities and municipal entities are incurring irregular expenditure due to awards made to persons in the service of the state, including municipal officials and councillors.

On 01 September 2015, the National Treasury launched the Central Supplier Database (CSD), which became fully effective for municipalities and municipal entities from 1 July 2016. The CSD provides a myriad of services, including the verification of state employees. Whilst information for National and provincial officials is available, municipalities and municipal entities are not consistent in submitting information to the CSD.

This lack of information has resulted in municipalities and municipal entities inadvertently making awards to persons in the service of the state, including awards made to their own officials and councillors. As such, municipalities and municipal entities are urged to submit all the relevant information to CSD.

This will enable all municipalities and municipal entities to be able to verify information and avoid possible non-compliance findings timeously.

5.7 Unauthorised, irregular, fruitless and wasteful expenditure reduction and implementation of consequence management

As previously explained in MFMA Circular no. 129, municipalities are continuing to incur unauthorised, irregular, fruitless and wasteful expenditure (UIFWE) year-on-year. Whilst more municipalities are establishing disciplinary boards, such boards are not investigating matters as required, or where such investigations are undertaken, municipal councils are not implementing the disciplinary boards' recommendations.

Municipalities are required to submit an action plan which must address the period from 02 January 2025 to 31 August 2026. The action plan should include monthly calendar actions that will allow for the monitoring of the action plan implementation.

The action plan should include the following information:

- plan to process the UIFWE balances up to 30 June 2026 by 31 August 2026, and how future UIFWE will be prevented with specific UIFWE prevention controls;

- the key process changes (including administrative processes) the municipality will implement to ensure that the UIFWE balances are processed to adhere to the August 2026 deadline; and
- the process to be followed to establish and appoint members of the disciplinary board and address the backlog of financial misconduct referrals to the disciplinary board. This should include processes and procedures for the referral of matters to the disciplinary board.

This action plan must be uploaded to the *Muni eMonitor* as part of the evidence for UIFWE reporting.

5.8 Fruitless and Wasteful External Legal and Consultant Costs

National Treasury has observed that municipalities (including municipal entities) incur legal and consulting fees on matters that could have been avoided had officials followed proper procedures, or had officials or councillors not been negligent or acted deliberately, thereby causing legal disputes. These costs place pressure on operating budgets and provide no value to the municipality. Legal or consultant fees arising from non-compliance, negligence, inaction, deliberate conduct, flawed processes, or attempts to justify irregular decisions constitute fruitless and wasteful expenditure under the MFMA.

Legal costs linked to labour matters where procedures were not followed by the municipality, or for justified reasons, or to council matters involving unlawful meetings or invalid decisions, are avoidable and must be treated as wasted legal costs. Municipalities must also not incur legal costs to defend officials or councillors where there is clear negligence, misconduct, or deliberate misrepresentation of facts, including cases where material facts are withheld or altered, resulting in legal and consultant costs. Appointing lawyers or consultants to create a predetermined outcome, rationalise irregular conduct, or shield individuals from consequences exposes the municipality to irregular, fruitless and wasteful expenditure. Municipalities are reminded to exercise caution and prudence regarding such matters.

This section does not prevent a municipality from defending or instituting legal proceedings arising from a genuine and bona fide legal dispute. It also does not prevent a municipality from bringing self-review proceedings to set aside its own irregular or unlawful decisions.

5.9 Fruitless and Wasteful Expenditure Audit Finding Disputes

A recent concern noticed is the use of external consultants or lawyers to oppose Auditor-General South Africa (AGSA) audit findings, or to prepare opinions (including legal opinions) aimed at disputing audit findings that the municipality cannot justify in law or that do not align with the facts, or where material facts are distorted or have not been provided to the AGSA. Municipalities and municipal entities are forewarned not to use external lawyers and consultants to respond to or dispute AGSA audit findings but instead follow AGSA's dispute resolution procedures to address audit disputes. Municipal officials are also specifically warned not to provide misleading or incomplete information to the AGSA to obtain a specific outcome, as these actions or inactions will qualify as both financial misconduct under sections 171 (municipalities) and 172 (municipal entities) of the MFMA and as a financial offence in terms of section 173 of the MFMA.

5.10 Request for information regarding procurement spend, employee related data and audit management reports

The National Treasury aims to strengthen public trust and foster public accountability in the procurement systems of government. This initiative will be achieved by, amongst others, making the procurement systems more transparent through the publication of procurement information of institutions. An Instruction on Procurement Information Transparency has been issued by the National Treasury for the publication of the dashboard and requesting procurement information from procurement systems of all departments, public entities, and

constitutional institutions. The published information will include, but is not limited to, supplier and ownership details, the nature, value, quantity of procurement transactions, and payments made to suppliers.

One of the key principles underpinning the MFMA read with the Municipal Supply Chain Management Regulations is that of transparency. Therefore, a letter, signed by the Director General of the National Treasury in terms of section 74 of the MFMA, will be written to municipalities wherein similar information as referred to in the preceding paragraph is requested. The information requested is inclusive of personnel data within municipalities. The employee information requested should be available on the HR sub-systems of all municipalities. Municipalities should liaise with their respective system vendors to extract this information in the required template format directly from their relevant sub-systems.

5.11 Additional in-year reporting requirements

Reference is made to MFMA Circular No. 67 point 5.5. Municipalities must provide additional information and supporting documentation to the National Treasury as part of the submission of the Section 71 input forms. This information will assist in improving the quality of the quarterly published local government performance information. Additional information and supporting documentation include:

- An extract of the trial balances from the general ledger;
- Copies of the actual monthly bank statements (reflecting the opening and closing bank balances) for the primary bank account;
- Bank reconciliation for the reporting period in the primary bank account; and
- Copies of the quarterly tabled section 71 documents in the prescribed Schedule C format including the applicable council resolution.

6 Municipal Standard Chart of Accounts (*mSCOA*):

6.1 Release of Version 7.1 of the Chart

Version 7.1 of the *mSCOA* chart is released with this circular and must be used to compile the 2026/27 MTREF. The linkages to chart version 7.1 can be downloaded from the Local Government Database and Reporting System (LGDRS) on the following link under the *mSCOA*/List *mSCOA* WIP account linkages menu option:

https://lg.treasury.gov.za/ibi_apps/signin

The reports on the Local Government Database and Reporting System (LGDRS) are populated from financial and non-financial data strings. Municipalities must therefore use the linkages on GoMuni referred to above and not the formulas in the regulated Municipal Budget and Reporting Regulation (MBRR) Schedules when generating their data strings.

The MBRR Schedules (A to F) and non-financial data string (A1S) will be aligned to chart version 7.1. A protected version of these Schedules for version 7.1 of the A1S will be available by 31 January 2026 on the MFMA Webpage and the LGDRS under GoPublic / Explore *mSCOA* on the links below:

<http://mfma.treasury.gov.za/RegulationsandGazettes/Municipal%20Budget%20and%20Reporting%20Regulations/Pages/default.aspx>

https://lg.treasury.gov.za/ibi_apps/portal/Explore_mSCOA

Municipalities must verify that the A1S data string does not contain spaces and special characters prior to submission to the GoMuni Upload portal, as this will result in the data not pulling through on table A10 of the A1 system generated schedule.

To ensure that all integrated municipal system solutions have incorporated the required changes for *mSCOA* chart version 7.1, several municipalities across all systems will be required to submit test data to the LGDRS in January and February 2026. Communication in this regard will follow in January 2026.

For the National Treasury to consider a new chart change in version 7.2 of the chart, the issue must be logged with all relevant details and supporting documents on the *mSCOA* Frequently Asked Question (FAQ) portal by 31 August 2026. The *mSCOA* FAQ portal can be accessed by all registered GoMuni users on the following link:

https://lg.treasury.gov.za/ibi_apps/signin

Importantly, when an FAQ is logged, it is considered by the FAQ committee after it has been investigated. If the FAQ members do not find grounds for a chart change, the FAQ will be closed with an explanation. If there is merit for a chart change in the next version of the chart, the matter is referred to the *mSCOA* Technical and Steering Committees for recommendation and approval. This process concludes annually by the end of October. The FAQ process will therefore not provide quick responses to queries.

If a query pertains to GoMuni related issues (such as the **A**, **B** and **C** Schedules) and not a chart change, then an email with all relevant detail, supporting documents and screenshots must be sent to lgdataqueries@treasury.gov.za.

6.2 Important changes in *mSCOA* chart version 7.1

Capitalisation of conversion costs to water inventory

MFMA Budget Circular No 129 dated 6 December 2024 detailed the requirements for the accounting treatment of water inventory costs in terms of Generally Recognised Accounting Practises (GRAP) 1.104, 12 (paragraphs 19 to 28) and 17.22. *mSCOA* chart version 7.1 addresses the capitalisation of conversion cost from the nature of the expense to Water Inventory as required in terms of these GRAP standards.

In addition, the Accounting Standards Board (ASB) FAQ 3.3 guides the measurement of Water Inventory as follows:

- *Entities need to develop their own accounting policies to measure water using the principles in GRAP 12.*
- *After the entity demonstrates that it can recognise the water, it is initially measured as follows:*
 - *Costs incurred to bring the inventory to its current location and condition including related infrastructure costs. Some examples include costs of extraction and depreciation; plus*
 - *Costs of conversion.*

As per the guidance provided in the GRAP standards and ASB, the capitalisation of conversion costs should align with the principle applied to Employee Related Costs (Cost Capitalisation to PPE). Toward this end, the following credit accounts have been included in version 7.1 of the *mSCOA* chart:

Account	Change in chart version 7.1

1	Basic Salary - Capitalisation of Costs to Property, Plant and Equipment (PPE), Water Inventory	• Credit account adjusted • Updated the description and definition to include Water Inventory for all posting levels
2	Capitalisation of Electricity Costs	Credit account added
3	Contracted Services (Maintenance)	Credit accounts added for: • Capitalisation of Maintenance of Building and Facilities • Capitalisation of Maintenance of Equipment • Capitalisation of Maintenance of Unspecified Assets
4	Capitalisation of Depreciation of Water Treatment Works	Credit accounts added
5	Operational Costs	Credit accounts added for: • Capitalisation of Courier and Delivery Services Costs • Capitalisation of Vehicle Tracking Costs • Capitalisation of Wet Fuel Costs • Capitalisation of Licences Costs

The chart was also updated to allow for the accumulation of the following additions to water inventory: system input volume:

- Water Treatment Works: Acquisitions;
- Bulk Purchases: Acquisitions; and
- Natural Resources: Acquisitions.

Alignment of cash flow linkages

In terms of GRAP 2, cash flows should be classified in accordance with the nature of the activity to which they relate (operating, investing or financing) which requires that:

- The item for *Interest, Insurance Refund and Retentions* must be accounted for both operating and investing activities based on the nature of the transactions; and
- The *Interest on Short-Term investment* (greater than 90 days) and *Long-Term Investments* must be populated within investing activities. Short-Term Investments is disclosed on the Statement of Financial Performance.

To give effect to this GRAP standard, a new operational funding source, Insurance Refunds, has been created under the Investing Activities of MBRR tables A7 and SA30. Therefore, with effect from version 7.1 of the *mSCOA* chart:

- The VAT Receipts will be populated using the Bank Deposits (IA001001 – "DEPOSITS") and VAT Receipt funding source. The VAT Control account receipts will not be used for this purpose;
- Construction Contract Revenue will no longer form part of Sales of Goods and Rendering of Services. A new funding source was created to separately populate Construction Contract Revenue as part of Other Revenue on the MBRR supporting table SA30; and

- Development Charges will no longer form part of Operational Revenue. A new funding source was created to separately populate Development Charges as part of Other Revenue on MBRR supporting table SA30.

The structure of the MBRR table A7 and its related cash flow linkages has also been aligned with the *mSCOA* chart version 7.1. The updated linkages to the MBRR supporting table SA30 are attached as **Annexure H: Cash Flow Linkages**.

Intercompany Transfers

In terms of the MFMA, municipalities with entities must submit budgets, in-year Section 71 reports, annual financial statements and annual reports for the parent municipality, as well as consolidated documents for both the parent and its entity. Furthermore, in accordance with GRAP 35 paragraph 39, a controlling entity shall prepare consolidated financial statements using uniform accounting policies for like transactions and other events in similar circumstances.

The consolidation procedures prescribed in GRAP 35 paragraph 41(a) and (c) state that consolidated financial statements combine like items of assets, liabilities, net assets, revenue, expenses, and cash flows of the controlling entity with those of its controlled entities. Consolidated financial statements should eliminate in full intra-economic entity assets, liabilities, net assets, revenue, expenses, and cash flows relating to transactions between entities of the economic entity (surpluses or deficits resulting from intra-economic entity transactions that are recognised in assets, such as inventory and fixed assets, are eliminated in full). Intra-economic entity losses may indicate an impairment that requires recognition in the consolidated financial statements.

To support the implementation of the process outlined in GRAP 35 paragraph 41(c), *mSCOA* chart version 7.1 has been revised to enable the proper recording and reporting of all intercompany and parent–subsidiary transactions. These revisions introduce new and updated items relating to assets, liabilities, net assets, and expenses, which may be found on the *mSCOA* chart version 7.1 and represented as follows:

- Assets: Non-current Assets: Intercompany/Parent-subsidiary Transactions;
- Assets: Current Assets: Intercompany/Parent-subsidiary Transactions;
- Liabilities: Non-current Liabilities: Intercompany/Parent-subsidiary Transactions and Net Assets: Intercompany/Parent-subsidiary Transactions; and
- Expenditure: Intercompany/Parent-subsidiary Transactions.

The intercompany items available on the chart makes provision for the elimination of transactions between the entity and the parent and should be considered where possible during the preparation of your respective budget to ensure budgeted financial information between municipalities and their entities is accurately reflected and remains consistent across all reporting levels.

In terms of MBRR No. 39, the annual budget and supporting documentation of a municipal entity must be in the format specified in Schedule D and include all the required tables, charts and explanatory information considering any guidelines issued by the Minister in terms of section 168(1)(a) of the MFMA. Municipalities with entities must submit the necessary documents to the GoMuni Upload portal in accordance with the prescribed Regulations.

6.3 Improving *mSCOA* implementation

mSCOA e-Road Map

Municipalities are required to develop and implement a *mSCOA* road map to address gaps in the implementation of the *mSCOA* Regulations and the minimum business processes and system specifications articulated in MFMA Circular No 80 and its Annexure B.

The *mSCOA* road map has been incorporated as a module into the web-based Financial Management Capability Maturity Model (FMCMM). From the 2026/27 MTREF, all municipalities will be required to prepare their *mSCOA* road maps on the FMCMM web-based platform. The web-based *mSCOA* Road Map assesses compliance with regards to *mSCOA* implementation for the following focus area:

- System landscape, i.e. the ICT architecture that enables compliance with the *mSCOA* requirements articulated in MFMA Circular No 80 and its Annexure B;
- Governance and institutional arrangements to drive compliance with the *mSCOA* requirements articulated in MFMA Circular No 80 and its Annexure B;
- The functionality of the integrated system solution, as per the requirements articulated in MFMA Circular No 80 and its Annexure B; and
- Proficiency of municipal officials in utilising the integrated financial system solution.

Gaps in implementation will require the development of an action plan in the FMCMM web-based platform. Progress on the implementation of the *mSCOA* road map will be monitored via the FMCMM platform by National and Provincial Treasuries. From the 2026/27 financial year, this will form the basis for decisions on the withholding of the equitable share pertaining to *mSCOA* non-compliance, as well as the *mSCOA* compliance certificate to be issued by the National Treasury in respect of the Metro Trading Services reform.

Regulation of the minimum business process and system specifications for *mSCOA*

The National Treasury will conclude the consultation and preparatory work to regulate the minimum business process and system requirements for *mSCOA* in 2026/27. Once promulgated, the regulations will be applicable to municipalities and their entities.

Municipalities are encouraged to start preparing for these regulations by addressing gaps in the current *mSCOA* implementation and resolving them prior to the promulgation of the regulations on the minimum business process and system requirements for *mSCOA*.

All consultation documents that were presented at the Integrated Consultative Forums (ICF) can be located on the MFMA Webpage under *mSCOA* – Municipal Standard Chart of Accounts/ Regulations on Minimum Business Processes and Technical Specifications for *mSCOA*/ Working Groups on the following link:

<https://mfma.treasury.gov.za/RegulationsandGazettes/MunicipalRegulationsOnAStandardChartOfAccountsFinal/mSCOA%20Minimum%20Requirements/Forms/AllItems.aspx>

The draft documents are also available on the *mSCOA* one drive for comments and inputs on the following link and provide sufficient guidance to municipalities and system vendors to prepare for the new regulations prior to promulgation:

[E1 Draft Regulations - Consultation - Shared](#)

All comments and submissions are requested **by 31 January 2026** and must be submitted to mscoa@treasury.gov.za to allow for consolidation and inclusion in the final regulations.

6.4 Improving *mSCOA* data string credibility

Introducing a 3rd validation rule

Currently, the LGDRS implements automated stage 1 and 2 validations to ensure that credible data strings are submitted to the GoMuni Upload portal. The stage 1 validations verifies that the file structure is correct, while the stage 2 validation verifies that the *mSCOA* chart has been used correctly across 18 validation areas. Details on the stage 2 LGDRS validations are attached as **Annexure I**.

A third stage automated validation will be introduced from the 2026/27 MTREF to validate the credibility of *mSCOA* data strings. Details in this regard will be communicated when available.

7 The Municipal Budget and Reporting Regulations:

7.1 Assistance with the compilation of budgets

If municipalities require advice with the compilation of their respective budgets, specifically the budget documents or Schedule A, they should direct their enquiries to their respective provincial treasuries or to the following National Treasury officials:

Province	Responsible NT officials	Tel. No.	Email
Eastern Cape Buffalo City	Matjatji Mashoeshoe Pitso Zwane Mandla Gilimani	012-315 5553/ 0609242914 012-315 5171 012-315 5807/0661198036	Matjatji.Mashoeshoe@treasury.gov.za Pitso.Zwane@Treasury.gov.za Mandla.Gilimani@treasury.gov.za
Free State	Cethekile Moshane	012-315 5079	Cethekile.moshane@treasury.gov.za
Gauteng City of Tshwane and City of Johannesburg City of Ekurhuleni	Matjatji Mashoeshoe Pitso Zwane Willem Voigt Makgabo Mabotja Khanyisile Khosa Kgomotso Baloyi Lunathi Dumani	012-315 5553 012-315 7538 012-315 5830 012-315 5156 012-315 5866/082 887 2968	Matjatji.Mashoeshoe@treasury.gov.za Pitso.Zwane@Treasury.gov.za WillemCordes.Voigt@treasury.gov.za Makgabo.Mabotja@treasury.gov.za khanyisile.khosa@treasury.gov.za Kgomotso.Baloyi@treasury.gov.za Lunathi.dumani@treasury.gov.za
KwaZulu-Natal eThekweni uMhlathuze	Kgomotso Baloyi Lunathi Dumani Kevin Bell Sifiso Mabaso Matjatji Mashoeshoe Pitso Zwane	012-315 5866 012-315 5725 012-315 5952/060 923 7343 012-315 5553/060 326 6885 012 315 7538	Kgomotso.Baloyi@treasury.gov.za Lunathi.dumani@treasury.gov.za Kevin.Bell@treasury.gov.za Sifiso.mabaso@treasury.gov.za Matjatji.Mashoeshoe@treasury.gov.za Pitso.Zwane@Treasury.gov.za
Limpopo	Sifiso Mabaso Jabulile Ngwenya	012-315 5952/060 923 7343	Sifiso.Mabaso@treasury.gov.za Jabulile.ngwenya@treasury.gov.za
Mpumalanga	Mandla Gilimani	012-315 5807	Mandla.Gilimani@treasury.gov.za
Northern Cape	Mandla Gilimani	012-315 5807	Mandla.Gilimani@treasury.gov.za
North West Mafikeng	Willem Voigt Makgabo Mabotja Khanyisile Khosa Cethekile Moshane	012-315 5830 012-315 5156 012-315 5079	WillemCordes.Voigt@treasury.gov.za Makgabo.Mabotja@treasury.gov.za khanyisile.khosa@treasury.gov.za Cethekile.moshane@treasury.gov.za
Western Cape Cape Town George	Willem Voigt Khanyisile Khoza Kgomotso Baloyi Sifiso Mabaso	012-315 5830 012-315 5385 012-315 5866/082 887 2968 012-315 5952/ 060 923 7343	WillemCordes.Voigt@treasury.gov.za khanyisile.khoza@treasury.gov.za Kgomotso.Baloyi@treasury.gov.za Sifiso.Mabaso@treasury.gov.za

Technical issues on GoMuni Website	Data management		lgdataqueries@treasury.gov.za
Local government Conditional Grants			Sello.mashaba@treasury.gov.za Pretty.mavhungu@treasury.gov.za Marvin.ngobeni@treasury.gov.za Akanyang.modise@treasury.gov.za Sandra.admams@treasury.gov.za
Municipal (Eskom) and or Water Debt Relief and Smart Metering	LGBA: Revenue Section (Sadash Ramjathan)		revenuemanagement@treasury.gov.za

8 Submitting budget documentation and A schedules for the 2026/27 MTREF

8.1 Submissions to the National Treasury

Municipalities are reminded to submit documents and queries to the correct portals/ mailboxes. These portals/ mailboxes are:

- https://lg.treasury.gov.za/ibi_apps/welcome (GoMuni Upload Portal) – All documents required in terms of legislation by approved registered users, including: mSCOA Data Strings; Budget-related, in-year and year-end documents and schedules (A, B and C); Revenue and MFRS Documents (as per MFMA Circular No. 126) procurement spent reports, etc.;
- lgdataqueries@treasury.gov.za – Database related and submission queries;
- lgdocuments@treasury.gov.za – Only Provincial Treasuries may send contact details to lgdocuments@treasury.gov.za; and
- [mSCOA Regulations@treasury.gov.za](mailto:mSCOA.Regulations@treasury.gov.za) – all inputs and comments relating to the intended mSCOA Regulations on the minimum business processes and system specifications; and
- Rolloverapplication@treasury.gov.za – all rollover applications and queries related to the conditional grants.

Any document/ queries that are submitted to the incorrect portal/ mailbox will not be processed and the submission status report will continue to reflect the documents as outstanding.

8.2 Time frames for submission

The LGDRS will be locked at 00:00 on the 10th working day of every month for the submission of data strings due, as required in terms of section 71 of the MFMA. Closed periods will not be opened to correct errors or to accommodate non-submission of data strings, regardless of whether a Schedule G application was done or not.

Municipalities must therefore verify the credibility and accuracy of the information in their financial system prior to closing the month on the ERP system and submitting the mSCOA data strings to the LGDRS.

The GoMuni Upload portal can be accessed by registered users on the following link:

https://lg.treasury.gov.za/ibi_apps/signin

Since the 2020/21 MTREF, municipalities are no longer required to submit hard copies of all required documents, including budget-related documents, Annual Financial Statements, and Annual Reports, to the National Treasury via post or courier services. PDF versions of documents must be submitted to the GoMuni Upload portal.

8.3 Updating of contact details on GoMuni

Municipalities are reminded that it is their responsibility to ensure the minimum, that is, to update their contact details monthly on the LGDRS as and when changes occur. Often emails containing important information and deadlines are returned (“undeliverable”) and do not reach the intended LGDRS users because of outdated contact information. Updates to contact details made by municipal officials on the LGDRS are validated and approved for upload by the Contacts Administrators who were nominated by the Municipal Manager for this purpose within each municipality.

Registered LGDRS users can download the contact details for their municipality on the LGDRS by logging-in to GoMuni on the following link and then accessing the report under Database/Contacts/Reporting/Contact information:

https://lg.treasury.gov.za/ibi_apps/signin

The names of the respective Contact Administrators for each municipality are indicated in the contact information list on the LGDRS.

8.4 Training on GoMuni and mSCOA

The National Treasury training schedule and registration links for 2026 to assist municipalities, national and provincial government departments and other stakeholders that require new or refresher training on how to draw reports on the LGDRS and technical support on mSCOA, is available on the GoMuni/ Go Training portal on the following link:

https://lg.treasury.gov.za/ibi_apps/portal/GoMuni_Navigation

Contact



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Post Private Bag X115, Pretoria 0001

Phone 012 315 5009

Fax 012 395 6553

Website <http://www.treasury.gov.za/default.aspx>

JH Hattingh

Chief Director: Local Government Budget Analysis

05 December 2025



NATIONAL TREASURY

MFMA Circular No.133

Municipal Finance Management Act No. 56 of 2003

The meaning of "organ of state" as contemplated in section 110(2)(a) of the MFMA

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1. Purpose

The purpose of this Circular is to—

- 1.1 clarify the meaning of "organ of state" as contemplated in section 110(2)(a) of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003 – 'MFMA');
- 1.2 explain the listing of Telkom SA SOC Ltd ("Telkom") as a public entity in Schedules 2 to the Public Finance Management Act, 1999 (Act No. 1 of 1999 – 'PFMA'); and
- 1.3 advise whether Telkom should be regarded as an "organ of state" for purposes of section 110(2)(a) of the MFMA.

2. Application

This Circular applies to municipalities and municipal entities.

3. Interpretation

This Circular should be read together with sections 217 and 239 of the Constitution of the Republic of South Africa, 1996 ('Constitution'), Chapter 11 of the MFMA, and the Municipal Supply Chain Management ('SCM') Regulations, 2005.

4. Background

The National Treasury has been receiving queries regarding whether Telkom is an "organ of state" and whether section 110(2)(a) of the MFMA applies when a municipality or municipal entity procures goods and services from Telkom. The issue arises particularly in cases where municipalities or municipal entities seek to apply the exemption provided for in section 110(2)(a) of the MFMA. This Circular accordingly serves to advise on the legal interpretation of the term "organ of state" as contemplated in section 110(2)(a) of the MFMA.

5. Interpretation of section 110(2)(a) of the MFMA

Section 110(2)(a) of the MFMA provides: "This Part, except where specifically provided otherwise, does not apply if a municipality or municipal entity contracts with another organ of state for the provision of goods or services to the municipality or municipal entity".

Section 110(2)(a) essentially exempts a municipality or municipal entity from the procurement processes set out in Part 1 of Chapter 11 of the MFMA and the SCM Regulations when a municipality or municipal entity enters into a contract with another organ of the state to provide goods or services to the municipality or municipal entity.

6. Rationale of section 110(2)(a) of MFMA

The rationale for section 110(2)(a) of the MFMA is to enhance efficiency and reduce administrative burdens when procurement is conducted between organs of state, which are all ultimately accountable within the same constitutional framework. When goods or services can be sourced from another organ of the state, it removes the need for a full-

scale SCM process. However, the municipality or municipal entity must ensure that all relevant accountability and oversight mechanisms remain in place within its SCM policy to mitigate risks. The core principle is not to circumvent good governance but to effectively leverage public-sector capacity and resources.

From a practical standpoint, municipalities or municipal entities must still exercise due diligence. It is advisable for SCM officials to confirm the credentials of the other organ of the state, evaluate the pricing or cost recovery structure, and verify alignment with the municipality's or municipal entity's strategic objectives and budgetary limits. Additionally, proper record-keeping and clear documentation of the arrangement are crucial for oversight and audit purposes. This ensures that while municipalities and municipal entities benefit from the flexibility offered by section 110(2)(a) of the MFMA, they still adhere to accountability, transparency, and fairness objectives.

7. Meaning of "organ of state"

The MFMA does not define the term "organ of state", however, section 110(2)(a) of the MFMA must be read with the definition of "organ of state" as provided in section 239 of the Constitution.

Section 239 of the Constitution defines an "organ of state" as:

"(a) any department of state or administration in the national, provincial or local sphere of government; or

(b) any other functionary or institution—

(i) exercising a power or performing a function in terms of the Constitution or a provincial constitution; or

(ii) exercising a public power or performing a public function in terms of any legislation."

Paragraph (a) of the definition of "organ of state" encompasses all government departments and administrative structures operating in the national, provincial, or local spheres of government. These institutions are financed through the fiscus, and directly accountable for executing governmental policies and functions. Organisations falling under paragraph (a) of the definition of "organ of state" are organs of state, for purposes of section 110(2)(a) of the MFMA, and include municipalities, national and provincial departments.

Paragraph (b)(i) of the definition of "organ of state" applies to institutions whose authority is derived directly from the Constitution or provincial constitution. In the context of the Constitution, these are the so-called "Chapter 9 institutions," including the Public Protector and the Auditor-General of South Africa. Such institutions are recognised as "organs of state" in the context of section 110(2)(a) of the MFMA.

Paragraph (b)(ii) of the definition of "organ of state" includes institutions that derive their authority from ordinary legislation and are empowered to perform public functions or exercise public powers. The pivotal question in determining whether an institution is an "organ of state" under this paragraph is whether it performs a governmental role, such as regulation, licensing, enforcement, or public service delivery, and whether that role is expressly authorised by legislation. If an institution's powers or functions are derived from legislation, excluding the Constitution, that institution would still qualify as an "organ of state" as envisaged in section 110(2)(a) of the MFMA. A water board established in terms

of the Water Services Act, 1997 (Act 108 of 1997), is an example of an institution as contemplated in paragraph (b)(ii) of the definition of "organ of state".

If an institution does not satisfy the requirements to be classified as an "organ of state" under section 239 of the Constitution, a municipality or municipal entity cannot rely on section 110(2)(a) of the MFMA for the procurement of goods or services from that institution. This restriction applies even if the state holds shares in the institution, as partial or full state ownership alone does not confer the automatic status of an "organ of state" as per the definition of "organ of state" under section 239 of the Constitution.

8. Goods or services that can be procured from an organ of state as contemplated in section 110(2)(a) of the MFMA

Although section 110(2)(a) of the MFMA allows a municipality or municipal entity to contract with an "organ of state" to provide goods or services, these goods or services must fall within the functions and powers of the "organ of state", as defined under section 239 of the Constitution and its enabling legislation that qualifies an organisation to be an "organ of state". Essentially, an organ of the state is established to perform specific public functions and powers, and any procurement arrangement must align with those mandates as constitutionally and legislatively assigned to the organ of state.

Section 110(2)(a) of the MFMA accordingly does not empower a municipality or municipal entity to procure goods and services from an "organ of state", which is not in terms of its legislatively mandated powers and functions. Before procuring goods or services from an organ of state, municipalities and municipal entities should determine whether the goods or services they intend to procure fall within the organ of state's functions and powers under its enabling legislation. Municipalities and municipal entities should, where there is any doubt of the scope of the functions and powers of an "organ of state" from which they contemplate procuring goods and services, request the organ of state to provide documentary evidence to confirm their functions and powers under which the goods and services will be provided, and if their powers and functions qualifies the institution to be classified as an organ of state in terms of section 239 of the Constitution.

If a municipality or municipal entity procures services or goods not in the scope of an organ of the state's mandated powers and functions, they must follow the necessary procurement processes as contemplated in Chapter 11 of the MFMA and the SCM Regulations, 2005, and cannot use the exemption in terms of section 110(2)(a) of the MFMA.

9. Clarification of Telkom's "organ of state" status

Although the State is a shareholder in Telkom, Telkom does not meet any of the criteria in the definition to be an "organ of state" as contemplated in section 239 of the Constitution. Therefore, the exemption in section 110(2)(a) of the MFMA does not apply to Telkom. A municipality or municipal entity can therefore not invoke section 110(2)(a) of the MFMA to procure goods and services from Telkom. Telkom, instead, must, like other potential suppliers to a municipality or municipal entity, be subjected to an SCM procurement process before goods or services can be procured from Telkom.

Telkom is currently listed as a public entity in Schedule 2 to the PFMA despite no longer meeting the requirements for such listing. Telkom, for this reason, has been exempted, in terms of section 92 of the PFMA, from the PFMA's provisions pending its de-listing through an amendment to the PFMA.

10. Public disclosure of procurement in terms of section 110(2)(a) of the MFMA

Section 110(2)(a) of the MFMA, read with regulation 11(3) of the SCM Regulations provides that where the SCM exemption in terms of section 110(2)(a) of the MFMA is applied, the municipality or municipal entity must publicly disclose the type of goods or services procured and the name of the organ of state from whom the goods or services were obtained. This requirement confirms that procurement from an organ of state is an exception to competitive bidding, not a waiver of public oversight.

11. Irregular expenditure, financial misconduct and financial offences

Municipalities and municipal entities are reminded that section 110(2)(a) of the MFMA applies only where goods or services are procured from an organ of state. If this provision is applied incorrectly, specifically if the institution in question is not an organ of the state, such irregular expenditure must be reported to and investigated by the Municipal Public Accounts Committee (MPAC) in accordance with section 32(2)(b) of the MFMA. In the case of a municipal entity, any irregular expenditure incurred must be reported to the board of directors for investigation in terms of section 102 of the MFMA.

The irregular expenditure incurred must also be referred to the disciplinary board for a financial misconduct investigation in line with sections 171 and 172 of the MFMA, read with the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014. If there is suspected fraud or the conduct of the officials amounts to a criminal offence under section 173 of the MFMA, the matter must also be reported to the South African Police Service for investigation. Moreover, section 34 of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) requires municipalities and municipal entities to report suspected corruption above R100,000 to the Directorate for Priority Crime Investigation (HAWKS).

12. Conclusion

Municipality accounting officers and municipal entities' chief executive officers must ensure that this Circular is tabled at the next municipal council or board of directors meeting. The contemplated council or board item should explain the Circular and the impact of the Circular on the municipality's or municipal entity's operations and policies. The Circular must also be brought to the attention of municipal officials, including the municipality's and municipal entity's disciplinary board and the audit committee.

All clarification requests concerning this Circular should be emailed to mfma@treasury.gov.za.

Contact



Email – General mfma@treasury.gov.za
Website www.treasury.gov.za/mfma

Mr W McComans
Chief Director: MFMA Implementation
24 February 2026



Municipal Budget Circular for the 2026/27 MTREF

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Introduction

This budget circular provides guidance to municipalities with their compilation of the 2026/27 Medium Term Revenue and Expenditure Framework (MTREF). It is linked to the Municipal Budget and Reporting Regulations (MBRR) and the Municipal Standard Chart of Accounts (mSCOA) and strives to support municipalities' budget preparation processes so that the minimum requirements are achieved.

Among the objectives of this budget circular is to demonstrate how municipalities should undertake annual budget preparation in accordance with the budget and financial management reform agenda by focussing on key "game changers". These game-changers include ensuring that municipal budgets are funded, revenue management is optimised, assets are managed efficiently, supply chain management processes are adhered to, mSCOA is implemented correctly and that audit findings are addressed. Municipalities are reminded to refer to the annual budget circulars of the previous years for guidance in areas of the budget preparation that are not covered in this circular.

1. The South African economy and inflation targets

GDP growth is expected to average 1.8 per cent from 2026 to 2028. Medium-term growth will be underpinned by household consumption supported by further gains in real purchasing power, moderately stronger wage growth, easing inflation, wealth gains from rising asset prices, improved consumer sentiment and better credit conditions. Continued investments in renewable energy and easing structural constraints are expected to support higher investment. Key factors for achieving faster economic growth and creating much-needed jobs include greater collaboration with the private sector in energy and transport, rapid implementation of structural reforms, easing of regulatory constraints and increased infrastructure investment.

The following macro-economic forecasts must be considered when preparing the 2026/27 MTREF municipal budgets.

Table 1: Macroeconomic performance and projections, 2025 - 2029

Fiscal year	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Estimate	Forecast		
CPI Inflation	4.4%	3.2%	3.4%	3.3%	3.2%

Source: National Treasury Budget Review 2026.

Note: the fiscal year referred to is the national fiscal year (April to March) which is more closely aligned to the municipal fiscal year (July to June) than the calendar year inflation.

Inflation is expected to increase from 3.2 per cent in 2025 to 3.4 per cent in 2026, driven by higher food prices (particularly meat due to supply disruptions linked to foot-and mouth disease). Inflation is forecast to ease to 3.3 per cent in 2027 and 3.2 per cent in 2028, but risks from geopolitical tensions, exchange rate volatility, administered prices and animal disease outbreaks remain elevated. The reduction of the inflation target to 3 per cent with a 1 percentage point tolerance band will structurally reduce inflation, helping to protect real income levels.

In April 2024, the National Treasury initiated a comprehensive review of the budget process, with the goal of identifying and implementing reforms that would enhance the efficiency, transparency, and effectiveness of public resource allocation. It has resulted in a set of accountable reform proposals outlined below.

Targeted And Responsible Savings (TARS) and Spending Reviews

These MTEF guidelines introduce a new mechanism entitled Targeted and Responsible Savings (TARS), which is intended to identify and remove low-priority or underperforming programmes from the budget to reduce aggregate expenditure and, where appropriate, reallocate funding towards the priorities of governments outlined in the Medium-Term Development Plan (MTDP).

In line with the government's commitment to identify wasteful, inefficient, underperforming, and low priority programmes and ensure a more streamlined and effective allocation of resources. At national level the following initiatives are being utilised for the identification of programmes to be included the TARS process:

- Spending reviews;
- Previous work should be updated where appropriate to inform implementation;
- Outcomes of new sectoral reviews such as the Active Labour Market Policy (ALMP) and the review of infrastructure conditional grants should be implemented;
- New data driven approaches;
- Use of technology to eliminate double dipping in social grants and other programmes (e.g. community works programme);
- Annual audit of ghost workers and payroll irregularities;
- Updated proposals on public entity and departmental rationalisation;
- Resolve inefficiencies in public sector wage bill;
- Implement personnel expenditure review completed by the Department of Public Service and Administration (DPSA);
- Finalise extended review of public entities remuneration; and
- Technical baseline analysis and institutional reviews to ensure that departments and public entities are appropriately aligned to mandates.

All municipalities are encouraged as part of the annual municipal budget preparations process to progressively introduce the same approach which will enable the Council of a municipality to consider more appropriate the trade-offs when policy choices are made in conclude the budget for a specific cycle. Depending on the response observed by the National Treasury, further guidance will be issue in future.

2. Key focus areas for the 2026/27 budget process

2.1 Local government conditional grants and unconditional grants allocations

For the 2026/27 financial year, the overall direct allocations to local government amount to R182.3 billion, made up of R110.1 billion in the local government equitable share; R54.7 billion in direct conditional grants and R17.5 billion in the General fuel levy sharing with metros. These allocations alleviate some of the financial pressures, particularly in basic services, where the costs of providing services are rising. The overall direct allocations to local government grow by an annual average rate of 3.1 per cent and the local government equitable share and related allocations grow by 4.4 per cent over the 2026 MTEF period.

Notable changes to the conditional grants system

Given the ongoing review of the conditional grants system, there are several local government reforms proposed to conditional grants. The reforms are aimed at streamlining funding flows, reducing duplications, and aligning recurrent obligations with the appropriate funding base:

- The merger of the baselines of the integrated national electrification programme grant, and the energy efficiency demand side management grant in 2026/27 to focus on energy

efficiency and renewable energy programmes that can lead to more sustainable energy provision and enable the achievement of long-term energy security goals;

- The Infrastructure Skills Development Grant (ISDG) will remain under the management of the National Treasury for the next three financial years when it will cease to exist as a conditional grant. To assist this transformation, the grant has ceased the intake of new graduates to allow the current graduate cohort to complete their training; and
- To protect infrastructure investment from municipal dysfunction, a general clause has been introduced in the 2026 Division of Revenue Bill. It will enable the National Treasury to redirect infrastructure grants from local municipalities that have proven incapable of implementation to the Development Bank of Southern Africa, the Municipal Infrastructure Support Agent or capable district municipalities.

2.2 Post 2025 MTBPS changes

There are a number of reductions, several further cuts beyond the CPI adjustments and reprioritisations proposed in the 2025 MTBPS and these are effected to make funds available for other government priorities. These include:

Reprioritisations

- A shift of R300 million in 2026/27 from the municipal infrastructure grant to the Department of Cooperative Governance's vote for the once-off gratuity payment to outgoing councillors after the local government elections;
- A shift of R536 million in 2026/27 from the direct component of the municipal infrastructure grant to the indirect component to address infrastructure delivery issues; and
- A shift of R19.2 billion (R5.7 billion in 2026/27, R6.4 billion in 2027/28 and R7.1 billion in 2028/29) from the urban settlements development grant to the metro trading services component of the urban development financing grant to strengthen core utility functions; and an additional incentive allocation of R8.6 billion over the MTEF period towards the metro trading services component of the urban development financing grant, confirmed from the provisional allocations made in 2025.

Reduction

- The public transport network grant will be reduced by R8.3 billion over the MTEF period as part of the Targeted and Responsible Savings (TARS) process. This total reduction includes the R3 billion saving previously identified during the Medium-Term Budget Policy Statement (MTBPS), as well as further reprioritisations of R1.3 billion in 2026/27, R1.5 billion in 2027/28, and R2.5 billion in 2028/29. These additional funds are redirected to PRASA to accelerate the modernisation and replacement of critical rail signalling infrastructure.

Addition

- An addition of R2.1 billion over the MTEF period to the regional bulk infrastructure grant for a regional wastewater treatment works project in Polokwane, funded through the Budget Facility for Infrastructure.

Further reductions

- To make funds available and support the continuation of the implementation of the Presidential Employment Stimulus, reductions have been made on some conditional grants from the 2026 financial year. A reduction of R491 million in 2026/27 from the informal settlements upgrading partnership grant; a reduction of R784 million in 2026/27

from the integrated national electrification programme (Eskom) grant and a reduction of R921 million in 2026/27 from the municipal infrastructure grant.

Discontinuation

- The discontinuation of the indirect neighbourhood development partnership grant, with its baseline of R219 million over the MTEF shifted to the Vote of the National Treasury and earmarked to support government's infrastructure reforms.

Correction

- The correction of the BFI allocations for eThekweni Metropolitan Municipality, allocated through the urban development financing grant. The full allocation of R379 million for the non-revenue water project was erroneously allocated to eThekweni instead of being split between the municipality and the Infrastructure Fund as per the agreed work package. eThekweni's allocation in the urban development financing grant is reduced by R144 million over the MTEF and allocated to the Infrastructure Fund.

2.3 Review of the local government fiscal framework

Government continues to be fully committed to a comprehensive review of the local government fiscal framework, and the Budget Forum has approved a detailed programme of action to guide this work, including detailed terms of reference and the procurement of specialist expertise to undertake the technical analysis. The review will consider the financial viability, effectiveness, stability and long-term sustainability of the local government fiscal framework, through a detailed examination of the policies, practices and mechanisms that govern how resources are allocated, managed and used at municipal level, because this examination is crucial to understanding the current state of local government finance. The work is organised around five core thematic areas: a national baseline profile of the local government fiscal framework, including distressed and better-performing municipalities, and refinement of the problem statement, the local government equitable share formula, local government expenditure reviews, fiscal leakages in local government, and additional revenue options, including undersubscribed existing instruments, new own-revenue sources and improved municipal borrowing to enhance infrastructure investment and maintenance.

Oversight and engagement structures have been established, including a Reference Group to provide expert input and validate findings, with four meetings aligned with key deliverables, a Working Group to coordinate technical inputs and monitor progress, with online meetings every two months, and a Core Project Management Group to manage execution, research and reporting, with fortnightly meetings. The review also provides for interviews and up to four online sessions with chief financial officers, municipal managers and senior planners from a sample of 32 municipalities, to ensure that the findings are credible, evidence-based and grounded in municipal realities.

The work will be undertaken over the 2026 MTEF period, and therefore, for this review to succeed and to reflect the realities on the ground, it is essential that all municipalities provide the requested data as a matter of urgency, including complete and reliable personnel information. Consequently, we urge those municipalities that have not yet submitted the required datasets to do so without delay, so that the analysis can be robust, comparable and fully representative of the sector.

2.4 Update on the review of the conditional grants

The review process has been underpinned by extensive consultation processes since July 2024 during which the National Treasury presented the findings and recommendations of the review.

Most of the proposed reforms are intended for medium- to long-term implementation, while a select few have been prioritised for short-term introduction within the 2025 MTEF period. Further consultations have been conducted following the tabling of the 2025 Budget, focusing on reforms earmarked for medium- to long-term implementation. These ongoing engagements include impact assessments and preparatory work aimed at ensuring the successful rollout of the proposed changes. Over the 2026 MTEF period, government will roll out several local and provincial government reforms aimed at streamlining funding flows, reducing duplication, and aligning recurrent obligations with the appropriate funding base. These reforms are detailed in part 5 of the Explanatory Memorandum to the 2026 Division of Revenue under the relevant conditional grants.

2.5 Water crisis in South Africa

Water services across South Africa are becoming increasingly unreliable. Too many communities now experience intermittent supply, infrastructure failures and declining water quality.

105 out of 144 Water Service Authorities (WSAs) scored poor or critical in terms of the performance of their drinking water systems (Blue Drop) and/or wastewater systems (Green Drop) in the most recent reports. This means that water and sanitation services are failing in 73 per cent of WSAs – widespread failure of municipal water and sanitation services indicates a systemic problem. By September 2025, 53 out of the 105 worst performing WSAs had not yet produced corrective action plans to address their 2023 Blue, Green and No Drop report results.

At the same time, water demand is expected to exceed supply in several regions due to population growth, urbanisation, inefficient water use and climate change.

These pressures are already evident in major economic centres across the country, impacting on development and economic growth. Although South Africa is naturally water-scarce, the current crisis is primarily driven by municipal infrastructure and governance failures, while the uncertainty introduced by climate change multiplies all water related risks.

High water losses, ageing and poorly maintained infrastructure, weak financial management as well as growing municipal debts to water boards are placing the entire water value chain at risk. Water revenues are rarely reinvested into maintaining and upgrading infrastructure.

The Department of Water and Sanitation is advancing legislative and policy reforms. In parallel, the Metro Trading Services Reform, which was initially conceptualised around water services, utilises a performance-linked incentive grant to reward metros for improved governance, financial and operational performance. This reform will ensure that revenues from water and sanitation are reinvested directly into critical infrastructure to turnaround the vicious cycle of deteriorating water services in all eight metros (**Annexure A – Water Scarcity issues dealt with in previous budget circulars**).

2.6 Impact of infrastructure degradation on the economy

Widespread infrastructure failures, ageing assets and persistent underinvestment are increasingly constraining economic growth and service delivery across South Africa. Water, sanitation, electricity and transport infrastructure has been particularly affected.

The absence of functional and well-maintained basic service infrastructure disrupts business operations, increases operating costs and undermines investor confidence, stifling development and GDP growth. Industries that depend on reliable bulk services, such as mining, manufacturing, agriculture and logistics are impacted, with outages and service interruptions reducing productivity and raising the cost of doing business.

Deteriorating infrastructure also places growing fiscal pressure on municipalities, as emergency repairs and service backlogs drive a deteriorating and reinforcing negative cycle of increasing costs and decreasing service outcomes. Without sustained investment in maintenance, rehabilitation and expansion of infrastructure, these constraints will continue to weaken local economies, limit job creation and reduce the competitiveness of key economic centres.

To address these challenges, National Treasury has introduced a R54 billion performance-based incentive for metropolitan municipalities to support reforms in their trading services: water, sanitation electricity and solid waste services. The Metro Trading Services Reform is designed to ensure that revenue generated from these services is reinvested into maintaining and improving core infrastructure, strengthening the reliability and sustainability of municipal water services. Once trading services are ring-fenced and operating as viable utilities, can sustainably transfers to the rates account support other municipal functions such as roads, security and community services. The performance grant has been designed to incentivise metros to provide additional investment from their own revenues and loans to double the value of the reform to R108 billion. This investment in improved infrastructure will not only boost local economies but also unlock new investment opportunities.

2.7 Metro Trading Services Reform (MTSR)

The Metro Trading Services Reform (MTSR) is implemented through the Metro Trading Services component of the Urban Development Financing Grant (UDFG). This component of the UDFG provides a performance-based incentive to strengthen accountability, financial sustainability and operational performance in the water and sanitation, electricity and energy, and solid waste management trading services of metropolitan municipalities.

All metros must ensure that their 2026/27 MTREF reflects the indicative allocations published in the 2026 Division of Revenue Bill/Act and confirmed through Budget Allocation Letters issued by National Treasury. These performance-based incentive allocations may only be spent in support of the relevant trading services reform strategy and must be reported on accordingly.

Metro trading services participate in the reform in two cohorts, with differentiated requirements in 2026/27:

- **Cohort 1, entered the reform in 2025/26, includes:**
 - *Water and Sanitation:* Buffalo City, City of Cape Town, City of Johannesburg, City of Tshwane, eThekweni and Mangaung.
 - *Electricity and Energy:* Buffalo City, City of Cape Town, City of Ekurhuleni, City of Johannesburg, City of Tshwane and eThekweni.
- **Cohort 2, entering the reform in 2026/27, includes:**
 - *Solid Waste Management:* all metros.
 - *Water and Sanitation:* Ekurhuleni and Nelson Mandela Bay.
 - *Electricity and Energy:* Mangaung and Nelson Mandela Bay.

2.7.1 Cohort 1: Programme Year-2 (2026/27)

For Cohort 1 trading services, 2026/27 constitutes Year-2 (first full year of implementation).

In advance of 2026/27:

Prior to the commencement of the 2026/27, Cohort 1 metros were required to finalise, cost and obtain Council approval for each trading service's A3-PIAP v2.

Draft A3-PIAP v2 documents must:

- Be presented at the 2025/26 Mid-Year Budget Review (MYBR) in January/February 2026;

- Be presented again during the 2026/27 Benchmarking Engagements (April/May 2026); and
- Demonstrate alignment between the costing of reform activity packages and the draft 2026/27 MTREF.

The final Council-approved A3-PIAP v2 (by 30 June 2026) must:

- Reflect the metro's final sectoral allocation decision within the permissible ranges; and
- Be fully costed and consistent with the 2026/27 Council-approved budget tables.

During 2026/27:

- Metros must maintain all eight Minimum Commitments (M1-M8); and
- Metros must report against the full set of indicators as defined in Guidance Note 4, Annexure A (and in the Programme Operations Manual (POM)).

For Cohort 1, 2026/27 is the first year in which trading services performance is assessed against Council-approved targets. It is not a preparatory or "dry run" year. Achievement against these targets will be assessed between July-Sept 2026.

Failure to achieve or maintain Minimum Commitments may result in withholding and reallocation of incentive funds in accordance with DoRA and the POM.

2.7.2 Cohort 2: Programme Year-1 (2026/27)

For Cohort 2 trading services, 2026/27 constitutes Year-1 (entry year).

In advance of the 2026/27 year:

- Cohort 2 metros received indicative allocations for their trading services for 2026/27 in the 2026 DoRB;
- Metros must finalise and obtain Council approval of A3-PIAP v1 by 30 June 2026;
- The eight Minimum Commitments (M1–M8) must be formally made by 30 June 2026; and
- Cohort 2 trading services should allocate their 2026/27 incentive to reform-related expenditure (e.g. reform start-up costs and reform-related capital expenditure).

During 2026/27:

- The eight Minimum Commitments (M1–M8) must be achieved by 30 June 2027; and
- Preparatory reforms, institutional restructuring, financial modelling, and business and investment planning must be completed by 30 June 2027.

2.7.3 Reporting and Independent Verification

The Independent Verification Agent (IVA) verifies compliance with Minimum Commitments and performance against programme indicators.

Metros need to plan and budget for the forthcoming financial year, taking account of any positive or negative variance in expected incentive grant allocations for the forthcoming financial year. In other words:

- Performance for the **2025/26 financial year** will be independently verified between July-September 2026. The result of this verification **may affect Cohort 1's 2027/28 budget allocation and cohort 2's 2026/27 adjustments budget.**
 - Cohort 1's performance for 2025/26 will be assessed on a binary basis (in place / not in place), rather than through weighted proportional scoring, since the expected deliverable is a complete PIAP v2 with firm targets, supported by the business plan and budget which are two of the minimum commitments (M5 and M6).

- Cohort 2's performance for 2025/26 will be assessed based on submission of Council resolution to achieve the Minimum Commitments and approval of the A3: PIAP v1.
- Performance for the **2026/27 financial year** will be independently verified during July-September 2027. The result of this verification **may affect the metro's 2028/29 budget allocation**.

Metros are required to upload all performance claims and supporting evidence to the National Treasury MTSR online portal, scheduled to become operational in early 2026. Metros must ensure that internal data governance, reporting systems and management arrangements are aligned to enable timely and complete evidence submissions.

While the MTSR requires quarterly and annual reporting necessary for performance verification and incentive administration, these requirements are designed to leverage existing municipal reporting systems, including *mSCOA* financial reporting; Section 71 monthly and quarterly reporting; MFMA Circular No. 88 performance indicators; and standard conditional grant reporting frameworks. The reform seeks to strengthen existing systems rather than create parallel reporting processes or impose unnecessary administrative burdens.

2.7.4 Guidance documents and Programme Operations Manual (POM)

The Metro Trading Services Reform Programme Operations Manual (POM) will be released following the 2026 National Budget. The POM sets out the detailed institutional, financial, reporting, verification, governance and risk management procedures for implementation of the MTSR and administration of the UDFG-MTS component. The POM defines Minimum Commitments and performance indicators; specifies reporting templates and timelines; details IVA processes; and clarifies disbursement, stopping and reallocation provisions.

A number of Guidance Notes and related Annexures have been prepared to guide metros on the expectations of the MTSR performance incentive. These guidance documents set out what metros are expected to achieve in line with the reform to qualify for the incentive.

The Grant Framework in the 2026 DORB for the UDFG (MTS component) provides the expected outcomes, outputs, conditions and responsibilities for the performance incentive grant.

Metros must therefore implement the MTSR in accordance with the Grant Framework in the DoRB, the DoRA, the MFMA, its regulations and Circulars (including this Circular), related national legislation and policy, as well as MTSR Guidance Notes and their annexures and the POM.

2.8 Criteria for the release of the Equitable Share

The criteria for the release of the equitable share which were covered in MFMA Circulars No. 122 remain relevant and are still applicable for the release of equitable share instalments in the 2025/26 financial year.

Municipalities must put systems and processes in place to comply with the criteria for the release of the equitable share. For example, to formally assign/delegate this to a responsible official, include it in performance agreements, have a council policy, create a standard operating procedure, and add this requirement as a SDBIP indicator.

Failure to comply with the criteria will result in National Treasury invoking Section 38 of the MFMA which empowers National Treasury to withhold a municipality's equitable share if the municipality commits a serious or persistent breach of the measures established in terms of

Section 216(2) of the Constitution which includes reporting obligations set out in the MFMA and National Treasury requests for information in terms of Section 74 of the MFMA.

2.9 Criteria for the rollover of conditional grant funds

In terms of Section 21 of the Division of Revenue Act, 2025 (Act No. 2 of 2025) (DoRA) in conjunction with the Division of Revenue Amendment Act, 2025 (Act No. 12 of 2025), any conditional allocation or a portion thereof that is not spent at the end of the 2025/26 financial year reverts to the National Revenue Fund (NRF), unless the rollover of the allocation is approved in terms of subsection (2) of the DoRA. Furthermore, the receiving officer, provincial treasury and national transferring officer is required to prove to National Treasury that the unspent allocation is committed to identifiable projects, in which case the funds may be rolled over.

When requesting a rollover in terms of Section 21(2) of the 2025 DoRA, municipalities must include the following information with their submission to National Treasury. Municipalities must submit all rollover applications and queries related to the conditional grants to Rolloverapplication@treasury.gov.za.

1. A formal letter, signed by the accounting officer addressed to the National Treasury requesting the rollover of unspent conditional grants in terms of Section 21(2) of the 2025 DoRA;
2. A list of all the projects that are linked to the unspent conditional grants and a breakdown of how much was allocated, spent and the balance per project;
3. The following evidence indicating that work on each of the projects has commenced, as applicable to the specific rollover(s):
 - a) Proof that the service provider was appointed for delivery of the project before 31 March 2026;
 - b) Proof of project tender and tender submissions published and closed before 31 March 2026 or with the appointment of contractor or service provider for delivery of service before 30 June 2026 in cases where additional funding was allocated during the course of the financial year of the project;
 - c) Incorporation of the Statement of Comparison of Budget and Actual Amounts; and
 - d) Evidence that all projects linked to an allocation will be fully utilised by 30 June 2026 (attach cash flow projection for the applicable grant);
 - e) A progress report (also reflecting percentages) on the status of each project's implementation that includes an attached legible implementation plan);
 - f) The value of the committed project funding and the conditional allocation from the funding source;
 - g) Reasons why the grants were not fully spent during the year on the original allocation per the DoRA. This includes the Municipal Disaster Recovery and Response grants for transfers made during the 2025/26 financial year and not fully spent by 30 June 2026;
 - h) Rollover of rollovers will not be considered. Municipalities must therefore not include previous year's unspent conditional grants as rollover request;
 - i) An indication of the time period within which the funds are to be spent if the rollover is approved; and
 - j) Proof that the Municipal Manager and Chief Financial Officer are permanently appointed.

No rollover requests will be considered for municipalities with vacant or acting Chief Financial Officers and Municipal Managers for a period exceeding 6 months from the date of vacancy; this also includes acting appointments because of suspensions of either MM or CFO that are more than 12 months.

If any of the above information is not provided or the application is received by National Treasury (Intergovernmental Relations Division) after 31 August 2026, the application will be declined.

In addition, National Treasury will also consider the following information when assessing rollover applications; and reserves the right to decline an application should there be non-performance by the municipality in any of these areas:

1. Compliance with the in-year reporting requirements in terms of Sections 71 and 72 of the MFMA and Section 12 of the 2025 DoRA, including the Municipal Manager and Chief Financial Officer signing-off on the information sent to National Treasury;
2. Submission of the pre-audited Annual Financial Statements to National Treasury by 31 August 2026;
3. Accurate disclosure of grant performance in the 2025/26 pre-audited Annual Financial Statements, (i.e., correct disclosure of grant receipts and spending in the notes to the AFS);
4. Despite the fact that local government is required to comply with different norms and standards prescribed by different legislations, municipalities are expected to fully comply with the provisions of DoRA that relate to rollover processes and disclose conditional grant performance in the 2025/26 pre-audited Annual Financial Statements (i.e. Cash coverage and unspent conditional grants in the Statement of Financial Position) in order to verify grant expenditure; and
5. Cash available reflected in the Statement of Financial Position and Cash Flow Statements and the bank (net position including short-term investments) as at 30 June 2026 is equivalent to, or exceeds, the unspent amount at the end of the financial year. If the amount that is requested for rollover is not entirely cash-backed, such a rollover will not be approved. National Treasury will also not approve portions of rollover requests based on what is available in the bank.

It should be noted that under no circumstances will the National Treasury consider requests to rollover:

1. The entire 2025/26 allocation to the municipality. In cases where the rollover request is more than 50 per cent of the total allocation, National Treasury will approve the rollover amount up to 50 per cent of the 2025/26 allocation;
2. Rollover request of the same grant for the third consecutive time. In a case where a municipality is applying for rollover as a result of additional funding, the application will be carefully considered;
3. Funding for projects procured through Regulation 32 and 37 of the Municipal Supply Chain Management Regulations (Gazette No.27636) – Projects linked to additional funding and disasters are exempted; and
4. A portion of an allocation where the proof of commitment for the rollover application is linked to invoices that were issued before or on 31 March 2026. All invoices issued to the municipality before 31 March 2026 should be paid within the same year against the allocated conditional grants. i.e., invoices must be paid within 30 days.

2.10 Unspent conditional grant funds for 2025/26

The process to ensure the return of unspent conditional grants for the 2025/26 financial year will be managed in accordance with Section 21 of the DoRA. In addition to the previous MFMA Circulars, the following practical arrangements will apply:

Step 1: Municipalities must submit their June 2026 conditional grant expenditure reports according to Section 71 of the MFMA reflecting all accrued expenditure on conditional

grants and further ensure that expenditure reported to both National Treasury and national transferring officers reconciles;

- Step 2: When preparing the Annual Financial Statements, a municipality must determine the portion of each national conditional grant allocation that remained unspent as at 30 June 2026. The unspent grant values must be determined based on the guidance that was provided in mSCOA Circular No. 13 in as far as VAT, retention and interest is concerned; and
- Step 3: If the receiving officer wants to motivate in terms of Section 21(2) of the 2025 DoRA that the unspent funds are committed to identifiable projects, the rollover application pack must be submitted to National Treasury by no later than 31 August 2026.

National Treasury will not consider any rollover requests that are incomplete or received after this deadline.

- Step 4: National Treasury will confirm in writing whether or not the municipality may retain any of the unspent funds as a rollover based on criteria outlined above by 23 October 2026;
- Step 5: National Treasury will communicate the unspent conditional grants amount by 16 November 2026. A municipality must return the remaining unspent conditional grant funds that are not subject to a specific repayment arrangement to the National Revenue Fund (NRF) by 24 November 2026; and
- Step 6: Any unspent conditional grant funds that should have but have not been repaid to the National Revenue Fund (NRF) by 24 November 2026, and for which a municipality has not requested a repayment arrangement, will be offset against the municipality's 09 December 2026 equitable share allocation.

All other issues pertaining to Appropriation Statement and reporting on approved rollovers are addressed in the Annexure to MFMA Circular No. 86.

2.11 Rollover of the Urban Development Financing Grant: metro trading services component

The normal rules regarding rollovers will apply to the incentive grant. Essentially the Budget allocated during the National MTEF and reflected in the annual Division of Revenue Act will make provision that the cash flows be synchronised to achievements in line with the Annexure A3: Performance Improvement Action Plan (A3: PIAP).

While deadline for the submission of the rollovers, dates 31 August, earlier submission in the case of the Urban Development Financing Grant will receive a response promptly.

3. Budget and other management issues

3.1 2026/27 Municipal Budget Tabling Timelines

The 2026 National Budget was tabled by the Minister of Finance on 25 February 2026, which implies that Provincial Governments have two weeks thereafter to table the 2026 Provincial Budgets in the Provincial Legislators, i.e., 12 March 2026. This is in line with the PFMA – Treasury Regulations. Municipalities have sufficient time to accommodate the allocations in the DOR Bill in their 2026/27 MTREF Budgets before tabling on 31 March 2026.

The transfers from provinces to municipalities which are supposed to be included in provincial budgets and gazetted by provinces, should for all practical reasons also be available. Given that municipalities have 10 months to prepare their upcoming budgets prior to tabling it in Council for consideration, National Treasury have always advised municipalities to use the outer years

of the Annual DoRA as projections, add inflation to calculate the third year of the MTREF, when finalising the tabled budget.

For those municipalities where the budget was already in an advanced stage of preparations, they will have between tabling and the adoption stage (end of May 2026) to include and accommodate all the transfers for both national and provincial governments. This will allow National and Provincial Treasuries to verify and reconcile the transfers with the DoR Bill and provincial Gazettes.

3.2 Timeline for approving the revised Service Delivery and Budget Implementation plan (SDBIP) following the approval of the adjustment budget

Section 54(1)(c) of the MFMA provides that the Service Delivery and Budget Implementation Plan (SDBIP) may be revised following the approval of an adjustments budget. However, the MFMA and the Municipal Budget and Reporting Regulations (MBRR) do not explicitly prescribe the timeframe within which the revised SDBIP must be approved after the adjustments budget has been approved by council. The absence of a specified timeframe may result in inconsistent interpretations and practices across municipalities. To address this gap and ensure consistent application, the National Treasury provides the following guidance to ensure that the approved adjustments budget informs the revised SDBIP:

- Council must approve the revised SDBIP during the same council meeting where the adjustments budget is approved, if there are no structural changes to the SDBIP; and
- If the adjustments budget results in structural changes to service delivery targets or key performance indicators (KPIs), the council must approve the revised SDBIP within ten (10) working days of the adjustments budget's approval. This will ensure that any changes to service delivery targets or KPIs stemming from the adjustments budget are included in the revised SDBIP within the ten (10) working days.

Although the MFMA allows municipalities to revise the SDBIP after the adjustments budget has been approved, these revisions should not result in excessive or unnecessary changes. Significant KPI changes must be clearly justified and must follow the criteria set out in paragraph 7 of the MFMA Circular No. 129.

The National Treasury discourages excessive changes to KPIs during mid-year adjustments, as these changes may undermine effective performance monitoring and accountability.

3.3 Caution to manage transition risk

Municipalities are cautioned to adhere to the guidance provided in paragraph 3 (pages 4 and 5) of the Budget Circular No. 107 as the outgoing council may be tempted to prepare budget with unrealistically low tariff increases, additional absorption of unskilled staff, writing off debtors which can still be pursued and an over-ambitious capital expenditure programme. The outcome of this approach will undoubtedly be an unfunded municipal budget that threatens the municipality's financial sustainability and service delivery for the incoming Council after the elections".

National and Provincial Treasuries will be closely monitoring tabled budgets, collection rates and expenditure for any indications that the above guidance is not adhered to and appropriate consequences will be applied.

Municipal officials and councillors are reminded that interference in the implementation of the municipality's approved credit control policy may constitute an offence in terms of section 173(5)(a) of the MFMA. Offences in terms of the MFMA can result in a fine or imprisonment for up to five years, if convicted. In addition, the failure to properly implement the approved credit

control policy of the municipality by an official may constitute financial misconduct in terms of section 171 of the MFMA. In such a case, the municipality must investigate and, where necessary, institute disciplinary proceedings.

3.4 Warning not to enter into contracts having future budgetary implications as part of electioneering

Various municipal Councils in the past had entered into long-term contracts towards the end of their term therefore unfairly and carelessly financially committing the new Council.

Therefore, the current outgoing Council must not enter into such contacts and if there is a need, the Council should follow Section 33 of the MFMA in full. Failure to comply with such will lead to Section 216(2) being imposed until such a contract is nullified.

3.5 Cost reflective tariffs

In line with the guidance provided in MFMA Circular No. 132, municipalities need to complete the cost reflective tariff tool. If tariffs are not cost reflective already, the municipality needs to set out a path to achieve cost-reflective tariffs over the 2026/27 MTREF period.

At the time of issuing this circular NERSA has not yet confirmed the approved bulk costs municipalities must provide for in 2026/27. Municipalities must communicate clearly to the public that the electricity tariffs communicated in their tabled budgets may need to be adjusted once these are confirmed. Municipalities are advised to closely follow further guidance from NERSA.

3.6 Budgeting for a Funded Budget

National Treasury has observed over the years that many municipalities that adopt unfunded budgets are adopting **budget funding plans** as a mere compliance exercise. There is very little progress made to turn around from an unfunded budget position, to a funded one. As communicated before with the release of MFMA Circular No. 129 (issued during December 2024), this will be the last year than a funding plan as an instrument to facilitate measurable progress will be allowed. The enforce of compliance with Section 18 of the MFMA will now start taking precedence.

4. Municipal Standard Chart of Accounts (mSCOA)

4.1 Alignment of cash flow linkages

In terms of GRAP 2, cash flows should be classified in accordance with the nature of the activity to which they relate (operating, investing or financing) which requires that:

- Both operating and investing activities for *Interest, Insurance Refund and Retentions* must be accounted for based on the nature of the transactions; and
- The *Interest on short-term investment* (greater than 90 days but less than 12 months) and *long-term investments* (more than 12 months) must be populated within investing activities. Short-term investments are disclosed on the Statement of Financial Performance on table A4 of the A1 Schedule.

To give effect to this GRAP standard:

- A new operational funding source, namely *Insurance Refunds*, has been created under the Investing Activities of tables A7 and SA30 of the A1 Schedule in version 7.1 of the mSCOA chart;

- The VAT Receipts will be populated using the Bank Deposits (IA001001 – "DEPOSITS") and VAT Receipt funding source. The VAT Control account receipts will not be used for this purpose; and
- *Construction Contract Revenue* will no longer form part of *Sales of Goods and Rendering of Services and Development Charges* will no longer form part of *Operational Revenue*. A new funding source was created to allow for the separate population of *Construction Contract Revenue* and *Development Charges* as part of *Other Revenue* on table SA30 of the A1 Schedule.

The structure of table A7 of the A1 Schedule and relevant cash flow linkages has also been aligned to the *mSCOA* chart version 7.1. The updated linkages to supporting table SA30 that populated table A7 are attached as **Annexure B: Cash Flow Linkages**.

4.2 Guidance on submission of *mSCOA* roadmaps

Municipalities are reminded that the municipal *mSCOA* Road Maps must be revised annually as part of the annual budget process. The draft and final *mSCOA* Road Maps must be:

- Tabled and adopted in Council as part of the supporting documents to the budget; and
- Submitted in PDF format to the GoMuni Upload portal for review by National and Provincial Treasuries.

Going forward, municipalities are required to utilise the FCMCM web-based system to conduct self-assessments of their *mSCOA* road maps. This high-level self-assessment will identify gaps in *mSCOA* implementation that should be incorporated into and addressed through the municipal *mSCOA* Road Map. The e-road map must align with the objectives, tasks, and activities outlined in the municipality's comprehensive (traditional) *mSCOA* road map.

Accordingly, in addition to the draft and final *mSCOA* road maps submitted by municipalities as part of their tabled and adopted budget documents, the *mSCOA* e-road map (i.e. the high-level action plan generated through the FCMCM system) must be attached to the comprehensive (traditional) *mSCOA* road maps. The *mSCOA* road map and annexed e-road map must be submitted as a single consolidated PDF document and not as separate documents.

As articulated in MFMA Circular No 112 dated 6 December 2021, municipal *mSCOA* Road Maps should cover the following implementation areas:

- **System landscape** – does the municipality has access to updated ICT hardware, software and licenses that is sufficient to run the chosen financial management systems solution?
- **Governance and institutional arrangements** – are there a functional *mSCOA* steering committee or equivalent structure consisting of representatives from all business units, that meet regularly to monitor and report on *mSCOA* related issues to Management Committee (MANCO), Executive Committee (EXCO) and Council? Furthermore, did the municipality appoint a suitably qualified System Administrator and the required IT securities are in place?
- **System functionality** – is the functionality of the system complying with the minimum business processes and system specifications articulated in MFMA Circular No 80; is the municipality utilising the core financial system solution and its modules optimally; and are 3rd party sub-systems seamlessly integrating with the *mSCOA* enabling financial system?
- **Proficiency** of municipal officials to use the financial system – are the relevant municipal officials sufficiently capacitated on all system modules and functionalities to use the financial systems solution; are relevant officials in the organisation familiar with the *mSCOA* chart, balance sheet budgeting, and movement accounting; and have change

management taken place to ensure that *mSCOA* is institutionalised as an organizational reform and not only a financial reform?

Importantly, the municipal *mSCOA* Road Map should not be confused with the roadmaps used by system vendors for system upgrades, new developments, error-correction patches, updates, or training. The municipal *mSCOA* Road Map is broader than system functionality and must be developed and owned by the municipality. It should therefore not be prepared or driven by system vendors or external consultants.

The e-road map is intended to enhance oversight and monitoring by municipalities and provincial treasuries with respect to the implementation of *mSCOA* at municipal level.

4.4 Stage 3 validation

The development and piloting of the stage 3 validation to verify the credibility of *mSCOA* data strings submitted to the Local Government Database and Reporting System (LGDRS) has not been concluded and will only be introduced in the 2027/28 MTREF. This validation will automate the data string analysis currently undertaken by the National and Provincial Treasuries, and data string submissions that fail this validation will be rejected.

In preparation for the implementation of the stage 3 validation and ensure that credible data strings are submitted to the GoMuni Upload portal, municipalities should request their system vendors to incorporate additional validation rules within their municipal system solutions. At a minimum, these validation rules should address and resolve the following common errors identified in the submitted data strings:

- **Correct usage of the funding segment:** Some municipalities are not utilising the funding segment as per the guidance in the Project Summary Document (PSD), e.g. funded transactions are linked to non-funding transactions. The National Treasury will implement an addition validation to ensure the adherence of the principles of the PSD and ensure accurate populating of the Cash Flow Statement in chart version 7.2.
- **Unbundling of the Salary Clearing and Control Account:** A number of municipalities are not correctly unbundling the salary clearing and control accounts in accordance with the accounts prescribed in the *mSCOA* Chart of Accounts. This results in reporting inaccuracies relating to outstanding salary payments and third-party liabilities associated with payroll transactions;
- **Population of the cash flow tables:** The cash flow tables (A7, SA30, B7, SB30, C7 and SC30) in the A1 Schedules are not being fully and correctly populated by municipalities during the budgeting and transactional processes. Guidance on the updated linkages to supporting table SA30 that populated table A7 are attached as **Annexure B: Cash Flow Linkages** of this circular;
- **Opening balances:** Currently, the opening balances at year end (M12 as at 30 June) of the previous financial year are not being correctly rolled over to the first month (M01 as at 01 July) of the new financial year. In addition, these balances are not being updated to reflect the pre-audited (PAUD) and audit (AUDA) adjustments in the current financial year within the applicable open period(s). This validation rule(s) should test whether the opening balances have been rolled over correctly and balances off to zero. National Treasury will implement a validation rule to ensure that opening balances equal to zero in the third stage validation in chart version 7.2;
- **Function:** Currently, the use of the function segment by municipalities is not aligned with the guidance provided in the PSD for the function segment. Each function should net off to zero and should reflect a mini trial balance (Identified Revenue, Assets, Liabilities, Expenditure and Net Assets) (i.e., identified revenue, assets, liabilities, expenditure, and net assets) linked to the appropriate function and sub-function. The stage three validation should identify where budget allocations have not been allocated to the correct item within

a function or sub-function. In addition, all sub-functions are expected to balance to zero; and

- **Region:** The usage of the regional segment by municipalities is not aligned with the guidance provided in the PSD for the regional segment. Municipalities must ensure that each regional segment used balances to zero. Furthermore, each region should reflect a mini trial balance i.e., identified revenue, assets, liabilities, expenditure, and net assets) linked to the appropriate region or ward.

4.5 Retentions

In accordance with GRAP 19.18, accruals represent liabilities for goods or services that have been received or supplied but have not yet been paid, invoiced, or formally agreed with the supplier. For financial reporting and contract management purposes, once work has been certified as completed, the municipality becomes legally obligated to pay the full value of the work performed, inclusive of VAT, to the supplier.

A retention represents a delayed payment and not a reduction in the amount payable for the work performed. It therefore reflects only a timing difference in the settlement of the liability and does not reduce the contract price. Consequently, the full certified amount must be recognised, with the retention portion recorded as a liability until it becomes contractually due for release.

Accordingly, when work has been completed, the retention amount must be recognised inclusive of VAT and recorded to the Retention Liability account, with the VAT portion allocated to the Input VAT Accrual account, as this reflects the municipality's full obligation for the work performed.

However, given that most municipalities account for VAT on a payment basis with the South African Revenue Service (SARS), the claiming of VAT can only occur once the retention invoice has been received, recognised and paid. The VAT should therefore be processed against Input Tax General (for operational projects) or Input Tax Capital (for capital projects), as applicable.

Where a municipality accounts for VAT on an invoice basis with the South African Revenue Service (SARS), the VAT may only be claimed once the retention invoice has been received and recognised. In such cases, the VAT must also be processed against Input Tax General (for operational projects) or Input Tax Capital (for capital projects), as applicable.

4.6 Virement data strings and report

From the 2025/26 MTREF, municipalities report on their virements through the submission of a separate data string and report on virements to the GoMuni Upload portal.

mSCOA Circular No. 8, dated 24 April 2020 (as revised on 29 April 2020) has been updated to include the requirements of the virement data string and virement report. In accordance with the key principles set out in *mSCOA* Circular No. 8, municipalities are reminded of the following:

- **Virement Policy Alignment:** Municipalities must review their virement policies annually to ensure alignment with the principles and guidance contained in the circular and the broader *mSCOA* regulatory framework;
- **Multi-Dimensional Budgeting:** As a business reform, *mSCOA* requires multi-dimensional budgeting and the recording of transactions across the seven *mSCOA* segments. The circular provides guidance on how virements (budget transfers) must be managed within this framework;
- **Restrictions on Virements:** Virements may only take place within a function or its sub-functions and must utilise the same source of funding;

- **Adjustments Budget Requirement:** Where a proposed virement results in a change to an *m*SCOA segment (for example, the introduction of a new project, a change in region, or a change in the funding source), such a change is not permitted as a virement and must instead be processed through a formal adjustments budget approved by council; and
- **Prohibition on Certain Virements:** Municipal virement policies must explicitly prohibit virements from the repairs and maintenance project within the project segment.

4.7 The Urban Development Financing Grant

The Urban Development Financing Grant (UDFG) *is a new incentive-based financing grant supporting investment in urban development and resilient infrastructure and is targeted at the eight metropolitan municipalities.* The grant has been established to support Metro's in line with the Metro Trading Services Reform.

As of 2026/27 MTEF the UDFG will be administered through the following components, namely:

- Metro Trading Services component (MTS);
- Neighbourhood Development Partnership component (NDP);
- Programme for Project Preparation Support component (PPPS); and
- Public Employment Programme (PEP).

The chart has been amended in version 7.1 (2026/27) to include an Operational Project within the Project Segment for UDFG with a breakdown for the components, namely, MTS, NDP, PPPS and PEP. More details must be provided for Capital Projects. Metros must ensure that the naming of individual capital projects funded from the UDFG includes the standardised codes e.g. Substation – UDFG (MTS). The standardised codes are as follow:

UDFG – Metro Trading Services (MTS)

UDFG – Neighborhood Development Partnership (NDPG)

UDFG – Project and Programme Preparation Support (PPP)

UDFG – Public Employment Programme (PEP)

This will enable ring fencing of expenditure funded from the UDFG per component.

Herewith an example of the reporting done during disaster reporting:

PROJECTCODE	Account Name	INDIVIDUAL PROJECTS
PC001001001002001000000000000000000000	Capital:Infrastructure:Existing:Renewal:Solid Waste Infrastructure:Landfill Sites	G46247 : Bisasar Road Landfill: Closure Preparation
PC001001001002001000000000000000000000	Capital:Infrastructure:Existing:Renewal:Solid Waste Infrastructure:Landfill Sites	G46247 : Bisasar Road Landfill: Closure Preparation
PC001001001002001000000000000000000000	Capital:Infrastructure:Existing:Renewal:Solid Waste Infrastructure:Landfill Sites	G46247 : Bisasar Road Landfill: Closure Preparation
PC001001001002001000000000000000000000	Capital:Infrastructure:Existing:Renewal:Solid Waste Infrastructure:Landfill Sites	G46247 : Bisasar Road Landfill: Closure Preparation
PC001001001002001000000000000000000000	Capital:Infrastructure:Existing:Renewal:Solid Waste Infrastructure:Landfill Sites	G46247 : Bisasar Road Landfill: Closure Preparation
PC001001001002001000000000000000000000	Capital:Infrastructure:Existing:Renewal:Solid Waste Infrastructure:Landfill Sites	G46247 : Bisasar Road Landfill: Closure Preparation

4.8 Reporting pertaining to the Metro Trading Services Reform

The MTSR aims to restore and sustain electricity, water, sanitation, and waste services in Metros through institutional and financial reforms. Towards this end, a 6-year, R54 billion performance-linked incentive grant with technical assistance is provided to Metros to:

- Strengthen accountability and financial transparency;
- Unlock R108 billion in total infrastructure investment, leveraging improved revenue and borrowing capacity;
- Improve service reliability, quality, and sustainability; and

- Enable spatial transformation, economic inclusion, and growth.

To participate in the reform, Metros must maintain eight minimum commitments. The National Treasury's annual *mSCOA* Compliance Assessment (previously referred to as the *mSCOA* ICU desktop assessment), which has been incorporated into the FMCMM web-based system from the 2026/27 MTREF, will be used to validate compliance with Indicator A2 relating to *mSCOA* compliance.

The intention is that each Metro, based on its current level of compliance, will implement plans and targets to achieve full compliance by Year-6 (Y6) of the reform. In the first year of the reform (Y0), the score obtained in the 2024/25 *mSCOA* Compliance Assessment, which was shared with metros during the mid-year budget and performance engagements, will serve as the baseline position. Thereafter, year-on-year improvements in the *mSCOA* Compliance Assessment scores will be expected as Metros progress towards achieving their targets.

The results of the *mSCOA* Compliance Assessment (downloaded from the FMCMM web-based system), together with the *mSCOA* Road Map submitted to GoMuni Upload platform to address gaps in implementation, will be used by the Independent Verification Agent (IVA) as evidence of achievement for this indicator.

Metros are also reminded that Indicator M7 requires that separate financial statements, prepared in the *mSCOA* aligned Specimen AFS format, must be compiled and submitted for each trading service, aggregated to the consolidated Metro AFS.

5. Submitting documents to the GoMuni Upload Portal

5.1 Submission of additional information

In line with its commitment to improving transparency and accountability, the National Treasury requested the following information from municipalities via a letter from the Director-General of the National Treasury:

Procurement Spend Information

An *Instruction on Procurement Information Transparency* has been issued by the National Treasury for the publication of the dashboard and requesting procurement information from procurement systems of all departments, public entities and constitutional institutions. The published information will include, but is not limited to, supplier and ownership details, the nature, value, quantity of procurement transactions, and payments made to suppliers. It is intended that similar procurement information will be published in respect of local government in the procurement payments dashboard. The prescribed template is attached as **Annexure C**.

Employee Information

The National Treasury has additionally committed to improving transparency and accountability in personnel systems. A data driven ghost worker audit has been initiated at national and provincial government. It is intended that the ghost worker audits will be extended to local government. The information requested will be used for this initiative. The prescribed template is attached as **Annexure D**.

Audit management reports

Municipalities are required to upload all the communication of findings (COFAFS), as well as the final audit management report issued by the Auditor General to the LGDRS. With effect

from the 2026/27 MTREF, the COFAFS will be added as an upload option on GoMuni Upload. Please note that these reports, as issued by the Auditor-General, must not be altered in any way.

The National Treasury understands the sensitivity associated with the Auditor-General's management report. Municipalities are assured that the management reports are exclusively for internal use by National and Provincial Treasuries to determine the key areas that our municipal support programmes should target.

Should your municipality not be in possession of the management report, kindly provide us with a formal letter of permission to obtain the said report directly from the Office of the Auditor-General South Africa. The letter of permission must be on an official letterhead of the municipality and signed by the Accounting Officer (Municipal Manager).

All enquiries should be directed to:

INFORMATION REQUIRED		SUBMISSION PLATFORM	SUBMISSION DATE	QUERIES
1	Procurement Spend Report	GoMuni Upload Portal at https://lg.treasury.gov.za/ibi_apps/welcome	Within 10 working days after the end of each month	Thys Blom at Thys.Blom@treasury.gov.za
2	Employee Related Data	Central Supplier Database (CSD) at www.csd.gov.za	Templates available under the GoPublic / Template Library portal	csdoos.support@treasury.gov.za
3	Management Reports and COFAFS		By no later than the 10th working day in January annually	

The templates are can also be accessed under the GoPublic / Template Library portal on https://lg.treasury.gov.za/ibi_apps/portal/Template_Library.

The procurement spend and employee information should be available on municipal procurement systems and HR sub-systems of all municipalities. Municipalities should liaise with their respective system vendors to extract this information in the required templates format directly from their relevant systems.

This information is requested in terms of sections 5(2)(c), 33(3) and 74 of the Municipal Finance Management Act, 2003 (MFMA).

6. The Municipal Budget and Reporting Regulations

6.1 Assistance with the compilation of budgets

If municipalities require advice with the compilation of their respective budgets, specifically the budget documents or Schedule A, they should direct their enquiries to their respective provincial treasuries or to the following National Treasury officials:

Province	Responsible NT officials	Tel. No.	Email
Eastern Cape Buffalo City	Matjatji Mashoeshoe Pitso Zwane Mandla Gilimani	012-315 5553/ 0609242914 012-315 5171 012-315 5807/0661198036	Matjatji.Mashoeshoe@treasury.gov.za Pitso.Zwane@Treasury.gov.za Mandla.Gilimani@treasury.gov.za
Free State	Cethekile Moshane	012-315 5079	Cethekile.moshane@treasury.gov.za
Gauteng City of Tshwane and City of Johannesburg City of Ekurhuleni	Matjatji Mashoeshoe Pitso Zwane Willem Voigt Makgabo Mabotja Khanyisile Khosa Kgomotso Baloyi Lunathi Dumani	012-315 5553 012-315 7538 012-315 5830 012-315 5156 012-315 5866/082 887 2968	Matjatji.Mashoeshoe@treasury.gov.za Pitso.Zwane@Treasury.gov.za WillemCordes.Voigt@treasury.gov.za Makgabo.Mabotja@treasury.gov.za khanyisile.khoza@treasury.gov.za Kgomotso.Baloyi@treasury.gov.za Lunathi.dumani@treasury.gov.za
KwaZulu-Natal eThekweni uMhlathuze	Kgomotso Baloyi Lunathi Dumani Kevin Bell Sifiso Mabaso Matjatji Mashoeshoe Pitso Zwane	012-315 5866 012-315 5725 012-315 5952/060 923 7343 012-315 5553/060 326 6885 012 315 7538	Kgomotso.Baloyi@treasury.gov.za Lunathi.dumani@treasury.gov.za Kevin.Bell@treasury.gov.za Sifiso.mabaso@treasury.gov.za Matjatji.Mashoeshoe@treasury.gov.za Pitso.Zwane@Treasury.gov.za
Limpopo	Sifiso Mabaso Jabulile Ngwenya	012-315 5952/060 923 7343	Sifiso.Mabaso@treasury.gov.za Jabulile.ngwenya@treasury.gov.za
Mpumalanga	Mandla Gilimani	012-315 5807	Mandla.Gilimani@treasury.gov.za
Northern Cape	Mandla Gilimani	012-315 5807	Mandla.Gilimani@treasury.gov.za
North West Mafikeng	Willem Voigt Makgabo Mabotja Khanyisile Khosa Cethekile Moshane	012-315 5830 012-315 5156 012-315 5079	WillemCordes.Voigt@treasury.gov.za Makgabo.Mabotja@treasury.gov.za khanyisile.khoza@treasury.gov.za Cethekile.moshane@treasury.gov.za
Western Cape Cape Town George	Willem Voigt Khanyisile Khoza Kgomotso Baloyi Sifiso Mabaso	012-315 5830 012-315 5385 012-315 5866/082 887 2968 012-315 5952/ 060 923 7343	WillemCordes.Voigt@treasury.gov.za khanyisile.khoza@treasury.gov.za Kgomotso.Baloyi@treasury.gov.za Sifiso.Mabaso@treasury.gov.za
Technical issues on GoMuni Website	Data management		lgdataqueries@treasury.gov.za
Local government Conditional Grants			Sello.mashaba@treasury.gov.za Pretty.mavhungu@treasury.gov.za Marvin.ngobeni@treasury.gov.za Akanyang.modise@treasury.gov.za Sandra.admams@treasury.gov.za
Municipal (Eskom) and or Water Debt Relief and Smart Metering	LGBA: Revenue Section (Sadesh Ramjathan)		revenuemanagement@treasury.gov.za

Contact



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Post Private Bag X115, Pretoria 0001
Phone 012 315 5009
Fax 012 395 6553
Website <http://www.treasury.gov.za/default.aspx>

JH Hattingh
Chief Director: Local Government Budget Analysis
20 March 2026

Annexure A – Previous MFMA Circulars

Water scarcity issues dealt with in previous MFMA Circulars

Municipalities were reminded in the following MFMA budget Circulars to treat water as a scarce resource as follows:

MFMA Circular	Reference no. and Description	Comments
MFMA Circular No: 51	3.2 Water tariffs must be cost-reflective	South Africa faces similar challenges with regard to water supply as demand growth outstrips supply. Better maintenance of infrastructure, new dam construction and cost-reflective tariffs will ensure that the supply challenges are managed in future.
MFMA Circular No: 54	5.2 Water tariffs must be cost-reflective	There continues to be an urgent need to promote the careful use of water. Ensuring that water is correctly priced is the most effective means getting households and businesses to conserve water.
MFMA Circular No: 55	3.3 Water tariffs must be cost-reflective	To mitigate the need for water tariff increases, municipalities must put in place an appropriate strategy to limit water losses to acceptable levels. In this regard municipalities must ensure that water used by its own operations is charged to the relevant service and not simply attributed to water 'losses'.
MFMA Circular No: 58	3.4 Water and sanitation tariffs must be cost-reflective	To mitigate the need for water tariff increases, municipalities must put in place an appropriate strategy to limit water losses to acceptable levels. In this regard municipalities must ensure that water used by its own operations is charged to the relevant service and not simply attributed to water 'losses'.
MFMA Circular No: 67	5.6 Municipal water infrastructure grant and non-revenue water	According to the latest National Non-Revenue Water Assessment Report (The state of nonrevenue water in South Africa, Report TT522-12: www.wrc.org.za); recently released by the Water Research Commission and the Department of Water Affairs, more than 50 per cent of municipalities cannot provide a water balance. These municipalities cannot determine whether demand for water exceeds supply or quantify the extent to which non-revenue water influences water security and financial sustainability.
MFMA Circular No: 74	Water and sanitation tariffs must be cost-reflective	To mitigate the need for water tariff increases, municipalities must put in place an appropriate strategy to limit water losses to acceptable levels. In this regard municipalities must ensure that water used by its own operations is charged to the relevant service and not simply attributed to water losses.
MFMA Circular No: 78	5.2 Water and sanitation tariff increases	In light of the current drought being experienced across large parts of the country, and to mitigate the need for water tariff increases, municipalities must put in place appropriate strategies to limit water losses to acceptable levels. In this regard municipalities must ensure that water used by its own operations is charged to the relevant service and not simply attributed to water losses.
MFMA Circular No: 79	4. Revenue management	Demand management is becoming increasingly necessary as the country faces water shortages and an unstable electricity supply. The approach to tariff setting should consider all these factors and strive to achieve an equitable balance. It is anticipated that the cost of providing municipal services will grow at a faster rate than the transfers from national government. Resource scarcity will most likely increase the cost of bulk purchases in respect of water and electricity beyond the country's inflationary targets.

MFMA Circular No: 85	4.3 Water and sanitation tariff increases	In light of the current drought experienced across large parts of the country, water is now a scarce resource that must be conserved. Municipalities must put in place appropriate strategies to curb water losses as a result of leakages. The ageing infrastructure is a contributing factor as many municipalities have historically inadequately provided for repairs and maintenance and renewal of water infrastructure.
MFMA Circular No: 89	3.3 Water tariff increases	The prevailing drought makes it difficult for some municipalities to improve revenue generation from this service. It is now more important to improve demand management, infrastructure maintenance, loss management, meter reading and tariff setting in respect of water services.
MFMA Circular No: 91	1. The South African economy and inflation targets	The drought experienced in several provinces poses significant risks to agriculture and tourism for the period ahead, and this may threaten jobs in these sectors. The current water crisis in the Western Cape and other provinces will affect economic growth. While the drought's impact is uncertain much depends on how long it will prevail; the extent to which specific catchment areas are affected; and the success of mitigation measures.
MFMA Circular No: 93	3.3 Water tariff increases	Drought conditions make it difficult for some municipalities to improve revenue generation from this service. It is now more important to improve demand management, infrastructure maintenance, loss management, meter reading and tariff setting in respect of water services.
MFMA Circular No: 98	4.2 Setting cost reflective tariffs	Technical losses are related to physical losses out of the system. In the case of water, this is due to pipe bursts and leakages or due to overflows on storage tanks.
MFMA Circular No: 99	1. The South African economy and inflation targets	The declining economic growth which might be impacted on further by the Corona virus pandemic and international companies closing down as a result, the deteriorating state of the finances for state-owned entities, continued high unemployment and water and electricity shortages will put pressure on the ability of municipalities to raise revenue. Municipalities are therefore advised to follow a conservative approach when projecting their revenue and to eliminate any waste and unnecessary expenditure.
MFMA Circular No: 112	7. Funding choices and management issues	Strictly control the use of costly water tankers and fix the water infrastructure to enable the sustainable provision of water. Curbing the consumption of water and electricity by the indigents to ensure that they do not exceed their allocation.
MFMA Circular No: 115	7. Funding choices and management issues	Strictly control the use of costly water tankers and fix the water infrastructure to enable the sustainable provision of water; Curbing the consumption of water and electricity by the indigents to ensure that they do not exceed their allocation.
MFMA Circular No: 126	3.7 Pro-actively managing collection of municipal revenue in Eskom supplied areas	Until ERA is amended it is critical that municipalities update their By-laws and policies to facilitate and legally allow the restriction of water as part of proper credit control for municipal revenue collection in Eskom supplied areas.

MFMA Circular No: 128	2.6. Reforms to improve the efficiency and financial sustainability of metro's trading services	Due to years of neglect and inadequate infrastructure maintenance, South Africa's municipalities face severe utility services issues, including in water, wastewater, and electricity. A loss of essential management and technical skills has also contributed to the decline in service quality and reliability. Metro water services alone suffer from an investment gap of R9 billion per year. These inefficiencies threaten economic growth and job creation and increases poverty. Government transferred substantial monetary allocations to local government in the successive Budgets to support water services, but the outcome and value for money of these transfers is low. To address this, an incentive grant system is being explored for 2025/26 to increase investments, change management and governance structures, promote professional management, and ensure transparency, starting with metros.



Rationalisation of Planning, Budgeting and Reporting Requirements for the 2026/27 MTREF: Addendum 7

This circular provides an update to all municipalities on the preparation of statutory planning and reporting documents required for the 2026/27 Medium Term Revenue and Expenditure Framework (MTREF). It is for the attention of all municipalities and **applies to all categories of municipalities.**

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Appendix A – Overview of all prescribed indicators

Appendix B – Technical Indicator Descriptions for all prescribed indicators

Appendix C – Overview of changes to all prescribed indicators

1 Introduction

The Municipal Finance Management Act (MFMA) Circular No. 88 of November 2017 provided guidance to metropolitan municipalities on a common set of performance indicators, applicable from the 2018/19 planning and reporting cycle onwards. Since then, the National Treasury, the Department of Cooperative Governance (DCoG) and the Department of Planning, Monitoring & Evaluation (DPME) have issued annual addendums between 2019 and 2024 to further guide and clarify the preparation of planning, budgeting and reporting documents for the Medium-Term Revenue and Expenditure Framework (MTREF). This document is the 7th Addendum, issued for implementation in the 2026/27 MTREF.

It includes additional guidance on planning, budgeting, and reporting, together with indicator definitional updates and further clarifications. The Addendum is reflective of the reforms work completed to date, which should be factored into municipal planning, budgeting, and reporting for the 2026/27 MTREF. This reform will continue to be incrementally implemented in the 2026/27 MTREF and apply on a differentiated basis per municipal category.

2 Planning and budgeting reforms and guidance

2.1.1 Signalling update of the MFMA Circular No. 13

As communicated in the previous Addendums, the National Treasury will be updating MFMA Circular No. 13 to provide clearer guidance to municipalities on the development of Service Delivery Budget implementation Plans (SDBIPs). In the interim, and pending the finalisation of this update, the following key consideration should be taken into account when preparing the SDBIP:

Distinction between Top-Layer SDBIP and departmental plans

It has been noted that many municipalities have elevated individual projects and operational indicators into the top-layer SDBIP, which removes the aggregate view and strategic perspective that the Top Layer SDBIP is intended to provide. These projects should instead be placed in the appropriate departmental or business plans, allowing the top layer to focus on high-level, consolidated performance indicators. The purpose of the Top-Layer SDBIP is to support performance monitoring and reporting by presenting the municipality's key strategic performance commitments that give effect to the IDP and the approved budget. All departmental and operational indicators, detailed activities or projects must be planned and reported in departmental or business plans, not included in the Top-Layer SDBIP.

2.1.2 Metro Trading Services Reform update

The Metro Trading Services (MTS) reform is in full implementation across the 8 metros. The November 2025 Medium Term Budget Policy Statement (MTBPS) has once again reiterated government's commitment to this reform and indicated that "An amount of R54 billion is set aside over a six-year period to support municipal capital budgets and unlock private investment by improving metro's revenue and borrowing capacity." The Division of Revenue Amendment Bill for 2025/26 has confirmed budget allocations for metros and trading services (businesses) that are in cohort 1 of the reform.

The MTS reform aligns and draws upon several reforms and processes for local government including the MFMA Circular No. 88 reporting reform process. The A3 – Performance Improvement Action Plans (PIAPs) that will be finalised by metros by June 2026 sets out the performance areas of the reform including the targets for the prescribed indicators. Through the MFMA Circular No. 88 Technical Working Group (TWG) sessions, the process of aligning the

MTS reform performance indicators and the MFMA Circular No. 88 indicators has been initiated. Where possible the MTS reform operational indicators for water and sanitation, electricity and energy, and solid waste management have been aligned with MFMA Circular No. 88 indicators or indicator development processes.

Aligning the MTS reform and MFMA Circular No. 88 indicators not only streamlines the reporting for metros but is also mutually beneficial for both reforms. A key consideration for both reforms is the issue of data quality in relation to the indicators. There have been ongoing engagements with metros, through the MFMA Circular No. 88 processes, including the issuance of feedback letters to highlight concerns on indicator data quality. Noting that the MTS reform is linked to a performance incentive, the importance of data quality and consistency in measuring data for indicators over the period of the reform is essential.

Further information on the progress of the MTS reform is reflected in MFMA Budget Circular No. 131 for the 2026/27 MTREF and Guidance Note 5: Minimum Commitments with Annexures A and B.

2.1.3 Updated Guidelines for the Localisation of Government Plans in the Context of the District Development Model

The Regulations on the institutionalisation of the District Development Model (DDM) published on 10 May 2024 indicate that DPME must provide strategic leadership and technical support in the localisation of national and sectoral plans within identified One Plan. To give effect to this mandate, the DPME is updating the 2021 Guidelines for Localisation of Government Plans in the context of the DDM.

The updated Guidelines will reflect roles and responsibilities, including those for local government, revised in line with the Regulations on the institutionalisation of the DDM. This update will also reflect the revised key government priorities set out in the Medium-Term Development Plan (MTDP) 2024 – 2029 and provide additional guidance on the linkages and interfaces between the various types of plans, as well as how these are integrated into planning processes. Furthermore, guidance is provided on the cascading of long-and medium-term plans into the short-term planning instruments to ensure accountability across stakeholders.

The Guideline will be finalised in March 2026 for implementation.

2.1.4 Geospatial Information Management Strategy

To support the effective use of spatial data across government, DPME has developed the Geospatial Information Management Strategy (GIMS). GIMS, is an initiative to use location data and technology to improve policy planning, implementation, and monitoring. The strategy was launched by the DPME in September 2025 and aims to build a "spatially intelligent state" by integrating all government data with a "where" component to create a unified view of the nation's development needs and progress. The strategy calls for collaboration across government departments, the private sector, academia, and communities to ensure that all government plans reflect the spatial realities of South Africa and deliver a "better life for all". The public can access information and track government progress through the GIMS initiative, fostering citizen engagement.

2.1.5 Revised National Evaluation Policy Framework

As part of efforts to enhance the government-wide planning, monitoring and evaluation, DPME has drafted a revised National Evaluation Policy Framework (NEPF), following a review of the last NEPF (DPME, 2019). The NEPF broadens evaluative practices and approaches that are available to suit different contexts and capacities, including evaluative thinking in monitoring,

evaluative workshops, rapid evaluations, evidence synthesis, performance and expenditure reviews (PERs), institutional reviews, systems thinking and foresight tools. Together, these approaches support fit-for-purpose evaluations that are responsive to policy priorities.

The 2019 NEPF expanded the scope of evaluation policy to local government, but there has been uneven uptake among metropolitan municipalities and across the 44 district municipalities that were expected to develop Metro and District Evaluation Plans. Issues of municipal capacity and resourcing have been identified as key factors limiting evaluation practice in local government.

The forthcoming revised National Evaluation Policy Framework (2025) will further advance the institutionalisation of evaluation in local government and support the strengthening of evaluative practices as part of wider strategic shifts in the policy framework. The planning, budgeting and reporting reforms are intended to be complementary to this evaluation policy trajectory, supporting the availability of planning, budgeting, expenditure data and performance reporting for the purposes of evaluation and evidence-informed decision-making. The coordination of performance reporting requests among key institutional stakeholders and the improvement in the quality of municipal performance information are intended to ensure better quality data is available and shared across public sector role-players for evaluative purposes. Improved performance reporting should, in turn, lead to the identification of areas of service delivery that are suitable for evaluation.

This addendum update further reiterates that planning, budgeting, and reporting reforms should be seen within a broader policy and programme cycle intended to make use of evidence for better performance, accountability, knowledge generation and decision-making.

3 Reporting guidance and clarifications

3.1 Timeframes for reporting submissions

For planning and reporting purposes, all municipalities must adhere to the reporting submission deadlines of all performance indicators and data elements applicable to their category of municipality, as outlined in the MFMA Circular No. 88.

Table 1: Reporting timeframes for MFMA Circular No. 88 reporting

Report Title	Due Date for C88 Reporting
Q2 Report 2025/26 (Oct 2025 – Dec 2025)	31 January 2026
Annual + Q4 Report Verified 2024/25 (Jul 2024 – Jun 2025) (Metros only)	31 January 2026
Q3 Report 2025/26 (Jan 2026 – Mar 2026)	30 April 2026
Annual + Q4 Report 2025/26 (Jul 2025 – Jun 2026)	31 August 2026
Q1 Report 2026/27 (Jul 2026 – Sep 2026)	31 October 2026
Q2 Report 2026/27 (Oct 2026 – Dec 2026)	31 January 2027
Annual + Q4 Report Verified 2025/26 (Jul 2025 – Jun 2026) (Metros only)	31 January 2027

For both the 2025/26 and 2026/27 financial years, metropolitan municipalities will continue to use the online reporting protocol, which requires the upload of populated MFMA Circular No. 88 reporting templates with a scanned report signed off by the Municipal Manager. All other categories of municipalities will continue to submit their quarterly reports in line with the directives and guidance by the Department of Cooperative Governance (DCoG).

All municipalities are required to comply with the submission timeframes and deadlines outlined in the above table. Due to the different reporting dispensations between categories of

municipalities, only metropolitan municipalities are required to resubmit Quarter 4 and Annual Reports after the conclusion of audit assurance processes in January of the new year.

3.2 Advising on targets for indicators with bands of good performance

Norms and standards set out in government policy, legislation and regulation do sometimes reflect performance bands that are considered good practice. MFMA Circular No. 71 – Uniform Financial Ratios and Norms (2014) and the Department of Water & Sanitation’s Compulsory National Water & Sanitation Services Standards (2025) are two cases in point. Target setting should be informed by the municipality’s performance trajectory, while still giving due consideration to the prescribed performance bands. Municipalities may exercise discretion but should avoid setting targets outside the prescribed standard insofar as possible.

To assist municipalities, where service norms or standards set out in policy or in government regulations specify performance bands, these bands have been reflected in the rationale of the Technical Indicator Descriptions (TIDs).

3.3 Addressing the resolution of data and system limitation issues

The MFMA Circular No. 88 – Addendum 4 (2023) provided practical guidance for municipalities facing data and system limitations when struggling to report on certain indicators. It specifically acknowledged that capacities, resource limitations and the necessary data management systems may differ across municipalities, and that these challenges be acknowledged and addressed rather than reporting unreliable or incomplete data.

In such instances, all municipalities have been asked to: i) identify the reasons for the lack of data; ii) specify what steps are being undertaken to provide data in the future; and iii) provide an estimated date when data will be available. However, despite this provision, municipalities continue to omit data and cite system limitations without taking steps to resolve them. It is therefore necessary to give clearer and firmer guidance on this matter.

For the purposes of target-setting and accountability, if a municipality is unable to report on an indicator, it should include the list of affected indicators in a separate table within its statutory planning documents and clearly cite the specific system limitation affecting each indicator. Instead of setting a target for the indicator value, the municipality should specify the steps it will be taking across quarters, and by when it intends to report on the indicator. In the absence of performance reporting on the indicator as intended, the municipality should then be held accountable for demonstrating progress on the resolution of the data and system challenges.

The National Treasury will review and scrutinise updates to any actions taken for indicators with data and system limitations to determine the adequacy of the steps taken for resolution of these issues. Municipalities that continue to cite system limitations without showing meaningful progress will face consequences for non-compliance. As a first step, the National Treasury will issue formal non-compliance letters to metros that fail to take adequate corrective action. Should non-compliance persist, the National Treasury may invoke Section 216(2) of the Constitution, which includes the withholding of the Equitable Share and conditional grants.

3.3.1 Reporting indicators that have identified system challenges

Some municipalities have systems in place to report on indicators, but when their data is subjected to either internal or external assurance processes, shortcomings are identified. These reliability or completeness issues then lead some municipalities to cease reporting on the indicator and cite data and systems limitations as a result. Withdrawing from reporting on a reportable indicator because an audit finding was raised during the assurance process is not acceptable. This practice is counter-productive, undermines the progressive realisation of the reform, and suggests an “all or none” approach to data quality and reporting.

In Addendum 6, section 3.3 (2024,) municipalities were advised that even if their systems for reporting on a particular indicator are found to be incomplete or inadequate, they should continue to plan for and report on the indicator for performance monitoring purposes, to the extent that their systems allow. For the purposes of managing administrative risk in statutory plans and reports, such indicators should still be reflected in a separate table identified as facing data and system limitations, as stated above. Municipalities are reminded that quarterly and annual reporting submissions to the National Treasury, via the circulated templates, should include all data which the municipality is able to report, while simultaneously acknowledging any challenges it is facing. This should not result in the withdrawing or withholding of performance information that is otherwise reportable. At the same time, municipalities can be assured that they will not be penalised for reporting data they have available while they continue to resolve challenges in the administration of data sourcing, collection, collation and management.

3.4 Technical Indicator Descriptions as definitional frameworks

Municipalities have requested clarity on the application of Technical Indicator Descriptions (TIDs) provided in Appendix B of MFMA Circular No. 88 and its addendums. Specifically, there has been a question if TIDs serve as a 'minimum definitional provision' from which additional definitional elements can be added or amended. It is therefore clarified that TIDs do not serve as a 'minimum definition' to which further definitional elements and provisions can be added, thereby substantially altering the indicator's standardised application and comparability. The TIDs provide a standardized definitional framework, setting out the concepts and technical parameters against which municipalities report. They provide for a degree of operational flexibility *within the definitional parameters of the TIDs*. The best way to manage this is to ensure that the municipality's Standard Operating Procedures (SOPs) for each indicator operate fully within the definitional provisions of the TIDs. Where a concept or element of an indicator is absent or omitted from the TID, municipalities should seek guidance from the relevant policy and technical custodian if their interpretation of the indicator falls outside the TID's definitional provisions.

3.4.1 Reiteration of the use of SOPs by municipalities

The original MFMA Circular No. 88 (2017), Addendum 4 (2022) and Addendum 5 (2023) provided guidance on the development of standard operating procedures (SOPs) for each indicator. All municipalities should develop SOPs for MFMA Circular No. 88 indicators applicable within their context.

With TIDs serving as the definitional frameworks that municipalities must apply, it is reiterated that SOPs are intended to provide the operational explanation outlining the necessary steps, responsible parties, frequencies, and sequence of activities for regularising the supply of the data required for indicator reporting. The SOP is intended to provide clear set of procedures regarding the sourcing of data, responsibility of data collectors, methods for collation and maintenance, quality review and portfolios of evidence used to substantiate reporting on the indicator.

Municipalities have operational flexibility within the definitional parameters of the TID. The TIDs provide the rationale, conceptual definitions, formulas, and data elements for indicator standardisation. However, the operationalisation, including the institutional configurations, systems, processes, and responsibilities are at municipal discretion and are not prescribed in terms of the TIDs. SOPs play a crucial role in documenting how municipalities operationalise the TIDs.

3.5 Addressing the targeting and tracking of outcome indicators over the medium-term

Municipalities are reminded of the planning and target-setting distinctions for outcome indicators. Specifically, outcome indicators are meant to be planned for and tracked over the medium-term, linked to the term of local government. This means that target-setting for outcome indicators is the purview of the Integrated Development Plan (IDP), and that it is not recommended that outcome indicators be included within municipal Service Delivery Budget implementation Plans (SDBIPs). The intention has always been that SDBIPs should include measurements of products, services and outputs delivered by the municipal administration, as distinct from the effects or changes to behaviour, environment or systems (outcomes) arising from those outputs.

A source of confusion has been the expectation that outcome indicators should be reported in municipal Annual Performance Reports, as set out in MFMA Circular No. 88 (2017). This is where the inclusion of outcome indicators in annual reporting serves an important monitoring and tracking purpose with a public interest benefit of reporting the strategic progress annually. Since output indicators have been conceptualized in relation to outcomes, it is appropriate that reporting on them occurs within the context of tracking the desired end result. Thus, outcome indicators should still be reported on, albeit in relation to a *medium-term target* which the local government is responsible for. Municipalities retain the discretion to determine whether they would like to set annual targets for outcome indicators and include them within their SDBIPs, but it is not recommended.

When reporting on outcome indicators in the Annual Performance Report, municipalities are advised to clearly label these measurements as outcome indicators. This refers to outcome indicators that were not initially included in the SDBIP as per the National Treasury guidance. Practically, outcome indicators should be distinguished from output indicators by specifying their medium-term target linked to the term of government (2026/27 FY). They should include baseline and annual reporting on the indicator for the financial year. Unlike output indicators in the SDBIP, which are assessed annually, municipalities are only required to note the steps they will take to improve performance in line with achieving the medium-term target for outcome indicators. Reporting on outcome indicators in the 2026/27 financial year should therefore be provided in relation to these medium-term targets.

3.5.1 Distinguishing between annual output accountability from outcome monitoring and reporting

Indicators planned within the SDBIP may have quarterly or annual reporting frequencies and targets, but they are assessed annually. These indicators are intended to operate at the output level and to be directly linked to the performance agreements of senior managers within the municipal administration. As such, output indicators carry clear individual accountability and responsibility for the municipal administration, which differs fundamentally from the nature of outcome indicators. Outcome indicators are formulated to reflect the broader, desired results of municipal service delivery. The tracking of municipal products, services and processes is therefore understood in relation to these wider outcomes, which typically take longer to materialise and show measurable shifts or changes effected.

As a result, this temporal and accountability distinction between output and outcomes indicators is reiterated: output indicators are for annual planning and reporting in the APRs, while outcome indicators are monitored and tracked within the APRs as a matter of transparent monitoring and reporting of progress to the public, rather than for assessing the annual performance of the administration. However, at the end of the five-year local government term, the performance on the outcome indicators should be reported and assessed in the APRs.

3.6 Protocol for addressing issues arising from audit and assurance processes

During audit cycles, metros frequently raise MFMA Circular No. 88 indicator queries, mainly due to differing interpretations between municipal officials and the Office of the Auditor-General South Africa (AGSA). In several cases, metros have approached the National Treasury seeking intervention to advise on matters of definitional interpretation and to mediate on matters considered related to the implementation of the reform. However, there has been no standardised internal process within the National Treasury to manage such queries, resulting in delays in providing feedback to municipalities; misunderstanding of National Treasury's role, with some expecting it to mediate audit disputes between municipalities and the AGSA; and missed opportunities for institutional learning and improvement of MFMA Circular No. 88 guidance.

The National Treasury has therefore developed a protocol to reaffirm that it is not a mediator or arbitrator in audit disputes. The role of the National Treasury and sector departments is to provide guidance on policies, frameworks, and technical interpretation of MFMA Circular No. 88 indicators. The National Treasury does not intervene in disagreements over audit outcomes; such matters remain strictly between the municipality and the AGSA, which already has formal processes and dispute-resolution mechanisms in place.

The introduction of this protocol will ensure a consistent approach to handling queries from municipalities related to the assurance process. It will also establish a mutually understood process for escalating queries to sector departments or the AGSA, where necessary, and will promote timely and transparent resolution of queries by the appropriate role-players, whether the National Treasury, sector departments, or the AGSA. In addition, the protocol will support the systematic cataloguing of queries to inform the development and update of the Frequently Asked Questions (FAQ) document.

4 Revisions to the indicators and application across municipalities

The sector departments and municipal engagements informing this update to MFMA Circular No. 88 have comprised consultations through the Technical Working Groups (TWGs), bilateral engagements with departments, and discussions with municipalities, among others. The TWGs have produced technical recommendations for the further revision and addition of indicators for planning, monitoring, and reporting in local government. These consultations have been intentional and seek to further progress review of the indicator set in terms of Section 43 of the Municipal Systems Act, while ensuring buy-in and support for the process across local government stakeholders.

As a result of the inputs received from the sector TWGs, there are several indicators with further definitional clarification, changes and interim formulation based on the sectoral feedback provided.

4.1 Definitional clarification and indicator revisions

Where indicators have been identified for definitional revision, these clarifications and revisions are detailed in **Appendix C – Indicator changes overview**. Please refer to Appendices A and B for the full list of indicators and the applicable TIDs for 2026/27 planning and reporting. The detail related to clarification and changes per TID are reflected in Appendix C. This appendix distinguishes between **Indicators with changes**, **Indicators with clarifications**, and **Indicators with interim definitions** (Refer to Appendix C for further information).

4.2 Continued institutionalisation of the reform in other categories of municipalities

The institutionalisation of the MFMA Circular No. 88 in non-metro municipalities remains uneven across provinces and municipalities, highlighting the need for continued support and capacity building.

As the reform progresses, Intermediate Cities, District Municipalities and Local Municipalities will still not be required to incorporate MFMA Circular No. 88 indicators into their IDP and SDBIP indicator tables. Instead, the indicators must be reflected in a dedicated Annexure to these documents, with planning and reporting occurring in parallel to statutory requirements. As a result, this category of municipalities will continue submitting quarterly and annual data to provincial CoGTAs and DCoG but will not report MFMA Circular No. 88 indicators through APRs. This staggered and parallel approach will continue to enable municipalities to progressively institutionalise the planning, monitoring, and reporting processes in preparation for the eventual full regulation of the MFMA Circular No. 88 indicator set. Linked to the process of amending the Municipal Planning and Performance Management Regulations of 2001, it is proposed that further details on the implementation roll out will be provided through a Notice in the Government Gazette when the process of amending the regulations will be concluded. Please refer to a possible phased implementation timeline in Paragraph 6 below.

To increase uptake of reporting in non-metro municipalities, DCoG will continue to implement targeted initiatives, including enhanced scrutiny and feedback via provincial CoGTAs, further capacitation of provincial monitoring and evaluations (M&E) coordinators, the use of consolidated planning and reporting templates for Intermediate Cities, Districts and Locals, and the establishment of Intermediate City and District Support Forums.

5 Utilisation and dissemination of MFMA Circular No. 88 data

5.1 Publishing and disseminating data

The National Treasury will continue to publish metro MFMA Circular No. 88 performance data in the quarterly Section 71 publication to ensure it is widely accessible for public use. Making this information publicly available strengthens transparency and accountability to enable communities and key stakeholders to assess municipal performance and service delivery outcomes. The MFMA Circular No. 88 performance data will always form part of broader publications designed to support oversight and allow the public to determine whether municipalities are delivering value for money through their budgeting, planning and implementation efforts.

5.2 Use of MFMA Circular No. 88 for the SOLG and Section 48 report guidelines

MFMA Circular No. 88 will continue to serve as a key source of performance information for the State of Local Government (SOLG) Report and for the development of the Section 48 reports in terms of the Municipal Systems Act. The standardised indicators and reporting protocols established through MFMA Circular No. 88 provides comparable performance information that can be used to assess municipal performance across local government. Incorporating MFMA Circular No. 88 data into the SOLG and Section 48 processes ensures timely assessments and alignment across government reporting requirements and enables a more accurate reflection of the state of service delivery, financial health, and institutional capability of municipalities.

The guidelines to serve as a reporting framework informing the draft regulations on the amendment of the Municipal Planning and Performance Management regulations aim to rationalise, and streamline monitoring and reporting in future so that only municipal performance report will be produced in terms of Sections 47 and 48 of the Municipal Systems Act to address duplication between the SOLG report and Section 48 report processes.

6 Amendment of the Municipal Systems Act: Municipal Planning and Performance Management Regulations of 2001

This section serves to inform all municipalities of the intended amendments to the Local Government: Municipal Planning and Performance Management Regulations of 2001. These changes are designed to update local government indicators, streamline monitoring and reporting requirements, and consider integration of evaluation practices to enhance performance monitoring and management across South African municipalities.

Extensive consultations occurred in 2024 on the amendment of the Municipal Planning and Performance and Management Regulations to solicit inputs and comments from various stakeholders in local government. The inputs and comments from these consultations were received, consolidated, and used to develop draft regulations by the end of March 2025. In the 2025/26 financial year, DCoG requested written inputs on this draft regulations. The written inputs received were subsequently consolidated and incorporated into a revised version of the draft regulations. The draft regulations will be published for public comment in the Government Gazette. Once the public consultation has concluded, the revised draft regulation will be amended and submitted to the State Law Advisor for legal review before submission to the Minister for approval.

The draft regulations provide that the detail to inform the regulations in terms of the format and method for reporting must be prescribed by the Minister in a notice in the Government Gazette. To support this, draft guidelines have been developed to provide a broad framework for monitoring and reporting on local government performance in terms of Section 46, 47 and 48 of the MSA, with the aim of aligning and streamlining performance monitoring and reporting across government spheres. The guidelines also include a proposed priority set of MFMA Circular No. 88 indicators for municipalities to report on.

6.1 Legislative Context

The revisions align with Sections 43 and 49 of the Municipal Systems Act, 2000 and consider the Municipal Finance Management Act, 2003 ensuring compliance with statutory reporting and auditing requirements. On promulgation of the Amended Municipal Planning and Performance Management Regulations, the Minister of Cooperative Governance will issue a formal Notice communicating the regulatory requirements for municipal performance in accordance with Sections 43 and 49 of the Municipal Systems Act.

6.2 Revised Indicators Framework

Adoption of a prioritised subset of standardised MFMA Circular No. 88 indicators, differentiated by municipality type. These indicators will become regulatory requirements and must be integrated into municipal planning and reporting, possibly from the 2026/27 financial year onward, if approved and promulgated by that time.

6.3 Differentiated Application

General performance indicators (prioritised set) are mandatory; other MFMA Circular No. 88 indicators may be selectively incorporated based on relevance and capacity. Conditional application may be linked to financial incentives or grant conditions.

Possible phased Implementation Timeline

	Time frame
Draft regulations for public comment	December 2025
Completion of the state law advisor process and revised draft regulations developed	March 2026

Consideration and approval by the Minister and promulgation of the Amended Regulation	From April 2026
Reporting on revised indicators	
District Municipalities and Intermediate Cities	July 2026 to June 2027 and onwards (at earliest if approved and promulgated)
Integration by all remaining local municipalities	July 2027- June 2028 (onwards)

6.4 Streamlined Reporting Process

Quarterly and annual performance reporting in terms of general key performance indicators, with interim and final reporting timelines for Sections 46, 47, and 48 to reduce delays and improve responsiveness to underperformance.

6.5 Indicator Schedule

Appendix D-1 of the above draft Guidelines lists the specific indicators for each municipality category, covering infrastructure, service delivery, financial management, governance, and local economic development. These include both outcome measures and constituent data elements for standardised calculation.

This is a sub or priority set of indicators from MFMA Circular No. 88 which has been proposed to assist in the preparation of quarterly and annual reporting for sections 46 and 47 of the MSA. Further consultations will occur on this work to collate inputs.

6.6 Evaluation Integration

Consideration of the introduction of evaluation as a distinct function, supporting learning and improvement without imposing mandatory compliance burdens on all municipalities.

6.7 Support to municipalities

DCoG together with the provincial CoGTAs continued to provide support to municipalities in the institutionalisation of the MFMA Circular No. 88. Progress and updates on the amendment of the draft regulations were presented through M&E forums in provinces and municipalities.

DCoG will provide guidance on the roll out of the reform to the non-metropolitan municipalities in preparation for the next phase of implementing the 2001 regulations. It is proposed that a staggered approach be implemented to ensure that all municipalities are supported and capacitated on MFMA Circular no. 88 processes. Possible implementation of the regulations is anticipated in 2026/27 financial year and will be instituted progressively across different municipal categories. Further details on this process will be outlined in the Notice to be published in the Government Gazette. The municipalities will be supported through the following interventions:

- Technical Working groups
- District/Intermediate City Support Forum
- Interactive FAQ platform
- Feedback letters.

6.8 Transition

Municipalities should prepare for the transition and ensure readiness for compliance with the new regulatory requirements.

7 Conclusion

This Addendum and its appendices are an update to the MFMA Circular No. 88 dated 30 November 2017, as well as the five Addendums dated 04 December 2019, 17 December 2020, 20 December 2021, 19 December 2022, 18 December 2023, and 30 December 2024. The Addendum must be read together with the original circular and the subsequent updates and relevant appendices. Furthermore, this Addendum provides guidance to all categories of municipalities.

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04 December 2025