

SOL PLAATJE LOCAL MUNICIPALITY

ANNUAL BUDGET

2024/25 – 2026/27



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1. Mayor's Speech

To be tabled in the Council meeting scheduled for 31 May 2024.

2. Council Resolution

Approval of the Annual Budget for 2024/25 MTREF

Executive Mayor Cllr KJB Sonyoni

21 May 2024

Purpose

The purpose of this item is to submit the Annual Budget of the Sol Plaatje Local Municipality for the financial year 2024/25 and indicative allocations for the two projected outer years 2025/26 and 2026/27, including policies and tariffs for approval by Council.

For noting / for decision by

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

- Council

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

This item is for recommendation by the Executive Mayor to Council.

Background

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

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

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

The MBRR Sections 15 and 18 prescribes the manner in which the tabled budget must be publicised, whilst the MFMA Section 23 makes reference to consultation processes on tabled budgets. Various meetings were scheduled and conducted. The Draft Budget 2024/2025 has been published on Sol Plaatje's website to be viewed by the public. Various informed meetings were held with Councillors and other stakeholder groups.

National Treasury's budget benchmark exercise which is the process of reviewing the tabled budgets, analysed the assumptions and the detailed budget and compared the budget with other secondary cities took place on the 25 April 2024.

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

It is against this background that the Annual Budget for the 2024/25 MTREF is submitted for approval.

Annexures

Budget Part 1 and 2

Budget Annexures

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

Motivation

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

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

Personnel Implications

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

Financial Implications

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

Legal Authority and Implications

MFMA Section 16 and 24

Municipal Budget and Reporting Regulations

MFMA Circulars

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

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

Consultation

Executive Mayor – Cllr KJB Sonyoni

Municipal Manager – Mr BS Matlala

Acting Chief Financial Officer – Mr K Samolapo

Budget Steering Committee

Executive Management Team

Mayoral Committee

Contact Person

K Samolapo

Acting Chief Financial Officer

Contact number: 053-8306500

The Annual Budget will be tabled by the Executive Mayor, Cllr KJB Sonyoni.

RECOMMENDATION:

1. That Council **approves** the Annual Budget for the 2024/25 MTREF as presented in terms of the following annexures highlighted herein.
2. That in terms of section 16 of the Municipal Finance Management Act, 56 of 2003, Council **approves** the Annual Budget of the municipality for the financial year 2024/25; and indicative allocations for the two projected outer years 2025/26 and 2026/27, and the multi-year single year capital appropriations as set out in the Annual Budget in the following tables:
 - 2.1 Budgeted financial performance by revenue source and expenditure by type as presented in Table A1 – Summary and Table A4 - Detailed
 - 2.2 Budgeted Financial Performance (revenue and expenditure by Standard classification) Annexure/Section 1 – Table A2;
 - 2.3 Budgeted Financial Performance (revenue and expenditure by municipal vote) Annexure/Section 1 - Table A3;
 - 2.4 Multi-year and single year capital appropriations by municipal vote and Standard classification and associated funding by source. Annexure/Section 1 - Table A5.
3. That Council **approves** the financial position, cash flow, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets as set out in the following tables:
 - 3.1 Budgeted Financial Position: Annexure/Section 1 – Table A6;
 - 3.2 Budgeted Cash Flow: Annexure/Section 1 – Table A7;

- 3.3 Cash backed reserves and accumulated surplus reconciliation:
Annexure/Section 1 – Table A8;
- 3.4 Asset Management: Annexure/Section 1 – Table A9; and
- 3.5 Basic service delivery measurement: Annexure/Section 1 –Table A10.

- 4. That Council **approves** the Budget Supporting tables as presented in Section 1 of the book.
- 5. That in terms of sections 74 and 75A of the Local Government: Municipal Systems Act, Act 32 of 2000 as amended, the tariffs for the supply of water, electricity, waste removal services, sanitation services, property rates and all other tariffs as set out in Annexure 2, are **approved** by Council.
- 6. That Council **approves** the final reviewed Integrated Development Plan reflected in Annexure 4.
- 7. That Council **notes** the final Service Delivery and Budget Implementation Plan for 2024/25 as per Annexure 5.
- 8. That in terms of section 24(2)(c)(v) of the Municipal Finance Management Act, 56 of 2003, the budget-related policies, including proposed amendments as set out in the Budget Annexure/Section 6 as per the tabled Budget Statement of March 2024 are **approved** for the budget year 2024/2025, the effective date of these policies is 1 July 2024, and may be amended during the year.
- 9. That the Basic Services Indigent Packages as set out in Annexure/Section 1 and the Executive summary, is **approved**.
- 10. That Council takes notes that compliance with m-SCOA regulations is effective from 1 July 2017, currently version 6.7 was adopted and is fully operational and that m-SCOA version 6.8 has been adopted and is fully operational from 1 July 2024.
- 11. That council approves the Procurement plans for the financial year.
- 12. That Council resolves to authorise the Acting Chief financial Officer to make corrections to make administrative and technical error corrections identified in the Annual Budget that is due to m-SCOA reporting requirements.

3. Executive Summary

Introduction

The municipality completed its review of the IDP which covers the period from 1 July 2022 to 30 June 2027 with a successful strategic planning sessions held at Frances Baard District Municipality on the 1 December 2023. The key strategic objectives of the IDP are now linked to the strategic priorities and supported by the budget allocations, where funding is available.

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

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

It is these strategic priorities that would see the municipality fully focusing on the programmes and projects in the year 2024/25 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 at qualified opinion for the past five (5) years by Auditor General
5. High youth unemployment rate at 52% which necessitate tangible investment drive into Sol Plaatje Municipality's economy
6. Sustainable water supply and uninterrupted electricity supply to the community
7. Electricity energy mix, among other things deliberated upon during the strategic planning session. It is imperative that a business continuity strategy be developed.

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 to improve billing accuracy.
- 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 reduction of uncompetitive bidding and deviations
- Improved planning of budget implementation
- Grow revenue base and stimulate investments into the city.

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 MFMA Circular 124, as non-compliance will have serious consequences for the municipality and its electricity business.

The 2024/25 and outer years 2025/2026 and 2026/2027 Budget is premised on the following assumptions:

- The municipality implemented the 2023 General Valuation Roll effective 1 July 2023. The objections process was finalised in September 2023. The appeal board convened starting on 6 March 2024 and will be finalised before the end of April 2024.
- That council will champion and support all strategies aimed at growing the revenue base in terms of numbers and valuation. For the first time, there will be specific targets on % growth in General Valuation Roll per category.
- That council will support all efforts aimed at reducing water and electricity losses. A percentage increase in tariffs is no longer sustainable, the focus must be reduction of losses that will result in saving and release financial resources tied in the provision and actual costs of losses to fund any service delivery improvements and re-investment into the service to improve quality and affordability.
- The budget should focus on Service Delivery challenges and revenue enhancement as key priorities.
- That Council will support strategies aimed at the reduction of electricity consumer price by considering options available on renewable energy and optimal energy mix for the people of Sol Plaatje Municipality
- That performance management and consequence management will be strictly implemented.
- That council will support strategies aimed at project implementation by reviewing the existing model of Project Management and any other option and mechanisms available, emphasis is on conditional grant spending and to avoid the risk of funds being withdrawn.
- Marketing and promotion of policies to lure citizens to pay for their municipal services.

The above is referred to as the elephants in the room that must now be unleashed, spoken about and dealt with. All the evidence points to fact that the culture of non-performance, lack of consequence management and relaxing controls in the implementation of policies cannot prevail, if we want to see a tangible improvement and recover financially. The budget remains committed in protecting the poor by ensuring that those that are indigent are registered and receive 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 80% as at end the end of February 2024. The lower collection rate is not assisting the municipality to step out of its liquidity woes. The municipality needs an average collection rate of 90% or more, but to improve the liquidity issues and dealing with accumulated creditors, a minimum of 110% collection is required. This basically means, not only should the rate payers pay their monthly current bill, those in arrears must pay an amount between 10% and 15% per month on arrears. To achieve this, there are various strategies agreed upon with Council including holding back of a percentage as and when customers in arrears top up their energy units as part of credit control measures. A 30% will be held from all non-indigent households and 10% will be held from all indigent households. Further to this, inactive meters that have not bought electricity for the last 90 days, must be blocked and audited through physical verification and testing, and clients will be expected to provide reasons why they were not buying and such a meter will be inspected for tampering or bypass.

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

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

1. Reduction of water and electricity losses
2. Revenue enhancement and improved collections rates
3. Operational efficiencies in the engineering sector
4. Growth strategies and implementation
5. Productive and passionate employees
6. Quality and responsible leadership
7. Compliance to MFMA Circular 124: Municipal Debt Relief

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

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

It is imperative that all municipal officials must have the inherent desire to do their job to the best of their ability, take pride and ownership in their work, take accountability for their job functions, doing the right thing consistently and work as a collective, cohesive team to achieve the municipality's long and short-term objectives. Foremost to all of these, have the community's best interest at heart.

PRELIMINARY OUTCOME:

OBSERVATIONS AND RECOMMENDATIONS EMANATING FROM THE BUDGET AND BENCHMARK ENGAGEMENT HELD ON THE 25 APRIL 2024

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

The annual budget and benchmark engagement focused on the municipality's tabled budget for the 2024/25 Medium Term Revenue and Expenditure Framework (MTREF).

The objectives of the engagement were to:

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

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

The meeting was well attended by senior management from the municipality including the acting Chief Financial Officer (CFO) and Municipal Manager (MM) as well as various invited sector departments (Dept of Water and Sanitation, Department of Cooperative Governance (DCoG), Department of Human Settlements (DHS) and the Development Bank of Southern Africa (DBSA).

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

KEY OBSERVATIONS

Institutional Arrangements

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

- Key positions currently vacant include Chief Financial Officer (CFO), Executive Director (ED) for Infrastructure, and Executive Director for Corporate Services;
- The municipality is undergoing organizational reengineering and restructuring remuneration scales for managers to reduce employee-related costs;
- The municipality collaborates closely with various sector departments in its planning processes through multiple forums;
- As part of cost containment efforts, the municipality has implemented measures such as limiting overtime to a maximum of 30 hours per month and restricting employee travel to a maximum of three people;
- From December 2023 to March 2024, the municipality ran a debt relief campaign offering a 50 per cent discount to all customer categories to enhance customer relations;
- Performance related to Key Performance Indicators (KPIs) for service delivery will be regularly discussed in Executive Management Team (EMT) meetings for monitoring and improvement purposes;

- The submission of the Municipal Standard Chart of accounts (*mSCOA*) Road Map to integrate modules that are not yet implemented has not been made to the National Treasury (NT); and
- Meetings of the *mSCOA* Steering Committee have not been shared with the National Treasury (NT).

Financial governance

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

- The Annual Report for 2022/23 is currently under review by the Municipal Public Accounts Committee (MPAC), following completion by the administration;
- MPAC's investigations into Unauthorised, Irregular, Fruitless, and Wasteful (UIFW) expenditure remain a challenge, with outstanding oversight reports spanning several years;
- The non-functionality of MPAC detrimentally affects the operations of the District Coordination Board;
- However there is coherence among the budget, Integrated Development Plan (IDP), and Service Delivery and Budget Implementation Plan (SDBIP);
- The budget reflects national priorities outlined in the State of the Nation Address (SONA), Budget Speech, and State of the Province Address (SOPA);
- Ongoing public participation has identified key ward priorities such as Roads, Sanitation, high mast lights, sports and recreation, and storm water management;
- Changes in leadership at national or provincial levels may result in shifts in priorities, potentially impacting municipal service delivery initiatives;
- Draft versions of the IDP and budget were made available for public feedback, disseminated across various public platforms; and
- The IDP, Budget, and Performance Committee actively oversees the IDP and budget processes.

Financial health

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

- The municipality has shown significant improvement in its financial health, as evidenced by the funding and sustainability of the 2024/25 MTREF budget over the designated financial years;
- Due to the constraints of the Budget Facility for Infrastructure (BFI), the municipality has been compelled to prioritise internally generated funds within its budgetary allocations;
- A surplus has been budgeted for, which can go a long way to build capital replacement reserves;
- The electricity tariff, along with other tariffs, has been adjusted using the electricity cost of supply formula, while other increases are tied to inflation rates;
- The municipality is commended for not allocating a separate budget for elections, supported by tariffs that align with or exceed the CPI;
- Despite commendable efforts, the municipality may face challenges in fully controlling its debt, particularly given the upcoming election year;
- Stringent cost containment measures are being implemented to mitigate excessive expenditures;
- An assessment by the National Treasury highlights the importance of improving cash flow, as failure to do so could result in insufficient funds by the end of the financial year, leading to increased defaults on creditor payments;
- The slight increase in property tariffs can be attributed to the growth in properties tariffs;

- Annually, the Indigent Management Policy undergoes review, which includes adjustments to the household threshold;
- All indigent customers are fitted with prepaid meters;
- The municipality is eager to participate in the prepaid/smart grant program and potentially serve as a test municipality for the National Treasury's implementation of meter replacement processes;
- Electricity tariffs are structured to reflect actual costs;
- Reconciliation between billing databases, valuation rolls, and the Deeds office is done and it takes about 3 weeks to correct the differences;
- The municipality opts not to utilise bins for refuse collection, instead charging per (piece of Land) ERF;
- Despite strict credit controls, government departments persist in owing the municipality, often citing insufficient allocations to settle debts;
- Municipal participation in debt relief offers the potential for writing off Eskom Debt, contingent upon adherence to specified conditions;
- Water provision faces challenges amidst the current water crisis; procurement of water meters through the National Treasury's Transversal Contract is being pursued; and
- With the collapse of the postal service and absence of an online system, residents are not receiving statements as usual.

Service delivery

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

- Capital expenditure (CAPEX) is projected to surge by 126.2 per cent in 2024/25, with subsequent annual increases averaging at 149 per cent and 154.1 per cent in the following years due to the municipality being awarded a BFI;
- BFI will present an opportunity for the municipality to mitigate water losses and save resources;
- The maintenance plans for Water, Sanitation, Electricity, and Roads are outdated and require immediate review;
- While there is no Asset Management Plan in place, there are existing Master Plans for essential service delivery facilities;
- There are procurement plans in place;
- The capital expenditure framework has been established and is being implemented effectively;
- The municipality is proactively introducing bulk water pipeline metering to collect data and devise strategies to curb water losses;
- There is a significant shortage of both human and financial resources to adequately manage disasters;
- Capital replacement reserves are primarily utilised for smaller projects or as co-funding for grant-funded projects;
- The landfill site has been used to capacity;
- The inadequate fleet for refuse collection has led to an increase in overtime as trucks are required to make multiple trips to compensate; and
- Public-private partnership (PPP) initiatives have been implemented, wherein the private sector has acquired land from the municipality for R140 million to facilitate the expansion of the North Park Mall.

RECOMMENDATIONS

It is recommended that the municipality:

- The municipality is advised to maintain its collection rate to a minimum of 81 per cent to ensure sufficient funds are available to settle all outstanding creditors;
- Provision should be made for debt impairment for all debtors overdue by more than 90 days. The provision amount should align with the proposed collection rate;
- The municipality should share the *m*SCOA Road Map for modules yet to be integrated into the financial system with the National Treasury (NT);
- Minutes from the *m*SCOA Steering Committee meetings should be shared with the National Treasury;
- Measures should be implemented to ensure the annual report is submitted in accordance with legislative deadlines;
- The municipality is advised to re-engage with the Head of Department (HoD) at the Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA) to address the outstanding debt owed by departments. If no solution is reached, a formal request should be made to the Deputy Director-General (DDG) of Intergovernmental Relations (IGR) at the National Treasury to halt the equitable share (ES) allocations to the departments indebted to the municipality;
- CoGHSTA should provide documentation detailing the contributions made by Provincial Departments towards the R500 million fund announced by the Premier;
- Sol Plaatje municipality must demonstrate full compliance with prescribed conditions to qualify for debt write-off;

It is recommended that:

- The Department of Human Settlements must engage the Municipality, particularly on Priority Housing Development Areas (PHDAs) that were gazette by the Department; and
- The National Treasury intends to withhold July Equitable Share for Sol Plaatje if the Municipality fails to adopt the Annual Report for 2022/23 by that time.

RESOLUTIONS

It was resolved at the engagement that:

- The department of Cooperative Governance and Traditional Affairs (CoGTA) is encouraged to facilitate discussions with the Heads of Departments (HoDs) from the Departments of Cooperative Governance, Human Settlements, and Traditional Affairs and Provincial Treasury (PT) to address any uncertainties pertaining to Human Settlements;
- The municipality will initiate discussions with the Revenue Management team to address issues regarding compliance with debt relief; and
- The municipality must consider the implementing a voluntary recovery plan.

The Budget Overview

The third year of IDP implementation and budget cycle takes place under difficult conditions than ever before. 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. As the economy worsens, demand for goods and services decrease due to disposal income being negatively affected, and municipal utility account becomes the first slain. This is evidenced from the very low collection rate of yearly average collection rate of 80% at the end of February 2024. This collection rate is lower than the norm of 95% as set out by National Treasury and below the required collection rate of at least 85% in order to meet the monthly operational financial commitments. The current monthly expenditure is approximately R195 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 2023/24 Mid-year engagement was held with National Treasury on 1 and 2 February 2024. All arrears based on the four pillars namely Institutional Arrangements, Financial Health, Financial Governance and Service Delivery has declined. National Treasury issued a summation of the observations, recommendations and resolutions emanating from the discussions; these should inform the municipality's 2024/25 MTREF, where appropriate.

This report aims to table the Operational Revenue, Operational Expenditure and Capital Expenditure Framework for the 2024/2025 MTREF covering a three-year period, with 2024/25 as the base year. The operational revenue framework details out revenue sources and projections per source for the next three years. Each projection is based on previous years audited actuals, year to date budget and actuals as well as growth prospects and general increases as informed by inflation and estimated cost of service delivery, management and administration.

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

The capital expenditure framework details out infrastructure investment, either new, upgrades or refurbishment. Capital budget is presented per project and allocated funds. It is therefore expected that spending on projects will align to the allocations, and any changes are tantamount to an adjustment or else the expenditure above allocation as per approved budget will be unauthorised. Whilst on this point, the municipality has developed a procedure outlining the principle of variation orders, contingencies and approval thereof. Guidance has been sought from National Treasury of MFMA Circular 62 as this seem to having been intended to address MFMA Section 116 on scope or contract amendment.

The table below presents the consolidated overview of 2024/25 MTREF.

Consolidated Overview of the 2024/25 MTREF	Adjustment Budget 2023/24 R'000	2024/25 Medium Term Revenue & Expenditure Framework						Total over the MTREF R'000
		Budget Year 2024/25 R'000	Year-on-year % Increase (Decrease) %	Budget Year +1 2025/26 R'000	Year-on-year % Increase (Decrease) %	Budget Year +2 2026/27 R'000	Year-on-year % Increase (Decrease) %	
Operational revenue and expenditure budget								
Total Operating Revenue (excl Capital transfers)	2,798,666	2,958,278	6%	3,168,499	7%	3,393,664	7%	9,520,441
Total Operating Expenditure	2,782,911	2,928,505	5%	3,121,201	7%	3,341,849	7%	9,391,554
Operating Surplus	15,755	29,774	89%	47,298	59%	51,815	10%	128,887
Capital transfers and contributions	161,349	572,229	255%	657,904	15%	114,513	-83%	1,344,646
Total Revenue (incl Capital transfers)	2,960,015	3,530,507	19%	3,826,403	8%	3,508,177	-8%	10,865,087
Surplus (incl Capital transfers)	177,104	602,003	240%	705,202	17%	166,328	-76%	1,473,533
Capital expenditure budget								
Capital transfers and contributions	161,349	572,229	255%	657,904	15%	114,513	-83%	1,344,646
Internally generated funds	55,390	41,500	-25%	31,500	-24%	31,500	0%	104,500
Total Capital expenditure	216,739	613,729	183%	689,404	12%	146,013	-79%	1,449,146

The municipality continues to derive revenue from service charges from utility services 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 or through borrowing or public donations if the expenditure is necessary and critical. This is an undesired situation.

The next three years MTREF reflects surplus budgets of less than 1% of projected revenue. Surpluses from Operating Revenue are ought to be used to re-invest in service delivery related infrastructure, either fund growth or refurbishments of capital nature to ensure continuity of service and effectiveness of infrastructure. As indicated as a priority in the Strategic Planning session, revenue enhancement initiatives would also be provided for in order to address the issue of cash flow challenges and low collection rate. Over the three years, R128,887 million is project as total surpluses.

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

There is no significant increase in overall revenue as the totals are increasing from R2,798,666 billion (Adjusted budget 2022/23) to R2,958,278 billion (2024/25), constituting a 6% increase year on year when compared to Adjustment budget. The overall average increase over the MTREF is approximately 6.5%. The operating expenditure is estimated at R2,928,505 billion in 2024/25, with an increase of operational expenditure of 5%. After having considered all the factors, the budget for 2024/25 MTREF shall generate operating surpluses, though very limited in amounts. However, the budget can remain funded for the duration of the MTREF by significantly improving the collection rate, revenue enhancement and cutting down on non-essential spending, applying cost containment measures consistently and curbing wastage and improving on quality of workmanship. The total capital expenditure amounts to R613,729 million. Over the MTREF the municipality projects to spend just over R1 billion for Bulk water BFI project. Capital grants and subsidies recognised are all conditional grants gazetted as per the Division of Revenue Bill 2024.

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.

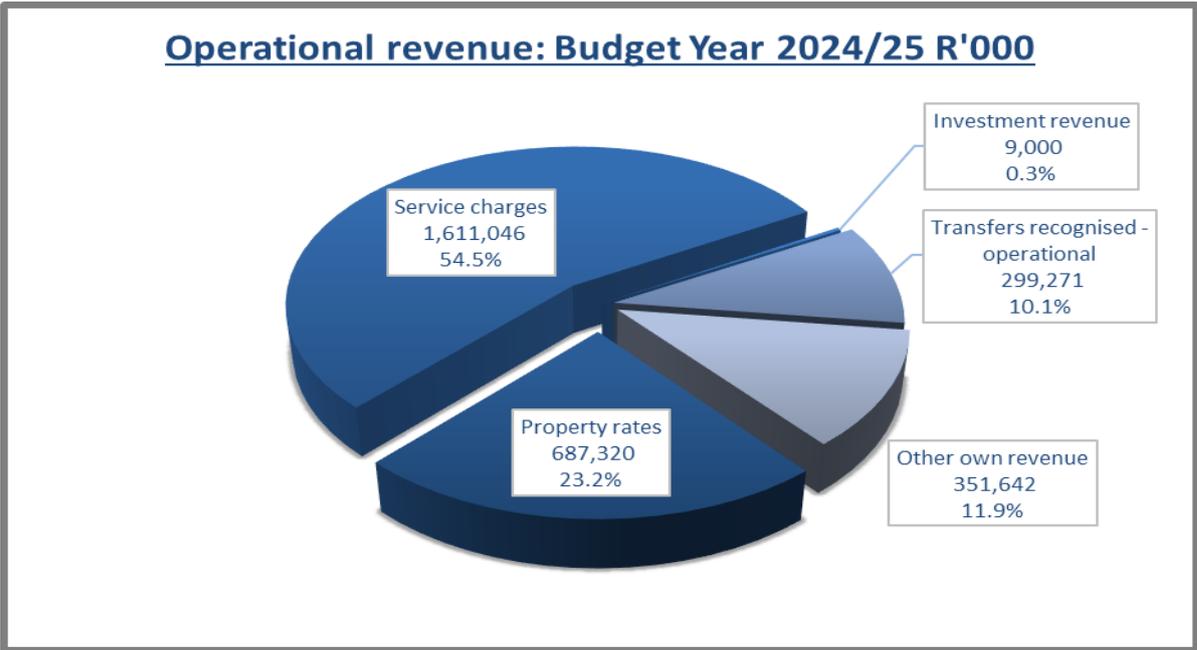
5. Operating Revenue Framework

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 2024/25.



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

Revenue by Source

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

The operating revenue framework is informed by the following:

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

The following table is a summary of 2024/25 MTREF classified by revenue source.

NC091 Sol Plaatje - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description (R thousand)	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework								
	Adjusted Budget	% Contribution	Budget Year 2024/25	% Contribution	% Growth 2023/24 to 204/25	Budget Year +1 2025/26	% Contribution	% Growth 2024/25 to 2025/26	Budget Year +2 2026/27	% Contribution	% Growth 2025/26 to 2026/27
Revenue By Source											
Exchange Revenue											
Service charges - Electricity	995,202	35.56%	1,099,199	37.16%	10.45%	1,199,792	37.87%	9.15%	1,309,930	38.60%	9.18%
Service charges - Water	300,114	10.72%	343,685	11.62%	14.52%	364,274	11.50%	5.99%	387,189	11.41%	6.29%
Service charges - Waste Water Management	89,858	3.21%	95,890	3.24%	6.71%	101,631	3.21%	5.99%	107,153	3.16%	5.43%
Service charges - Waste Management	65,412	2.34%	72,271	2.44%	10.49%	76,467	2.41%	5.81%	80,948	2.39%	5.86%
Sale of Goods and Rendering of Services	17,379	0.62%	15,955	0.54%	-8.19%	16,689	0.53%	4.60%	17,457	0.51%	4.60%
Interest earned from Receivables	250,400	8.95%	120,030	4.06%	-52.06%	124,551	3.93%	3.77%	129,463	3.81%	3.94%
Interest earned from Current and Non Current Assets	9,500	0.34%	9,000	0.30%	-5.26%	12,000	0.38%	33.33%	15,000	0.44%	25.00%
Rental from Fixed Assets	28,130	1.01%	27,740	0.94%	-1.39%	29,126	0.92%	5.00%	30,726	0.91%	5.49%
Licence and permits	1,200	0.04%	1,200	0.04%	0.00%	1,255	0.04%	4.60%	1,313	0.04%	4.60%
Operational Revenue	3,134	0.11%	3,773	0.13%	20.39%	3,947	0.12%	4.60%	4,128	0.12%	4.60%
Non-Exchange Revenue											
Property rates	660,893	23.61%	687,320	23.23%	4.00%	740,628	23.37%	7.76%	790,495	23.29%	6.73%
Fines, penalties and forfeits	37,910	1.35%	32,143	1.09%	-15.21%	32,915	1.04%	2.40%	34,787	1.03%	5.69%
Licences or permits	6,150	0.22%	8,000	0.27%	30.08%	8,452	0.27%	5.65%	8,949	0.26%	5.88%
Transfer and subsidies - Operational	287,603	10.28%	299,271	10.12%	4.06%	318,285	10.05%	6.35%	340,594	10.04%	7.01%
Interest	-	0.00%	91,900	3.11%		82,700	2.61%	-10.01%	74,400	2.19%	-10.04%
Operational Revenue	44,680	1.60%	50,900	1.72%	13.92%	55,787	1.76%	9.60%	61,132	1.80%	9.58%
Gains on disposal of Assets	1,100	0.04%	-	0.00%	-100.00%	-	0.00%		-	0.00%	
Total Revenue (excluding capital transfers and contributions)	2,798,666	100.00%	2,958,278	100.00%	5.70%	3,168,499	100.00%	7.11%	3,393,664	100.00%	7.11%

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 remains should remain the main focus of the municipality, because without money you cannot do anything. This is also at the core of not being able to provide quality services and meaningfully implement the IDP priorities to address potential disasters and giving the community what they need to improve their quality of life. Collection therefore remains critical within the context of the prevailing economic conditions of poverty, unemployment and job losses and the level of indigency in our localities. The table above indicates the contribution per revenue source. It is clear that sale of electricity will be the major revenue source contributing just above 37.16% of total revenue in 2024/25. 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. The municipality envisage to implement smart prepaid metering system for residential customers.

Rates is as significant as it will contribute over 23.23% of total revenue. Transfers recognised - operational contribute 10.1% to operational revenue.

Description (R'000)	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework						Total revenue over the MTREF
	Adjusted Budget	% Contribution	Budget Year 2024/25	% Contribution	Budget Year +1 2025/26	% Contribution	Budget Year +2 2026/27	% Contribution	
Financial Performance									
Property rates	660,893	23.6%	687,320	23.2%	740,628	23.4%	790,495	23.3%	2,218,443
Service charges	1,450,586	51.8%	1,611,046	54.5%	1,742,164	55.0%	1,885,221	55.6%	5,238,430
Investment revenue	9,500	0.3%	9,000	0.3%	12,000	0.4%	15,000	0.4%	36,000
Transfers recognised - operational	287,603	10.3%	299,271	10.1%	318,285	10.0%	340,594	10.0%	958,150
Other own revenue	390,084	13.9%	351,642	11.9%	355,422	11.2%	362,355	10.7%	1,069,418
Total Revenue (excluding capital transfers and contributions)	2,798,666	100%	2,958,278	100%	3,168,499	100%	3,393,664	100%	9,520,441

The table above reflects the contribution of each utility service to the total service charges to be billed in 2024/25 financial year. As can be seen, electricity is by far the biggest item billed and it is 68% of all service charges combined, followed by water at 21%, sanitation at 6% and refuse removal at 4%. The contribution per service remains consistent over the MTREF.

There has been a significant improvement in the billing for refuse removal and sanitation, by means of an exercise by the Property valuation section to trace each property and ensuring that it is billed for the service. A single tariff currently prevails for all residential customers notwithstanding affordability, volume collected and travel distance to the landfill site.

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

Refuse removal and sanitation is quite critical as it affects the air quality, living conditions and 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 those guidelines. National Treasury estimate inflation for 2024/25 at 4.9% and two outer years at 4.6%:

Macro-economic performance and projections, 2022 - 2027					
Fiscal year	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual	Estimate	Forecast		
CPI Inflation	6.9%	6.0%	4.9%	4.6%	4.6%

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 2024.

An average Eskom price increase of 12.72% has been approved by NERSA applicable as from 1 April 2024. The estimated municipal increase based on the cost including bulk purchases to run the service was determined at 10.60%.

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

Revenue category	2023/24	2024/25	2025/26	2026/27
	Tariffs increases			
Property Rates	5.30%	4.80%	7.76%	6.73%
Electricity	15.00%	10.60%	9.19%	9.21%
Water	5.30%	6.50%	5.99%	6.29%
Waste water (Sanitation)	4.90%	7.50%	5.99%	5.44%
Waste management (Refuse removal)	5.30%	5.00%	5.81%	5.86%
Average tariff increases/Municipal CPI	9.68%	7.93%	6.94%	6.71%

As per MFMA Budget Circular 123 for the 2023/24 MTREF, NT advised on the following

That as municipalities face with difficult fiscal environment and that the weak economic growth has put pressure on consumers' ability to pay for services, while transfers from national government are growing more slowly than in the past. Some municipalities have managed these challenges well, but others have fallen into financial distress and face liquidity problems. These include municipalities that are unable to meet their payment obligations to Eskom, Water Boards and other creditors. There is a need for municipalities to focus on collecting revenues owed to them and eliminate wasteful and non-core spending.

Municipalities must ensure that they render basic services, maintain their assets and clean environment. Furthermore, there must be continuous communication with the community and other stakeholders to improve the municipality's reputation. This will assist in attracting investment in the local economy which may result in reduced unemployment. Some municipalities are experiencing serious liquidity challenges. Therefore, the new leadership is advised to:

- Decisively address unfunded budgets by reducing non-priority spending and improving revenue management processes to enable collection; and

- Address service delivery failures by ensuring adequate maintenance, upgrading and renewal of existing assets to enable reliable service delivery.

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.

The table below present the history of tariff increases in order to raise the required revenue as per the tables above:

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 GV 2023 which will guide the valuation roll for the next four-year period, and was implemented as from 1 July 2023.

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. Various findings have been raised by COGHSTA with the outcome of the 2023/24 Assessment of Municipal Compliance with specific provisions of the Municipal Property Rates Act. Issues like higher ratios and rebate for bona fide agricultural properties were raised. Some of these issues 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 2023/24		2024/25 Medium Term Revenue & Expenditure Framework					
	Adjusted Budget	% Contribution	Budget Year 2024/25	% Contribution	Budget Year +1 2025/26	% Contribution	Budget Year +2 2026/27	% Contribution
Property rates	660,893	23.6%	687,320	23.2%	740,628	23.4%	790,495	23.3%

Projected revenue from Property rates amounts to R687,320 million for 2024/25 financial year and is mainly influenced by the new General Valuation (GV) 2023 outcome. The supplementary valuation roll for the 2023/24 financial year will be finalised by the end of April 2024. 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.

	<u>TARIFFS</u>	<u>2024/07/01</u>	% Increase
	R	R	
Residential Property	0.011591	0.012129	4.6%
Vacant Residential Property	0.017386	0.018194	4.6%
Industrial Property	0.034773	0.036387	4.6%
Vacant Industrial	0.040568	0.042452	4.6%
Business and Commercial Property	0.034773	0.036387	4.6%
Vacant Business and Commercial Property	0.040568	0.042452	4.6%
Agricultural Property	0.002898	0.003032	4.6%
Mining Property	0.069545	0.072774	4.6%
Public Service Property	0.047523	0.049729	4.6%
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	0.011591	0.012129	4.6%
Municipal property used for Municipal Purposes	0.000000	0.000000	
Sports Grounds and facilities operated for gain	0.000000	0.000000	
Average rates tariff	0.016998	0.017707	4.2%

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 FBE.

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.

The municipality provides various services and at different levels mostly influenced by existing infrastructure and availability, customer affordability as well as if the service is provided as free, basic or as permanent level of service.

Whereas tariffs for trading services must be all inclusive of direct and indirect cost, and as such must be cost reflective, the municipality follows the guidelines for tariff increases for Electricity as issued by the Energy Regulator. In as far as bulk water is concerned the municipality did receive communication from the Department of Water and Sanitation, however the document was not clear on the prescribed increases for 2024/25, hence an official increase within the inflation range is considered to make sure that the increase does not negatively impact on the affordability levels of the citizenry.

Sale of electricity

The municipality has applied the assumptions as guided from NERSA which informed the tariff increases for 2024/25. The municipality has noted the minimum percentage increase of 12.72% increase on bulk purchases. CPI inflation for 2024/25 is projected at 4.9% as per MFMA Circular 128 issued by National Treasury. The proposed tariff increase for Electricity is 10.60%

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

Licences were required to complete the prescribed NERSA template with projections for 2023/24 year-end and revenue requirement for 2024/25. The increase in revenues should be aligned to the following assumptions:

- i. Bulk purchase will increase by 12.72% in line with Eskom's electricity tariff increase to municipalities;
- ii. A consumer price index (CPI) of 4.7% as indicated in the forecast by the Bureau for Economic Research (BER) in December 2023;
- iii. Salary and wage increases of 4.7%, which is also aligned to inflation. This will be replaced by the South African Local Government Association (SALGA) circular Salary and Wage Collective once it is concluded;
- iv. Interest rate decrease of 1% in line with the Reserve Bank forecast for 2024/25; and
- v. Other expenses increased by CPI (4.7%); and
- vi. Sales forecast assumption should be realistic and practical taking into account historical sales trend analysis.

Municipalities applying for an increase that is outside of the above assumptions will have to justify their increases to the Energy Regulator and the approval will be based on the following requirements:

- i. The additional revenue should be quantified per customer category, including the forecast sales assumptions; and
- ii. A detailed plan on the projects on which the additional funds will be used should be provided.

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

This compelled the municipality to undertake another cost of supply study with new tariff structures that will ensure 100% recovery of costs to provide electricity as a function and service delivery expectation by the public. The Cost of Supply is a prerequisite set by NERSA which the municipality must comply with for the consideration of annual tariff increase applications. As per the outcome of the Cost of Supply Study, a basic charge and capacity charge were introduced for implementation starting 1 July 2023. This has not taken place for the current year and serious remedial action will have to be taken to resolve the matter, as this will result in an audit query for 2023/24 financial year.

Indicated below are the proposed tariff as per the application submitted to NERSA.

SOL PLAATJE TARIFF SCHEDULE			PROPOSED TARIFFS 2023/2024	PROPOSED TARIFFS 2024/2025	PROPOSED TARIFFS 2024/2025	2023/2024 to 2024/2025
	Season	Period	excl VAT	excl VAT	Inc VAT	%
			15.1%	10.6%		
Indigents Tariff (Prepaid) 20 Amps						
Block 1 (0 - 50 kWh) (subsidised) R/kWh			2.1217	2.3466	2.6986	10.60%
Block 2 (51 - 350 kWh) R/kWh			2.1217	2.3466	2.6986	10.60%
Block 3 (> 351 kWh) R/kWh			2.9604	3.2742	3.7654	10.60%
Domestic Tariff (Conventional and Prepaid) = 20 Amps						
Block 1 (0 - 350 kWh) R/kWh			2.1925	2.5031	2.8785	14.17%
Block 2 (> 350 kWh) R/kWh			2.9111	3.1651	3.6399	8.73%
Domestic Tariff (Conventional and Prepaid) > 20 Amps						
Basic Charge (Rand per month)			66.57	147.26	169.35	121.20%
Capacity charge (Rand/Amp/phase/month)			3.07	6.79	7.81	121.20%
Block 1 (0 - 350 kWh) R/kWh			2.1166	2.3353	2.6856	10.33%
Block 2 (> 350 kWh) R/kWh			2.6757	2.6445	3.0411	-1.17%
Public Benefit and Schools: Conventional and Prepayment						
Basic Charge (Rand per month)			324.53	280.68	322.78	-13.51%
Capacity charge (Rand/Amp/phase/month)			3.57	7.89	9.07	121.20%
Winter (R/kWh)	Winter		2.7759	2.9343	3.3744	5.71%
Summer (R/kWh)	Summer		2.6699	2.7485	3.1608	2.94%
Business Tariff: Small Power Users (Conventional and prepaid)						
Basic Charge (Rand per month)			337.95	310.37	356.93	-8.16%
Capacity charge (Rand/Amp/phase/month)			3.07	6.79	7.81	121.20%
Block 1 (0 - 1200 kWh)	Winter		2.8872	2.8402	3.2663	-1.63%
Block 2 (> 1200 kWh)			2.8872	2.8402	3.2663	-1.63%
Block 1 (0 - 1200 kWh)	Summer		2.7408	2.6463	3.0432	-3.45%
Block 2 (> 1200 kWh)			2.7408	2.6463	3.0432	-3.45%
Time of Use : NPO, NGO, SCHOOLS: LV <200 kVA						
Basic charge per month			1,369.94	1,087.26	1,250.35	-20.63%
Network Demand Charge R/kVA			174.71	194.22	223.36	11.17%
Network Access Charge R/kVA			67.05	83.14	95.61	24.00%
Energy Charges R/kWh			4.9973	6.0551	6.9634	21.17%
Energy Charges R/kWh	High Demand: (June - August)	Peak	2.1071	2.4296	2.7941	15.31%
Energy Charges R/kWh		Standard	1.4962	1.6892	1.9426	12.90%
Energy Charges R/kWh		Off-peak	2.2844	2.5954	2.9847	13.61%
Energy Charges R/kWh	Low Demand: (September - May)	Peak	1.7260	1.9908	2.2895	15.34%
Energy Charges R/kWh		Standard	1.3687	1.5544	1.7876	13.57%
Energy Charges R/kWh		Off-peak				
Time of Use : NPO, NGO, SCHOOLS: LV ≥ 200 < 500 kVA (exception 800 kVA)						
Basic charge per month			2,719.54	2,129.55	2,448.98	-21.69%
Network Demand Charge R/kVA			174.71	194.22	223.36	11.17%
Network Access Charge R/kVA			67.05	83.14	95.61	24.00%
Energy Charges R/kWh			5.0378	6.0957	7.0101	21.00%
Energy Charges R/kWh	High Demand: (June - August)	Peak	2.1449	2.4687	2.8391	15.10%
Energy Charges R/kWh		Standard	1.5072	1.7135	1.9705	13.69%
Energy Charges R/kWh		Off-peak	2.3695	2.6607	3.0597	12.29%
Energy Charges R/kWh	Low Demand: (September - May)	Peak	1.7700	2.0334	2.3384	14.88%
Energy Charges R/kWh		Standard	1.3974	1.5885	1.8268	13.67%
Energy Charges R/kWh		Off-peak				
Time of Use : NPO, NGO, SCHOOLS: MV						
Basic charge per month			3,695.54	2,669.28	3,069.67	-27.77%
Network Demand Charge R/kVA			155.01	150.65	173.24	-2.82%
Network Access Charge R/kVA			58.49	64.20	73.83	9.77%
Energy Charges R/kWh			5.0675	6.1121	7.0289	20.61%
Energy Charges R/kWh	High Demand: (June - August)	Peak	2.2256	2.5133	2.8904	12.93%
Energy Charges R/kWh		Standard	1.6146	1.7729	2.0388	9.80%
Energy Charges R/kWh		Off-peak	2.4879	2.7261	3.1351	9.58%
Energy Charges R/kWh	Low Demand: (September - May)	Peak	1.8471	2.0760	2.3874	12.39%
Energy Charges R/kWh		Standard	1.4774	1.6327	1.8777	10.51%
Energy Charges R/kWh		Off-peak				
INDUSTRIAL AND BUSINESSES LV <200 kVA						
Basic charge per month			1,760.34	1,303.16	1,498.63	-25.97%
Network Demand Charge R/kVA			195.45	205.69	236.54	5.24%
Network Access Charge R/kVA			65.50	68.08	78.30	3.94%
Energy Charges R/kWh			6.1107	6.6708	7.6714	9.17%
Energy Charges R/kWh	High Demand: (June - August)	Peak	2.2146	2.4891	2.8624	12.39%
Energy Charges R/kWh		Standard	1.7219	1.8140	2.0861	5.35%
Energy Charges R/kWh		Off-peak	2.5155	2.7232	3.1317	8.26%
Energy Charges R/kWh	Low Demand: (September - May)	Peak	1.7825	2.0221	2.3254	13.44%
Energy Charges R/kWh		Standard	1.5738	1.6678	1.9180	5.97%
Energy Charges R/kWh		Off-peak	0.2199	0.2479	0.2851	12.72%
Reactive Energy Charge R/kvarh	All	P&S				
INDUSTRIAL AND BUSINESSES: LV ≥ 200 < 500 kVA (exception 800 kVA)						
Basic charge per month			2,963.54	2,264.48	2,604.15	-23.59%
Network Demand Charge R/kVA			175.75	162.11	186.43	-7.76%
Network Access Charge R/kVA			65.50	68.08	78.30	3.94%
Energy Charges R/kWh			6.1611	6.7169	7.7244	9.02%
Energy Charges R/kWh	High Demand: (June - August)	Peak	2.2337	2.5178	2.8955	12.72%
Energy Charges R/kWh		Standard	1.8968	1.9290	2.2183	1.69%
Energy Charges R/kWh		Off-peak	2.4731	2.7179	3.1256	9.90%
Energy Charges R/kWh	Low Demand: (September - May)	Peak	1.8557	2.0807	2.3929	12.13%
Energy Charges R/kWh		Standard	1.6549	1.7309	1.9905	4.59%
Energy Charges R/kWh		Off-peak	0.2199	0.2479	0.2851	12.72%
Reactive Energy Charge R/kvarh	All	P&S				
INDUSTRIAL AND BUSINESSES MV (Medium Voltage)						
Basic charge per month			4,384.00	3,738.77	4,299.59	-14.72%
Network Demand Charge R/kVA			172.41	139.25	160.13	-19.23%
Network Access Charge R/kVA			64.01	64.79	74.51	1.21%
Energy Charges R/kWh			6.2407	6.6975	7.7021	7.32%
Energy Charges R/kWh	High Demand: (June - August)	Peak	2.2381	2.4568	2.8254	9.77%
Energy Charges R/kWh		Standard	1.9680	1.9048	2.1906	-3.21%
Energy Charges R/kWh		Off-peak	2.4590	2.6467	3.0437	7.63%
Energy Charges R/kWh	Low Demand: (September - May)	Peak	1.9150	2.0501	2.3576	7.05%
Energy Charges R/kWh		Standard	1.6541	1.6670	1.9170	0.78%
Energy Charges R/kWh		Off-peak	0.2199	0.2479	0.2851	12.72%
Reactive Energy Charge R/kvarh	All	P&S				

Indicated below are the concerns raised by large power users and concern raised by NERSA on the increase on basic charge and capacity for households who utilises a capacity of more than 20 amps.

Various Bulk consumers raised their concern with the high electricity prices with the municipality and with NERSA:

- Various discussions were undertaken with Bulk consumer representatives.
- Various possible means of relief were considered.
- The result of this is that the municipality will grant Bulk consumers connected at MV a discount of 10% in their maximum demand charges.
- This will have a negative impact on the revenue of close to R3 mill per year.
- Please see the attached document which details the considerations made, the revenue impact and motivation.
- Please also note that Bulk MV consumer maximum demand charges will effectively be reduced by more than 30% (removing the impact of annual increase).
- Please accept this is resolving the issue of the consumer complaints.

NERSA indicated that they have a concern with the 121% increase on the basic/capacity charges. Note the following in this respect:

- The municipality applied to NERSA for the approval of a cost of supply study.
- Such study was approved and the proposed rates for phase 1 of a three year phase in with the annual increase was approved by NERSA.
- The municipality is implementing these tariffs as per the NERSA approval including the phase in plan.
- This concern with the 121% increase must be seen in perspective:
 - Whenever a new tariff charge is implemented the average % impact will always be drastic.
 - Example a capacity charge of R9/Amp.
 - Year 1 the capacity charge will go from R0 to R3 – which implies an increase % of 1/0 which equals infinity.
 - Year 2 the charge go from R3 to R6 plus equals R6. / R3 = R100%. Add to this the average increase and you end up with an increase exceeding 100%.
 - Year 3. The charge go from R6 to R9 which equals an increase of R3/6 = 50%. Then add onto that the average increase %.
 - It must be remembered that as the capacity charge and basic charges are increased the energy charge on the expensive blocks are decreasing thus reducing the negative impact of the increased capacity charge.
 - See tariff schedule in this respect.

SOL PLAATJE TARIFF SCHEDULE	Seas	Period	TARIFFS	ACTUAL	COS TARIFFS	PROPOSED	PROPOSED	PROPOSED	2023/2024 to
			2021/22	TARIFFS	2022/2023	TARIFFS	TARIFFS	TARIFFS	2024/2025
			excl VAT	excl VAT	excl VAT	excl VAT	excl VAT	Inc VAT	%
Domestic Tariff (Conventional and Prepaid) > 20 Amps						15.1%	10.6%		
Basic Charge (Rand per month)					173.52	66.57	147.26	169.35	121.20%
Capacity charge (Rand/Amp/phase/month)					8.28	3.07	6.79	7.81	121.20%
Block 1 (0 - 350 kWh) R/kWh			1.7640	1.8434	1.8300	2.1166	2.3353	2.6856	10.33%
Block 2 (> 350 kWh) R/kWh			2.4613	2.5721	1.8300	2.6757	2.6445	3.0411	-1.17%

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 78% of the total cost to run the service and it is therefore paramount that the municipality recover this and other costs in full.

TRADING SERVICE - ELECTRICITY (Amount in R)	Adjusted Budget 2023/24	2024/25	% Weighting of Rev & Exp 2024/25	2025/26	2026/27
1-INCOME	(1,056,581,624)	(1,164,299,207)		(1,270,542,410)	(1,386,849,025)
105 - SERVICE CHARGES NON-EXCHANGE	(39,670,000)	(46,000,000)	4%	(50,600,000)	(55,660,000)
132 - SERVICE CHARGES	(995,201,624)	(1,099,199,207)	94%	(1,199,791,910)	(1,309,930,248)
134 - INTEREST EARNED FROM RECEIVABLES	(21,710,000)	(19,100,000)	2%	(20,150,500)	(21,258,777)
2-EXPENDITURE	1,026,814,855	1,151,651,325		1,258,043,898	1,372,440,102
201 - EMPLOYEE RELATED COST	62,702,044	63,371,844	6%	66,516,137	69,936,853
225 - CONTRACTED SERVICES	17,090,000	22,270,000	2%	23,294,420	24,365,964
230 - OPERATIONAL COST	2,760,189	2,853,837	0%	3,003,473	3,161,277
232 - INVENTORY	50,961,000	51,537,000	4%	54,620,640	57,906,190
234 - BULK PURCHASES	790,100,000	897,300,000	78%	988,900,000	1,087,790,000
236 - INTEREST	13,701,622	12,518,644	1%	11,189,230	9,689,018
272 - DEPRECIATION & AMORTISATION	8,500,000	9,000,000	1%	9,540,000	10,112,400
350 - IMPAIRMENT LOSS	81,000,000	81,000,000	7%	87,480,000	94,478,400
395 - DEPARTMENTAL CHARGES	-	11,800,000	1%	13,499,998	15,000,000
(SURPLUS) DEFICIT	(29,766,769)	(12,647,882)		(12,498,512)	(14,408,923)

Sale of water, sanitation and refuse removal

Water is metered and read monthly to determine the consumer bill. A stepped tariff has been in place and it encourages conservation of water. Water restrictions in times of droughts are approved and revised annually with the budget process. Indicated in the table below are the proposed residential Water tariffs.

NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2020/21	2021/22	2022/23	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
							Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Water tariffs									
Domestic									
Basic charge/ fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/k)									
Water usage - life line tariff		Residential (7-20kl)	28	31	31	32	34	36	39
Water usage - Block 1 (c/kl)		Residential (21-40kl)	32	34	34	36	39	41	43
Water usage - Block 2 (c/kl)		Residential (41-60kl)	34	36	36	38	41	43	46
Water usage - Block 3 (c/kl)		Residential (more than 60kl)	36	39	39	41	44	46	49
Water usage - Block 4 (c/kl)		Residential (0-6kl)	7	7	7	8	8	9	9

Indicated in the table below is the projected revenue and cost drivers for Water. The total Employee costs is constituting 15% of the total cost to run the service. Overtime expenditure is also a major concern and serious internal controls will have to be implemented by management. Issues of capacity on the ground, must also be addressed, whilst performance overall also needs to be addressed. The other major cost driver is Inventory which is a combination of inventory consumed (R&M) and Water inventory and Non-revenue water losses. It is imperative that water losses be addressed to result in cost savings on Bulk water purchases that can be directed to repairs & maintenance to address service delivery issues.

TRADING SERVICE - WATER (Amount in R)	Adjusted Budget 2023/24	2024/25	% Weighting of Rev & Exp 2024/25	2025/26	2026/27
1-INCOME	(373,693,993)	(398,115,331)		(421,696,451)	(447,769,406)
105 - SERVICE CHARGES NON-EXCHANGE	(1,450,000)	(1,500,000)	0%	(1,582,500)	(1,669,538)
132 - SERVICE CHARGES	(300,113,993)	(343,685,331)	86%	(364,273,701)	(387,189,346)
134 - INTEREST EARNED FROM RECEIVABLES	(71,530,000)	(52,830,000)	13%	(55,735,650)	(58,801,110)
142 - SALES OF GOODS AND RENDERING OF SERVICES	(600,000)	(100,000)	0%	(104,600)	(109,412)
2-EXPENDITURE	373,716,144	395,411,617		418,711,275	445,660,727
201 - EMPLOYEE RELATED COST	61,365,440	61,180,838	15%	64,232,482	67,560,961
225 - CONTRACTED SERVICES	20,000	2,020,000	1%	2,112,920	2,210,114
230 - OPERATIONAL COST	46,841,201	52,391,293	13%	57,393,293	62,884,583
232 - INVENTORY	130,737,000	121,123,000	31%	127,998,540	135,071,251
236 - INTEREST	3,552,503	3,242,308	1%	2,894,862	2,502,765
272 - DEPRECIATION & AMORTISATION	9,200,000	10,000,000	3%	10,550,000	11,130,250
350 - IMPAIRMENT LOSS	56,000,000	60,000,000	15%	61,000,000	64,000,000
380 - NON-REVENUE WATER LOSSES	66,000,000	65,000,000	16%	68,575,000	72,346,625
395 - DEPARTMENTAL CHARGES	-	20,454,178	5%	23,954,178	27,954,178
(SURPLUS) DEFICIT	22,151	(2,703,714)		(2,985,176)	(2,108,679)

Indicated in the table below are the proposed Waste Water (Sanitation) and Waste Management (Refuse removal) tariffs which are billed on a fixed rate.

NC091 Sol Plaatje - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2020/21	2021/22	2022/23	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
							Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Waste water tariffs									
Domestic									
Basic charge/ fixed fee (Rands/month)		Basic charge	174	189	189	198	213	225	238
Waste management tariffs									
Domestic									
Street cleaning charge		Basic charge	124	135	135	142	149	157	167

Indicated in the table below is the projected revenue and cost drivers for Sanitation. The proposed tariff increase for Sanitation was calculated at 7.5%. The biggest contributing factor is the increase in Employee related costs with an increase of R8,627 million from the 2023/24 Adjusted budget, as a result of contract appointments and the increase on Overtime expenditure. Management will have to take serious remedial action to curb this expenditure as currently Employee costs constitutes 52% of the total cost to run the service. This also impedes on the ability to allocate more funds for Repairs and maintenance, and these funds are desperately needed to ensure that the municipality addresses the service delivery challenges.

TRADING SERVICE - WASTE WATER MANAGEMENT (Amount in R)	Adjusted Budget 2023/24	2024/25	% Weighting of Rev & Exp 2024/25	2025/26	2026/27
1-INCOME	(116,048,309)	(118,289,828)		(125,375,197)	(132,203,375)
105 - SERVICE CHARGES NON-EXCHANGE	(3,190,000)	(3,400,000)	3%	(3,604,000)	(3,802,200)
132 - SERVICE CHARGES	(89,858,309)	(95,889,828)	81%	(101,631,197)	(107,153,475)
134 - INTEREST EARNED FROM RECEIVABLES	(23,000,000)	(19,000,000)	16%	(20,140,000)	(21,247,700)
2-EXPENDITURE	114,565,750	116,855,190		123,471,053	129,939,420
201 - EMPLOYEE RELATED COST	52,480,894	61,107,596	52%	64,154,018	67,475,970
225 - CONTRACTED SERVICES	30,000	30,000	0%	31,380	32,823
230 - OPERATIONAL COST	2,492,295	2,385,156	2%	2,494,873	2,609,637
232 - INVENTORY	30,039,000	22,024,000	19%	23,341,440	24,708,992
236 - INTEREST	2,523,561	1,808,438	2%	1,624,342	1,416,623
272 - DEPRECIATION & AMORTISATION	15,500,000	15,000,000	13%	15,825,000	16,695,375
350 - IMPAIRMENT LOSS	11,500,000	14,500,000	12%	16,000,000	17,000,000
(SURPLUS) DEFICIT	(1,482,559)	(1,434,638)		(1,904,144)	(2,263,955)

Indicated in the table below is the projected revenue and cost drivers for Refuse removal. Total Employee costs constitutes 59% of the total cost to run the service. This is on the higher end and is not sustainable, whilst Overtime expenditure is also a major concern that must be addressed. Inventory makes up 25% 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. Based on the revision of grant allocation from IUDG provision is made for the procurement of 2 specialised waste vehicles at a budgeted cost of R5 million. An amount of R10 million is budgeted for the outer two years. This results in a total allocation of R15 million over the MTREF, which will result in the procurement of at least 6 new refuse compactors. A cost-benefit analysis will have to be performed on the hiring of machinery versus the procurement of the municipality's own fleet.

TRADING SERVICE - WASTE MANAGEMENT (Amount in R)	Adjusted Budget 2023/24	2024/25	% Weighting of Rev & Exp 2024/25	2025/26	2026/27
1-INCOME	(83,402,609)	(87,272,408)		(92,292,811)	(97,644,226)
105 - SERVICE CHARGES NON-EXCHANGE	(370,000)	-		-	-
132 - SERVICE CHARGES	(65,411,609)	(72,271,408)	83%	(76,466,765)	(80,947,757)
134 - INTEREST EARNED FROM RECEIVABLES	(17,620,000)	(15,000,000)	17%	(15,825,000)	(16,695,375)
142 - SALES OF GOODS AND RENDERING OF SERVICES	(1,000)	(1,000)	0%	(1,046)	(1,094)
2-EXPENDITURE	77,066,109	87,169,535		92,170,447	97,507,494
201 - EMPLOYEE RELATED COST	46,875,073	51,635,860	59%	54,213,623	57,027,188
230 - OPERATIONAL COST	2,540,036	2,133,675	2%	2,245,824	2,363,971
232 - INVENTORY	19,751,000	21,500,000	25%	22,766,000	24,119,360
272 - DEPRECIATION & AMORTISATION	900,000	900,000	1%	945,000	996,975
350 - IMPAIRMENT LOSS	7,000,000	11,000,000	13%	12,000,000	13,000,000
(SURPLUS) DEFICIT	(6,336,500)	(102,873)		(122,364)	(136,732)

Although Roads is not a trading service, the municipality considered it prudent to include the Operational revenue and expenditure on Roads. Budgeted revenue is very minimal, generated from wayleave approvals etc. The municipality has made some significant strides to increase the maintenance budget on Roads. Funding from FBDM has also assisted tremendously in this regard. Total operational expenditure amounts to R79,570 million for 2024/25 financial year with Employee related costs constituting 40% and Inventory (R&M) 59% of the allocation.

ROADS (Amount in Rand)	Adjusted Budget 2023/24	2024/25	% Weighting of Rev & Exp 2024/25	2025/26	2026/27
1-INCOME	(300,000)	(900,000)		(941,400)	(984,704)
142 - OPERATIONAL REVENUE	(300,000)	(900,000)	100.00%	(941,400)	(984,704)
2-EXPENDITURE	75,464,957	79,569,717		83,793,294	88,524,297
201 - EMPLOYEE RELATED COST	32,098,948	31,840,238	40%	33,422,801	35,145,965
225 - CONTRACTED SERVICES	10,000	40,000	0%	41,840	43,764
230 - OPERATIONAL COST	918,009	942,479	1%	985,833	1,031,180
232 - INVENTORY	42,438,000	46,747,000	59%	49,342,820	52,303,388
(SURPLUS) DEFICIT	37,601,280	63,480,610		65,341,698	68,621,304

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, whilst the management company that was appointed to manage the CRU's has not started yet, due to the finalisation of the service level agreement.

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) as well as provision of funding for roads upgrade throughout the municipal area. On an adhoc basis, EQS also may fund the costs of clearing sites for low-cost housing development projects as well as relocation costs of informal settlements to formalised areas. 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. The table below represents the unconditional grants gazetted to the municipality for the 2024/25 MTREF. Grants and subsidies made comprises of Equitable share in the amount of R282,104 million for 2024/25, R302,569 million for 2025/26 and R324,431 million for 2026/27. Other minor grants and subsidies are budgeted for, as per the table below:

	Adjusted Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	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)	3,102	2,267	-	-	2,267	-26.92%	-100.00%	-
NATIONAL REVENUE FUND: EQUITABLE SHARE	263,135	282,104	302,569	324,431	909,104	7.21%	7.25%	7.23%
FRANCES BAARD DISTRICT MUNICIPALITY	5,600	-	-	-	-	-100.00%	-	-
COGHSTA HOUSING ACCREDITATION	200	-	-	-	-	-100.00%	-	-
INFRASTRUCTURE SKILLS DEVELOPMENT GRANT (ISDG)	5,000	4,500	4,800	4,500	13,800	-10.00%	6.67%	-6.25%
NON-PROF: OTHER NON-PROFIT INSTITUTIONS\Libraries	8,866	8,600	9,116	9,663	27,379	-3.00%	6.00%	6.00%
LOCAL GOV FINANCIAL MANAGEMENT GRANT (FMG)	1,700	1,800	1,800	2,000	5,600	5.88%	0.00%	11.11%
TOTAL TRANSFERS & SUBSIDIES - OPERATIONAL	287,603	299,271	318,285	340,594	958,150	4.06%	6.35%	7.01%

Cost of Free Basic Services and the Social Package

The principle of free basic service for indigent households has since been reviewed and now includes informal settlement areas where communal services are provided rather than standpipes for water as an example. The expansion of the principle has been necessitated by various circumstances including court judgements on invaded land parcels where such dwellers are allowed to occupy until land earmarked for housing development is made available. The situation was exacerbated by the Human Rights Commission which requires that people must be provided with water and sanitation notwithstanding the circumstances that led to the occupation of land.

NC091 Sol Plaatje - Table A10 Basic service delivery measurement				
Description	2024/25 Medium Term Revenue & Expenditure Framework			
	Level of Service	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
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	10,000	10,550	11,130
Sanitation (free sanitation service) (Fixed Rate)	The service is fully subsidised	23,000	24,399	25,804
Electricity/other energy (50kwh per household per month)	50 units of electricity is free to all registered and approved indigent households	12,000	13,200	14,520
Refuse (removed once a week) (Fixed Rate)	The service is fully subsidised	16,000	16,800	17,724
Sanitation	Provision of chemical toilets	9,600	10,340	11,117
Total cost of FBS provided (minimum social package)		70,600	75,289	80,295

Service provided in these areas are regarded as part of FBS and the cost of providing is included in the budget and is funded from equitable share. As per the Indigent Households Policy, the municipality provides free basic services (FBS) to the qualifying households. 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. Further detail relating to FBS are contained in Table A10 of the Budget Statement.

The municipality has adopted an Indigent Household Policy and maintains a register as such. There is a fully-fledged section as per the staff establishment, whose core function is to approve indigent applications, maintain the indigent households register and monitors consumption as such, and request inspections where consumption is excessive. Indigent Households are on prepaid electricity metering once approved. Free basic services are issued per month to those who qualified by crediting their accounts with the recovered costs from equitable share grant.

For electricity, each beneficiary bears the responsibility to claim free basic electricity (FBE) at the nearest service point. FBE for each month are valid until the 15th of the next month and cannot be accumulated beyond this date. The municipality also annually budget under the Indigent Relief vote for the provision of chemical toilets in informal settlements. The current qualifying threshold for the total income for an indigent household is set at R4,500.

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, basic charge and capacity charge on 60 amps
- affordable range: 500 kWh of electricity and 25 kl of water, basic charge and capacity charge on 30 amps
- indigent household receiving free basic services: 300 kWh of electricity and 20 kl of water. No basic charge and capacity charge for indigent households
- there is also a third option households that opt for 20 amp capacity, will only be charged on energy rates

NC091 Sol Plaatje - Supporting Table SA14 Household bills

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25 % incr.	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Rand/cent											
Monthly Account for Household - 'Middle Income Range'											
Rates and services charges:											
Property rates		533.07	574.32	597.29	595.48	595.48	595.48	4.6%	623.13	666.75	703.42
Electricity: Basic levy		-	-	-	66.57	66.57	66.57	121.2%	147.26	163.16	177.85
Electricity: Consumption		1,934.95	2,217.25	2,317.04	2,480.02	2,480.02	2,480.02	2.3%	2,536.28	2,810.20	3,063.12
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		589.42	612.99	637.51	671.30	671.30	671.30	6.5%	714.94	758.33	803.98
Sanitation		136.43	141.89	147.56	154.79	154.79	154.79	7.5%	166.40	176.62	186.69
Refuse removal		97.39	101.29	105.34	110.92	110.92	110.92	5.0%	116.47	125.45	134.37
Other		-	-	-	184.20	184.20	184.20	121.2%	407.40	444.88	485.81
sub-total		3,291.26	3,647.74	3,804.74	4,263.28	4,263.28	4,263.28	10.5%	4,711.88	5,145.39	5,555.24
VAT on Services		413.73	461.01	481.12	522.54	522.54	522.54	5.7%	552.20	605.06	654.90
Total large household bill:		3,704.99	4,108.75	4,285.86	4,785.82	4,785.82	4,785.82	10.0%	5,264.08	5,750.45	6,210.14
% increase/-decrease		-	10.9%	4.3%	11.7%	-	-	(14.3%)	10.0%	9.2%	8.0%
Monthly Account for Household - 'Affordable Range'											
Rates and services charges:											
Property rates		377.43	406.64	422.90	421.62	421.62	421.62	4.6%	441.19	472.08	498.04
Electricity: Basic levy		-	-	-	66.57	66.57	66.57	121.2%	147.26	163.16	177.85
Electricity: Consumption		860.97	986.58	1,031.00	1,142.17	1,142.17	1,142.17	6.3%	1,214.03	1,345.15	1,466.21
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		465.03	483.63	502.98	529.64	529.64	529.64	6.5%	564.06	598.30	634.32
Sanitation		136.43	141.89	147.56	154.79	154.79	154.79	7.5%	166.40	176.62	186.69
Refuse removal		97.39	101.29	105.34	110.92	110.92	110.92	5.0%	116.47	125.45	134.37
Other		-	-	-	92.10	92.10	92.10	121.2%	203.70	222.44	242.90
sub-total		1,937.25	2,120.03	2,209.78	2,517.81	2,517.81	2,517.81	13.3%	2,853.11	3,103.20	3,340.38
VAT on Services		234.00	257.01	268.03	300.61	300.61	300.61	10.2%	331.23	361.30	389.92
Total small household bill:		2,171.25	2,377.04	2,477.81	2,818.42	2,818.42	2,818.42	13.0%	3,184.34	3,464.50	3,730.30
% increase/-decrease		-	9.5%	4.2%	13.7%	-	-	(5.6%)	13.0%	8.8%	7.7%
Monthly Account for Household - 'Indigent Household receiving free basic services'											
Rates and services charges:											
Property rates		221.79	238.95	255.38	247.76	247.76	247.76	4.6%	259.26	271.91	284.50
Electricity: Basic levy		-	-	-	-	-	-	-	-	-	-
Electricity: Consumption		384.84	440.99	460.85	530.43	530.43	530.43	10.6%	586.65	650.01	708.51
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		309.44	321.82	334.69	352.43	352.43	352.43	6.5%	375.33	404.27	433.02
Sanitation		-	-	-	-	-	-	-	-	-	-
Refuse removal		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
sub-total		916.07	1,001.76	1,050.92	1,130.62	1,130.62	1,130.62	8.0%	1,221.24	1,326.19	1,426.03
VAT on Services		104.15	114.42	119.33	132.43	132.43	132.43	9.0%	144.30	158.14	171.23
Total small household bill:		1,020.22	1,116.18	1,170.25	1,263.05	1,263.05	1,263.05	8.1%	1,365.54	1,484.33	1,597.26
% increase/-decrease		-	9.4%	4.8%	7.9%	-	-	2.3%	8.1%	8.7%	7.6%

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 Chief Town Planner, Revenue Management and Billing etc. a cost centre may be further broken down into sections, under the supervision of Sectional Head overseeing a specific function.

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

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote	1									
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		419,084	480,231	503,511	580,455	538,477	538,477	972,401	1,068,711	540,680
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		6,247	6,869	5,432	6,961	7,261	7,261	6,161	6,538	6,318
Vote 05 - Community Services		90,521	106,478	124,394	109,495	120,851	120,851	124,361	131,460	139,026
Vote 06 - Financial Services		594,906	610,429	670,519	683,585	690,785	690,785	710,111	763,510	814,726
Vote 07 - Strategy Econ Development And Planning		9,357	17,626	6,867	8,015	27,915	27,915	8,368	8,753	9,156
Vote 08 - Infrastructure And Services		1,056,784	1,157,181	1,223,713	1,545,325	1,574,725	1,574,725	1,709,105	1,847,432	1,998,271
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	2,176,898	2,378,815	2,534,437	2,933,837	2,960,015	2,960,015	3,530,507	3,826,403	3,508,177

6. Operating Expenditure Framework

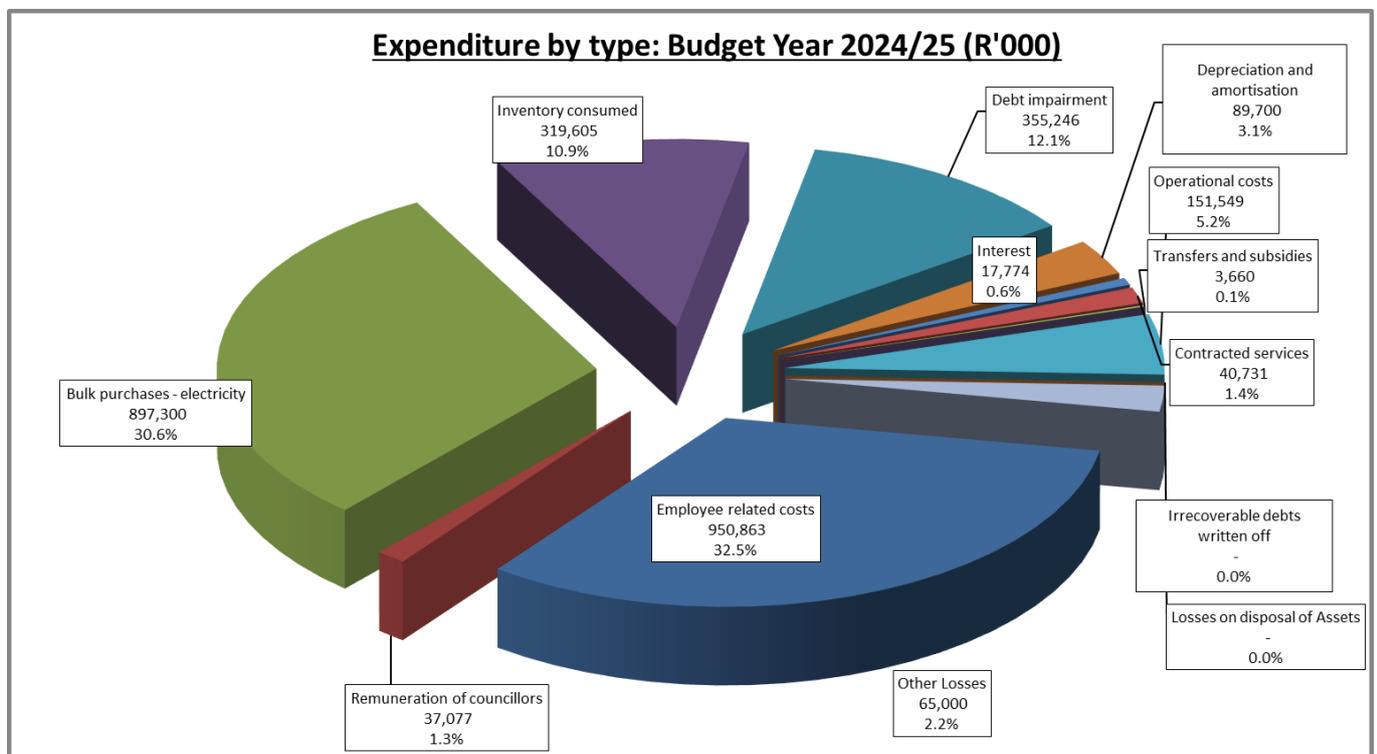
The municipality's expenditure for the 2024/25 budget and MTREF is informed by the following:

- The municipality's current financial position
- 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 2024/25 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 2023/24				2024/25 Medium Term Revenue & Expenditure Framework									
R thousand	Original Budget	% Contribution	Adjusted Budget	% Contribution	Budget Year 2024/25	% Contribution	% Growth 2023/24 to 2024/25	% Growth 2023/24 to 2024/25	Budget Year +1 2025/26	% Contribution	% Growth 2024/25 to 2025/26	Budget Year +2 2026/27	% Contribution	% Growth 2025/26 to 2026/27
							Original Budget	Adjusted Budget						
Expenditure By Type														
Employee related costs	881,637	32.8%	910,366	32.7%	950,863	32.5%	7.9%	4.4%	997,950	32.0%	5.0%	1,048,566	31.4%	5.1%
Remuneration of councillors	35,559	1.3%	35,559	1.3%	37,077	1.3%	4.3%	4.3%	38,930	1.2%	5.0%	41,068	1.2%	5.5%
Bulk purchases - electricity	785,000	29.2%	790,100	28.4%	897,300	30.6%	14.3%	13.6%	988,900	31.7%	10.2%	1,087,790	32.6%	10.0%
Inventory consumed	305,900	11.4%	336,955	12.1%	319,605	10.9%	4.5%	-5.1%	326,914	10.5%	2.3%	345,465	10.3%	5.7%
Debt impairment	317,500	11.8%	317,500	11.4%	355,246	12.1%	11.9%	11.9%	382,156	12.2%	7.6%	409,005	12.2%	7.0%
Depreciation and amortisation	86,650	3.2%	86,650	3.1%	89,700	3.1%	3.5%	3.5%	94,510	3.0%	5.4%	99,811	3.0%	5.6%
Interest	19,495	0.7%	20,055	0.7%	17,774	0.6%	-8.8%	-11.4%	15,874	0.5%	-10.7%	13,730	0.4%	-13.5%
Contracted services	48,113	1.8%	56,913	2.0%	40,731	1.4%	-15.3%	-28.4%	42,744	1.4%	4.9%	48,700	1.5%	13.9%
Transfers and subsidies	4,560	0.2%	3,560	0.1%	3,660	0.1%	-19.7%	2.8%	4,767	0.2%	30.3%	4,875	0.1%	2.3%
Irrecoverable debts written off	-	0.0%	-	0.0%	-	0.0%			-	0.0%		-	0.0%	-
Operational costs	145,639	5.4%	159,253	5.7%	151,549	5.2%	4.1%	-4.8%	159,880	5.1%	5.5%	170,494	5.1%	6.6%
Losses on disposal of Assets	-	0.0%	-	0.0%	-	0.0%			-	0.0%		-	0.0%	-
Other Losses	61,200	2.3%	66,000	2.4%	65,000	2.2%	6.2%	-1.5%	68,575	2.2%	5.5%	72,347	2.2%	5.5%
Total Expenditure	2,691,252	100.0%	2,782,911	100.0%	2,928,505	100.0%	8.8%	5.2%	3,121,201	100.0%	6.6%	3,341,849	100.0%	7.1%

The total operating expenditure budget amounts to R2,2928,505 billion for 2024/25 financial year. The budget increases by 5.2% when compared to 2023/24 Adjustment budget. The operating expenditure budget is presented by type, by vote and by functional classification as per Schedule A, attached as an annexure to this report, See Table A1, A2, A3 and A4. These are some of major cost drivers than informs the expenditure framework for 2024/25 MTREF. The above table further indicates the percentage contribution of each expenditure by type against overall operational expenditure budget. The Employee costs is 32.5% of the total operational budget, whilst Inventory consumed and Contracted services amounts to 10.9% and 1.4% respectively, and Bulk purchases with a weighting of 30.6% and Debt impairment with a weighting of 12.1%. Operational costs comprise 5.2% the budget.



Indicated in the pie chart above is the weighting per expenditure type for 2024/25 financial year: The major operational expenditure budget allocations include:

Employee related costs

Employee related costs amounting to R950,863 million equates to 32.5% of the total operating budget. The 2024/25 cost of living increase was budgeted at 4.9%. As per the guideline of MFMA Budget Circular 128, salary increases are 0.3% higher than the projected inflation target, due to increases above inflation over the last few years. The *Salary and Wage Collective Agreement* for the period 01 July 2024 to 30 June 2027 is not issued as yet, hence no changes to the projected increases were effected. The municipality has the measure in place that leave can only be sold if employees want to settle their arrear municipal accounts. No cash payment is done to the employee, the non-cash transactions are handled internally from Payday to billing and subsequently allocated to the municipal account.

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	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum	No.		1.				2.
Councillors	3						
Speaker	4			1,049,015			1,049,015
Chief Whip							-
Executive Mayor			-	1,298,192			1,298,192
Deputy Executive Mayor							-
Executive Committee				9,867,224			9,867,224
Total for all other councillors				24,862,139			24,862,139
Total Councillors	8	-	-	37,076,570			37,076,570

Bulk purchases

Bulk purchases for this MTREF on refers to electricity with the total budget of R897 million. Bulk purchases water has been transferred to Inventory consumed as per directive from National Treasury and GRAP 12. The municipality have considered the guidelines for price increases as informed by NERSA of 12.72% for bulk purchases which was based on the 2022/23 actuals of R672 million plus 18.62% increase for 2023/24. Costs of bulk constitutes 30.6% of operating expenditure budget.

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

Description	Audited Outcome	Audited Outcome	Audited Outcome	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework		
	2020/21	2021/22	2022/23	Original Budget 2022/23	Adjusted Budget 2022/23	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Electricity bulk purchases	540,953	639,689	672,362	785,000	790,100	897,300	988,900	1,087,790
% Increase		18%	5%	17%	1%	14%	10%	10%

Interest

Interest consists of repayment of interest on long term borrowing. The amount budgeted for 2024/25 is R17,774 million, equivalent to 0.6% of the total operating expenditure budget.

Description	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework			
	Original Budget	Adjusted Budget	Budget Year 2024/25	% Contribution	Budget Year +1 2025/26	Budget Year +2 2026/27
Interest	19,495	20,055	17,774	0.6%	15,874	13,730

Contracted services

Contracted services allocation is R40,731 million. Indicated in the table below is detailed budget per major mSCOA line item. 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 - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Contracted Services											
Outsourced Services		4,023	6,891	11,217	8,383	30,278	30,278	18,077	8,326	8,849	13,247
Consultants and Professional Services		5,358	4,184	5,116	9,225	10,120	10,120	8,610	8,565	8,958	9,369
Contractors		31,270	27,088	11,953	30,505	16,515	16,515	10,734	23,840	24,937	26,084
Total contracted services		40,651	38,163	28,285	48,113	56,913	56,913	37,421	40,731	42,744	48,700

Per line item (R'000)	Budget 2024/25	Budget 2025/26	Budget 2026/27
225 - CONTRACTED SERVICES	40,731	42,744	48,700
C&PS: B&A AUDIT COMMITTEE	950	994	1,039
C&PS: B&A VALUER & ASSESSORS	350	366	383
C&PS: LAB SERV AGRICULTURE	15	16	16
C&PS: LEGAL COST ADVICE & LITIGATION	6,750	7,060	7,383
C&PS: LEGAL COST COLLECTION	500	523	547
CONTR: ELECTRICAL	-	-	-
CONTR: EMPLOYEE WELLNESS	230	241	252
CONTR: GAS	5	5	5
CONTR: MAINTENANCE OF EQUIPMENT	5	5	5
CONTR: MAINTENANCE OF UNSPECIFIED ASSETS	3,600	3,766	3,939
CONTR: PREPAID ELECTRICITY VENDORS	20,000	20,920	21,882
CONTR: SEWERAGE SERVICES	-	-	-
OS: B&A OCCUPATIONAL HEALTH & SAFETY	550	575	602
OS: B&A PROJECT MANAGEMENT	5,028	5,416	9,671
OS: BURIAL SERVICES	805	826	848
OS: CATERING SERVICES	243	254	266
OS: CONNECT/DIS-CONNECTION: ELECTRICITY	500	523	547
OS: SECURITY SERVICES	1,200	1,255	1,313

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	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand											
Repairs and Maintenance by Expenditure Item	8										
Employee related costs		116,745	130,190	146,483	147,619	158,986	158,986	154,615	170,075	178,551	187,795
Inventory Consumed (Project Maintenance)		117,421	137,459	154,393	182,842	197,558	197,558	129,801	181,636	192,820	204,761
Contracted Services		3,910	75	6,391	4,160	170	170	59	3,795	3,970	4,152
Operational Costs		4,948	5,705	5,302	7,287	7,720	7,720	4,523	6,613	6,931	7,265
Total Repairs and Maintenance Expenditure	9	243,024	273,430	312,569	341,908	364,434	364,434	288,997	362,118	382,273	403,973
Inventory Consumed											
Inventory Consumed - Water		-	41,302	43,857	61,200	64,400	64,400	63,893	65,000	68,575	72,347
Inventory Consumed - Other		53,848	60,019	83,224	244,700	272,555	272,555	64,451	254,605	258,339	273,118
Total Inventory Consumed & Other Material		53,848	101,321	127,081	305,900	336,955	336,955	128,344	319,605	326,914	345,465

Inventory consumed - Water, previously bulk purchases water is budgeted at R65,000 million for the 2024/25 financial year. Inventory consumed – Other is budgeted at R254,605 million for 2024/25.

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. As such boilermakers, fitters and turners as well as mechanic workshops are part of resources of the municipality. The municipality extracts water from Riverton, South of the City, located at about 35km. There is a purification plant as well as pump station in Riverton. The bulk water distribution line stretches over 45 km from Riverton to Kimberley Water Works where major reservoirs are located. This forms part of critical infrastructure of the municipality.

The municipality provides the refuse collection function and owns a fleet of refuse compactors in this regard, that is need for 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	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand										
Repairs and Maintenance by Asset Class	3	243,024	273,430	312,569	341,908	368,204	368,204	362,118	382,273	403,973
Roads Infrastructure		47,389	46,030	55,439	71,980	67,826	67,826	72,566	76,452	80,813
Storm water Infrastructure		542	1,963	5,457	550	3,550	3,550	3,250	3,442	3,648
Electrical Infrastructure		57,938	60,972	63,100	85,857	83,778	83,778	89,231	94,232	99,535
Water Supply Infrastructure		44,102	60,085	70,657	56,220	69,304	69,304	60,347	63,666	67,041
Sanitation Infrastructure		24,371	30,149	41,842	42,718	46,750	46,750	47,577	50,099	52,819
Solid Waste Infrastructure		14,983	19,204	19,737	22,965	22,142	22,142	24,212	25,620	27,127
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		189,325	218,404	256,231	280,290	293,349	293,349	297,242	313,509	330,982
Community Facilities		2,746	3,206	505	3,280	7,510	7,510	3,115	3,729	4,369
Sport and Recreation Facilities		443	470	446	710	1,530	1,530	580	607	643
Community Assets		3,188	3,675	951	3,990	9,040	9,040	3,695	4,336	5,012
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		6,991	7,195	8,614	9,776	10,739	10,739	10,711	11,291	11,914
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		6,991	7,195	8,614	9,776	10,739	10,739	10,711	11,291	11,914
Operational Buildings		13,215	13,131	13,115	15,263	17,648	17,648	15,861	16,648	17,554
Housing		-	-	-	-	-	-	-	-	-
Other Assets		13,215	13,131	13,115	15,263	17,648	17,648	15,861	16,648	17,554
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		1,183	1,139	963	1,664	1,368	1,368	1,520	1,611	1,707
Machinery and Equipment		24,900	26,087	27,357	25,592	29,826	29,826	27,696	29,107	30,595
Transport Assets		4,221	3,798	5,338	5,333	6,234	6,234	5,392	5,771	6,208
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
EXPENDITURE OTHER ITEMS		287,242	306,905	343,490	362,107	399,477	399,477	428,558	413,595	436,808
Depreciation	7	69,409	63,881	70,060	81,050	81,050	81,050	86,650	91,153	96,166
Repairs and Maintenance by Asset Class	3	217,834	243,024	273,430	281,057	318,427	318,427	341,908	322,442	340,642
Roads Infrastructure		46,057	47,389	46,030	51,355	53,606	53,606	71,980	59,741	62,423
Storm water Infrastructure		-	542	1,963	570	3,121	3,121	550	580	615
Electrical Infrastructure		52,173	57,938	60,972	67,247	67,897	67,897	85,857	75,255	79,611
Water Supply Infrastructure		37,718	44,102	60,085	49,386	68,771	68,771	56,220	59,594	63,169
Sanitation Infrastructure		20,370	24,371	30,149	31,725	40,413	40,413	42,718	37,684	39,759
Solid Waste Infrastructure		13,991	14,983	19,204	21,968	21,608	21,608	22,965	24,328	25,768
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		170,309	189,325	218,404	222,251	255,416	255,416	280,290	257,183	271,345
Community Facilities		1,785	2,746	3,206	3,175	3,062	3,062	3,280	3,771	3,978
Sport and Recreation Facilities		533	443	470	710	673	673	710	491	518
Community Assets		2,318	3,188	3,675	3,885	3,735	3,735	3,990	4,262	4,496
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		6,357	6,991	7,195	7,899	8,573	8,573	9,776	10,362	10,978
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		6,357	6,991	7,195	7,899	8,573	8,573	9,776	10,362	10,978
Operational Buildings		12,760	13,215	13,131	15,281	19,018	19,018	15,263	16,109	17,016
Housing		-	-	-	-	-	-	-	-	-
Other Assets		12,760	13,215	13,131	15,281	19,018	19,018	15,263	16,109	17,016
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		1,051	1,183	1,139	1,723	1,837	1,837	1,664	1,760	1,857
Machinery and Equipment		21,657	24,900	26,087	24,597	23,995	23,995	25,592	27,126	28,990
Transport Assets		3,383	4,221	3,798	5,422	5,855	5,855	5,333	5,640	5,960
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		287,242	306,905	343,490	362,107	399,477	399,477	428,558	413,595	436,808

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.
- The procurement of newspapers has been limited to the following sections: mayor and speaker's office, MM and Communication's office and Libraries.
- The procurement of bottled water, beverages and refreshments have also been stopped and limited to the mayor and speaker's office within reasonable limits. The procurement of diaries was stopped.
- The majority of all users have a limit on outgoing calls of fifty rand and each section carries that cost including the rental cost per extension allocated. The municipality has installed vehicle tracking devices to monitor use and abuse of municipal vehicle.
- Purchase of furniture and the replacement of tools of trade such as computers, printers and switching between laptops and desktops are now under scrutiny. The asset condition must be analysed first, and efforts must be made to identify another user within the organisation prior to replacing and disposing of the asset.
- Implementation of strict controls over the use of council vehicles through monitoring the daily / weekly fuel consumption against kilometres driven. Concerns have been raised on the fuel consumption on vehicles. It should be noted that the fuel increases have negatively impacted on this cost for departments.
- Reducing overtime expenditure by implementing stricter control measures and apply the Overtime Policy prescribing time off in lieu of overtime.
- Leave sold is currently a non-cash item and leave can only be sold if an employee wants to settle their arrear municipal account.

Expenditure per and municipal vote

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

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand										
Expenditure by Vote to be appropriated	1									
Vote 01 - Executive & Council		53,090	53,270	58,395	59,173	59,628	59,628	60,855	63,879	67,333
Vote 02 - Municipal And General		335,678	309,950	434,595	214,468	399,401	399,401	403,603	429,417	458,629
Vote 03 - Municipal Manager		22,272	20,618	22,369	26,161	28,701	28,701	27,854	29,208	30,665
Vote 04 - Corporate Services		63,012	64,274	68,169	81,959	77,269	77,269	82,140	77,905	81,328
Vote 05 - Community Services		259,526	286,713	299,548	312,712	329,231	329,231	337,272	353,620	373,172
Vote 06 - Financial Services		126,380	126,129	131,248	237,712	160,249	160,249	166,217	174,321	183,292
Vote 07 - Strategy Econ Development And Planning		53,419	54,596	57,573	143,730	67,477	67,477	67,813	71,151	74,831
Vote 08 - Infrastructure And Services		1,252,983	1,399,107	1,524,086	1,615,337	1,660,955	1,660,955	1,782,750	1,921,698	2,072,598
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	2,166,359	2,314,658	2,595,982	2,691,252	2,782,911	2,782,911	2,928,505	3,121,201	3,341,849

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.

7. Capital Expenditure Framework

The capital budget for 2024/25 is R613,729 million funded as per the table below. Capital grants and donations make up 93% of the total funding sources, and internally generated funds contribute 7% to the total capital funding mix. The total projected grant receipts for the 2024/25 financial year amount to R572,229 million whilst internally generated funds amount to R41,500 million.

2024/25 Medium Term Revenue & Expenditure Framework											
Funding sources of capex	Current Year 2023/24	Budget Year 2024/25	Year-on-year R- Value (Increase / Decrease)	Year-on-year % (Increase / Decrease)	Budget Year +1 2025/26	Year-on-year R- Value (Increase / Decrease)	Year-on-year % (Increase / Decrease)	Budget Year +2 2026/27	Year-on-year R- Value (Increase / Decrease)	Year-on-year % (Increase / Decrease)	Total Capex over MTREF
	R'000	R'000	R'000	%	R'000	R'000	%	R'000	R'000	%	R'000
Capital transfers	161,349	572,229	410,880	255%	657,904	247,024	15%	114,513	(132,511)	-83%	1,344,646
Borrowing	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds	55,390	41,500	(13,890)	-25%	31,500	45,390	-24%	31,500	(13,890)	0%	104,500
Total Capex	216,739	613,729	396,990	183%	689,404	292,414	12%	146,013	(146,401)	-79%	1,449,146
Weighting Capital transfers	74%	93%			95%			78%			93%
Weighting Borrowing	0%	0%			0%			0%			0%
Weighting Internally Generated Funds	26%	7%			5%			22%			7%

Long-term borrowing

The municipality has not taken any new long-term borrowings in the current financial year to fund the capital budget as per S18 of the MFMA. Due to the current financial crisis, no new long-term loans can be entered into for the foreseeable future. The municipality has always been very conservative when taking up new loans, and always gave due consideration to the impact it will have on tariffs increases and the affordability of tariffs which can negatively impact the municipality's ability to service new loans taken up. The Current and Debt (Total Borrowings) / Revenue ratios has always been above the norm, however from a liquidity perspective the municipality will not be able to meet any additional long-term commitments. As per MFMA Circular 124 Municipal debt relief which the municipality has been approved for, prohibits the municipality from entering into long-term loan agreements.

PART 2: SUPPORTING DOCUMENTATION

8. Overview of IDP and Annual Budget Process

The Integrated Development Plan (IDP) 2024/25 of the Sol Plaatje Municipality is the second of four reviews of the IDP 2022-2027 which documents the current five-year planning and implementation cycle. This five-year cycle of municipal wide developmentally oriented planning started in July 2022 and ends in June 2027. The relevant drafting process, led by the Municipality, considers a review of current planning and implementation to the extent that changing circumstances demand and in accordance with an assessment of municipal performance.

The review also included extensive public participation and engagement with various stakeholders and was completed in accordance with the adopted Process Plan. In this regard, ward councillors and ward committees played key roles in channelling inputs from communities to the municipal administration. Public engagements were held in January and February 2024 and the IDP Review 2024/25 will be made available for public comment. Another round of public meetings will be held in April or May 2023 to obtain the community's consent for the final version of the IDP 2024/25 and the annual budget.

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

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

According to Section 28(1) of the Municipal System Act, 32 of 2000 and Section 21(1)(b), a municipal council must adopt a process set out in writing to guide the planning, drafting and review of its IDP. Council adopted the Process Plan in August 2023. 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 2024/25 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 2023/24, and the key priorities as set out for 2024/25 and ensure that there is consensus in this regard and that the plan is funded accordingly.

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

The purpose of the 2024/25 Medium Term Budget is to comply with the Municipal Finance Management Act (No. 56 of 2003) and is a financial plan to enable the municipality to achieve its vision and mission through the IDP which is informed by the five-year programme and community/stakeholder inputs. The tabled budget is the start of a journey towards the final budget for approval. It will include many processes both politically and administratively, amongst others, consultations with communities in the municipal area.

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

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

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

- the social objective of eradicating service backlogs and providing infrastructure to the poor,
- the economic growth objective of providing infrastructure to support economic growth and increased municipal revenue, and
- the objective of providing for rehabilitation and/or replacement of existing assets that had reached the end of their useful lives.

Capital budgets as approved per the 2024/25 MTREF 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 municipality. 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 was tabled via a council meeting scheduled for 27 March 2024. The adopted budget data strings will be uploaded onto GoMuni and National Treasury draws the information from GoMuni. In terms of the Municipal Systems Act and in conjunction with the Municipal Finance Management Act, hearings on the budgets were held during April and May 2024. In accordance with the Municipal Systems Act (Chapter 5) and Municipal Finance Management Act (Chapter 4), notice was given that the Draft Integrated Development Plan (IDP) and Budget for 2024/2025– 2026/2027 for the Sol Plaatje Municipality will be tabled to Council on 27 March 2024. Copies of these documents were made available at all municipal libraries for public inspection. The information was also be published on the Municipality’s website – www.solplaatje.org.za

Schedule of key deadlines

The IDP Review and the Budget time schedule for the compilation of the 2024/25 budget cycle was submitted for approval, but during the Council meeting scheduled for 30 August 2023 several items were held in abeyance to stand over for the Special Council meeting scheduled for the 21st of September 2023. The process plan was approved on the 21st of September 2023 as per resolution C149/09/23. The table below provides an extract of the key deadlines relating to the budget process.

Steps in IDP Review Process	
Activity description in Process Plan ¹	Identified output
August 2023	
Approval of IDP and Budget Process Plan	Approved.
September 2023 - 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 2023 - 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 Only those activities critical to the IDP review process are listed.

Steps in IDP Review Process	
Activity description in Process Plan ¹	Identified output
1 st Strategic planning session of council.	<ul style="list-style-type: none"> 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 2023 – 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 2024 – PROJECTS / INTEGRATION	
Planning sessions with municipal structures.	Present draft IDP 2024/25 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 2024	
Draft operational budget submitted to EMC.	Draft 3-year operational budget aligned to IDP key priority issues.
Conduct mid-year (2024/25) performance assessments.	Performance Assessment Reports.
Present and discuss draft IDP 2024/25 and Budget 2024/25 with municipal stakeholders.	Obtain input and finalise draft IDP 2024/25
Table draft IDP 2024/25 and Budget 2024/25 at Council.	Council approves draft IDP 2024/25 and Budget 2024/25 for public consultation purposes.
Make public the draft IDP 2024/25 and budget 23/24.	Daft IDP 2024/25 and Budget 2024/25 made public and submitted to relevant stakeholders for consultation purposes.
April 2024	
Conduct public hearings on the draft IDP 2024/25 and Budget 2024/25.	Consult and receive input from community and stakeholder groupings regarding the draft IDP 2024/25 and Budget 2024/25.
Conclude public hearings on the draft IDP 2024/25 and Budget 2024/25.	Include public input in draft IDP 2024/25 and Budget 2024/25.
Discuss adjusted draft IDP 2024/25 and Budget 2024/25.	Inform Mayoral Committee of public input and adjustments to draft IDP 2024/25 and Budget 2024/25.
National Treasury benchmarking exercise.	
May 2024 - APPROVAL	

Steps in IDP Review Process	
Activity description in Process Plan ¹	Identified output
Finalise IDP 2024/25 and Budget 2024/25 for submission to Council.	Finalise IDP 2024/25 and budget 2024/25 for submission to Council.
Present IDP 2024/25 and Budget 2024/25 to municipal structures.	Present IDP 2024/25 and Budget 2024/25 to municipal structures.
Council adopts IDP 2024/25 and Budget 2024/25.	
June 2024	
Notify public of approved IDP 2024/25 and budget 2024/25.	

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

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

Development challenges

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

- High and unsustainable water and electricity losses
- High rates of unemployment and low economic growth;
- High levels of poverty;
- Low levels of skills development and literacy;
- Limited access to basic household and community services for informal (unplanned and illegal) settlements;
- Unsustainable developmental practices;
- High levels of crime and risk;
- Ensuring adequate clean and safe water and energy supply;
- Infrastructure degradation especially water distribution pipeline, sewer collector network and backlog on roads;
- Climate change;
- Ensuring financial sustainability under the prevailing economic conditions;
- Adherence to conditions of MFMA Circular 124 and settling of creditors as per Section 65 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. 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. This alignment must still be corrected on the financial system.

Strategic Objective	Revenue			Expenditure			Capital Expenditure		
	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION	400,172	410,807	426,167	464,459	493,297	525,962	24,500	34,613	32,500
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT	710,111	763,510	814,726	166,217	174,321	183,292	-	-	-
IMPROVED INSTITUTIONAL MANAGEMENT	6,161	6,538	6,318	109,994	107,113	111,993	2,349	2,609	2,721
IMPROVED SERVICE DELIVERY	1,833,466	1,978,891	2,137,297	2,120,022	2,275,319	2,445,771	581,880	650,183	80,792
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB	8,368	8,753	9,156	67,813	71,151	74,831	5,000	2,000	30,000
Total	2,958,278	3,168,499	3,393,664	2,928,505	3,121,201	3,341,849	613,729	689,404	146,013

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.

Operational expenditure by Municipal Strategic Objective[1]	Goal	Budget Year 1 R'000	Budget Year 2 R'000	Budget Year 3 R'000
Municipal Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	To ensure effective spatial planning and development in order to establish a competitive economic position	43,601	45,738	48,117
	Marketing the municipality as premier destination for tourism and investment	7,600	7,977	8,384
	To capacitate SMME's and local entrepreneurs	9,726	10,206	10,726
	To position the market as a productive and profitable section of the municipality.	6,886	7,230	7,604
Municipal Strategic Objective 2: Improved Service Delivery	To ensure sustainable delivery of community services (personal including environmental health, emergency and traffic services) to all residents of SPM.	158,559	166,398	174,917
	To address the poor condition of the roads in the Sol Plaatje area	79,570	83,793	88,524
	To ensure the availability of critical service delivery tools at all times (fleet management)	27,086	28,480	29,930
	To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure	90,936	95,980	101,396
	To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure	119,023	125,538	132,320
	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	1,511,451	1,636,130	1,771,724
	To ensure management of the quality of the drinking water and wastewater through compliance with the applicable legislation	13,810	14,486	15,214
	Development of suitably located and affordable housing (shelter) and decent human settlements	28,042	29,462	30,997
Municipal Strategic Objective 3: Good, clean and transparent Governance and Public Participation	To build equitable, cohesive, sustainable and caring communities with improved access to work and social amenities, including sports and recreational facilities (community development and optimal access/inclusion).	91,543	95,052	100,748
	To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	8,711	9,140	9,605
Municipal Strategic Objective 4: Establishment of healthy financial management	To promote community participation and communication	65,487	68,737	72,434
	To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.	4,861	5,100	5,359
Municipal Strategic Objective 5: Improved Institutional Management	Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams	89,623	94,050	98,848
	Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management	58,525	61,325	64,559
	To enable effective training and skills development through various initiatives, and partnering with the private sector	16,104	8,579	8,468
	To improve effective human resource development to staff and Councillors	15,403	16,163	16,985
Total Expenditure (Operational)	To ensure continuous maintenance and replacement of furniture, office and computer equipment	18,069	18,946	19,885
	To provide a basis for sustainable municipal performance improvement	463,887	492,691	525,104
		2,928,505	3,121,201	3,341,849

Medium Term Capital Budget				
Capital expenditure by KPA	2023/24 (R'000)	2024/25 (R'000)	2025/26 (R'000)	2026/27 (R'000)
Economic growth through promoting Sol Plaatje Municipality as an economic hub	18,850	7,000	0	0
Improved Service Delivery	190,389	601,729	681,904	138,513
Municipal Institutional Development and Transformation	0	0	0	0
Establishment of healthy financial management	0	0	0	0
Good, clean and transparent governance and public participation	7,500	5,000	7,500	7,500
Total Capital Expenditure - Funding source	216,739	613,729	689,404	146,013
Capital Grants	161,349	572,229	657,904	114,513
Borrowing	-	0	0	0
Internally generated funds	55,390	41,500	31,500	31,500

10. 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 2024/25 financial year. This will be included in the Draft SDBIP.

Performance Management

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

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

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

Key financial ratios

Uniform standards and ratios as per MFMA Circular No 71 based on 2024/25 MTREF budget forecast is attached as an annexure to this budget document. The municipality also annually apply Circular 42 relating to funding of the budget.

11. 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. The municipality developed the Installation and management smart metering solutions policy in compliance with MFMA Circular 124.

List of Budget related policies	Explanation numbers	Approved	Resolution Number	Reviewed
Policy Asset Management	1	28-May-14	C125/05/14	March 2024
Policy Cash Management & Investment	1	07-Apr-05	CR22	March 2024
Policy Customer Services Credit Control Debt Collection	1 & 2	31-May-18	C38/05/18	March 2024
Policy Indigent	1	28-May-14	C121/05/14	March 2024
Policy Internal Audit	1	17-Nov-05		March 2024
Policy Property Rates	1	27-May-15	C100/05/15	March 2024
Policy Risk Management	1	17-Nov-05	CR500	March 2024
Policy Supply Chain Management	1	04-Nov-14	C265/11/14	March 2024
Preferential Procurement Policy	1			March 2024
Deviation Procedures	1			March 2024
Procedures for Variation Orders	1			March 2024
Tariff Policy on Property Rates	1 & 2	31-May-18	C38/05/18	March 2024
Tariff Policy on Electricity	1 & 2	31-May-18	C38/05/18	March 2024
Tariff Policy on Water	1 & 2	31-May-18	C38/05/18	March 2024
Tariff Policy on Sanitation	1 & 2	31-May-18	C38/05/18	March 2024
Tariff Policy on Refuse Removal/Solid Waste	1 & 2	31-May-18	C38/05/18	March 2024
Policy Debt Write-off	1 & 2	28-May-14	C125/05/14	March 2024
Policy Regarding Audit Committees	1	17-Nov-05	CR500	March 2024
Disposal of Moveable Assets Policy	1	27-May-15	C100/05/15	March 2024
Policy Borrowing	1	28-May-14	C125/05/14	March 2024
Policy Irregular, fruitless and wasteful expenditure	1	28-May-14	C125/05/14	March 2024
Budget Implementation and Management Policy (Budget policy)	1	27-May-15	C100/05/15	March 2024
Funding and Reserves policy	1	25-May-16	C148/05/16	March 2024
Policy Short and Long term borrowing	1	19-Apr-11	C150/11	March 2024
Financial Management and Revenue Enhancement Strategy policy	1	27-May-15	C100/05/15	March 2024
Policy related to long-term financial planning	1	27-May-15	C100/05/15	March 2024
Consumer Deposit Policy	1	31-May-17	C60/05/17	March 2024
Free Basic Services Policy	1	31-May-17	C60/05/17	March 2024
Sol Plaatje Materiality and Significance Framework	1	31-May-18	C38/05/18	March 2024
Contracts Policy	1	31-May-17	C60/05/17	March 2024
EFT Policy	1			March 2024
SSEG PV Policy	1	31-May-17	C60/05/17	March 2024
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	March 2024
Water Restrictions Policy	1	31-May-17	C60/05/17	March 2024
Policy: Installation and management of smart metering solutions	1	NEW		March 2024
Infrastructure investment and capital projects policy (included in Budget policy)	1	28-May-14	C125/05/14	March 2024
Explanation numbers				
1. These policies are accessible on the Sol Plaatje website: www.solplaatje.org.za .				
2. Policy to be approved with budget process 2024/25.				

12. 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 2022 to 2027:

Fiscal year	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual	Estimate	Forecast		
CPI Inflation	6.9%	6.0%	4.9%	4.6%	4.6%

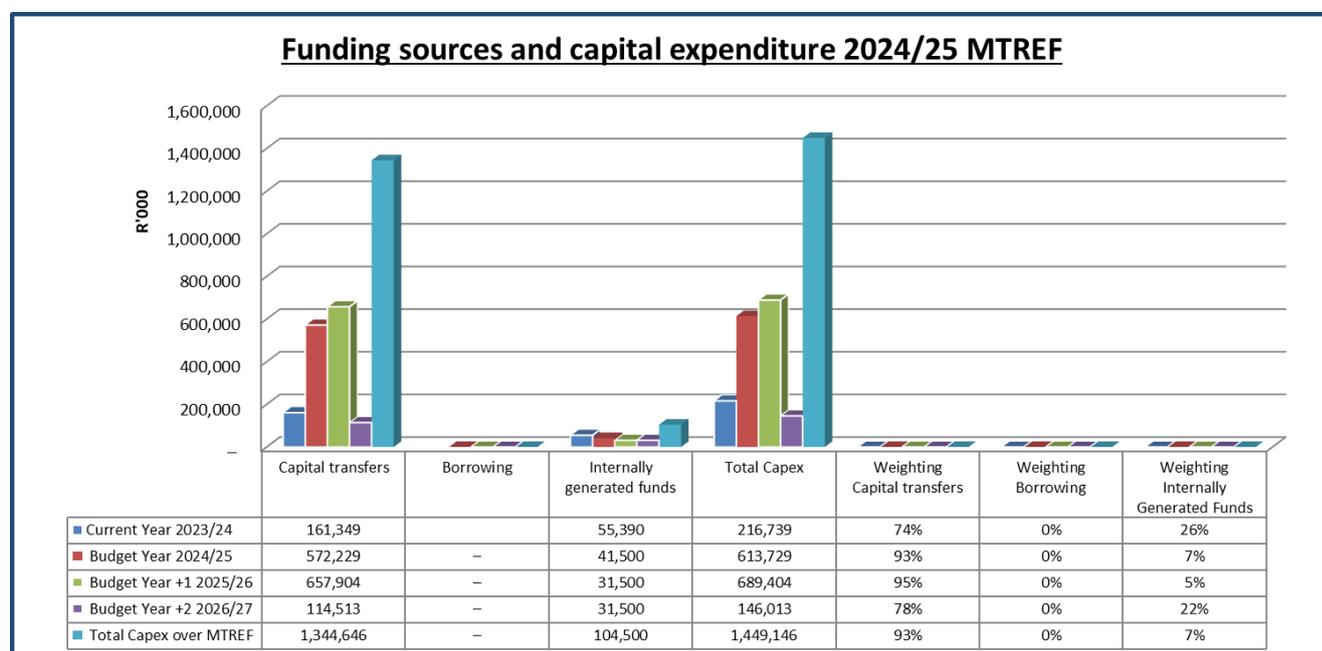
Borrowing

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.
- 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.

Capital expenditure

The capital expenditure of the municipality has been funded from a mix of government transfers and internally generated funds only, as articulated in the chart below.



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 2024/25 financial year, the average interest rate for all investments are projected interest rate of between 3.5% to 5% based 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. Unspent capital grants are also invested, until such time that capital payments must be made.

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 monthly basis. However, government departments and companies with multiple accounts are billed on an annual basis and are allowed to pay annually in September of each year.

The municipality's current collection rate is not at desired level; however, the projected collection rate is estimated at 85%. The municipality is cognisant of the fact to increase reserves and investments a higher collection rate of at least 89 to 95% is required because at this stage monthly revenue collections are not sufficient to cover committed monthly operational expenditure like salaries, Eskom and Water boards including the payment arrangement of both institutions and SCM orders for operational purposes.

Average salary increases

The budgeted salary increase is 4.9% for the fiscal year. Provision has been made for filled positions and vacancies together with annual notch increases.

13. 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 an 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 support the 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 2023/24		Budget Year 2024/25		Budget Year +1 2025/26		Budget Year +2 2026/27	
	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting	R'000	% Weighting
Own Generated Funds	2,511,063	83.27%	2,659,007	74.44%	2,850,214	73.88%	3,053,070	86.25%
Transfer recognised - Operational	287,603	9.54%	299,271	8.38%	318,285	8.25%	340,594	9.62%
Transfer recognised - Capital	161,349	5.35%	572,229	16.02%	657,904	17.05%	114,513	3.24%
Borrowing	–	0.00%	–	0.00%	–	0.00%	–	0.00%
Internally generated funds	55,390	1.84%	41,500	1.16%	31,500	0.82%	31,500	0.89%
Total Revenue and Financing	3,015,405	100.00%	3,572,007	100.00%	3,857,903	100.00%	3,539,677	100.00%
Total Grants & Subsidies	448,952	14.89%	871,500	24.40%	976,189	25.30%	455,107	12.86%

Indicated in the table above is a summary of the revenue and financing activities. For 2024/25 financial year Own generated funds constitutes 74.4% of the total funding requirement. Transfer recognised – Operational and Transfer recognised – capital contributes 8.38% and 16.02% to the total funding mix, respectively. Internally generated funds only contributes 1.16%, to the total financing activities. Totals grants and subsidies amounts to R871,500 million for the 2024/25 financial year which combines relates to 24.40% contribution to the funding mix of the municipality.

Medium-term outlook: operating revenue

Description (R'000)	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework						Total revenue over the MTREF
	Adjusted Budget	% Contribution	Budget Year 2024/25	% Contribution	Budget Year +1 2025/26	% Contribution	Budget Year +2 2026/27	% Contribution	
Financial Performance									
Property rates	660,893	23.6%	687,320	23.2%	740,628	23.4%	790,495	23.3%	2,218,443
Service charges	1,450,586	51.8%	1,611,046	54.5%	1,742,164	55.0%	1,885,221	55.6%	5,238,430
Investment revenue	9,500	0.3%	9,000	0.3%	12,000	0.4%	15,000	0.4%	36,000
Transfers recognised - operational	287,603	10.3%	299,271	10.1%	318,285	10.0%	340,594	10.0%	958,150
Other own revenue	390,084	13.9%	351,642	11.9%	355,422	11.2%	362,355	10.7%	1,069,418
Total Revenue (excluding capital transfers and contributions)	2,798,666	100%	2,958,278	100%	3,168,499	100%	3,393,664	100%	9,520,441

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

Revenue to be generated from property rates is R687,320 million in the 2024/25 financial year and represents 23.2% of the operating revenue base of the municipality. It remains relatively constant over the medium-term. With the implementation of the Municipal Property Rates Act.

Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the municipality totalling R1,611,046 billion for the 2024/25 financial year. Services charges remains relatively constant at 55% of the total revenue base.

Operational grants and subsidies amount to R299,271 million (2024/25), R318,285 million (2025/26) and R340,594 million (2026/27) million for the MTREF, or on average 10% of operating revenue. It can be seen from an operational perspective the municipality is less grant dependent when compared to capital grant dependency.

Investment revenue contributes marginally to the revenue base of the municipality with a budget allocation of R9,000 million, R12,000 million and R15,000 million for the respective three financial years of the 2024/25 MTREF. It needs to be noted that these allocations have been conservatively estimated and as part of the cash backing of reserves and provisions. Over the last few financial years the municipality's cash reserves were reducing and the municipality is working on restoring a healthy cost coverage ratio of 3 months. There has been significant improvement in the cash and investment management, resulting in an increase in interest revenue being generated. To this end,

unspent grants are held in investments and only withdrawn based on payment need of capital projects.

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

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

- Growth in the city and economic development;
- Affordability by the municipality's consumers
- Revenue management and enhancement;
- Achievement of an ideal 95 percent annual collection rate for consumer revenue;
- National Treasury budget circulars;
- Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA), and
- And the ability to extend new services and obtain cost recovery levels.

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

The proposed tariff increases for the 2024/25 MTREF on the main revenue categories are articulated in the table below:

Revenue category	2023/24	2024/25	2025/26	2026/27	2023/24	2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
	Tariffs increases				Total Budgeted revenue (R'000)				% Increase in Revenue		
Property Rates	5.30%	4.80%	7.76%	6.73%	660,893	687,320	740,628	790,495	4.00%	7.76%	6.73%
Electricity	15.00%	10.60%	9.19%	9.21%	995,202	1,099,199	1,199,792	1,309,930	10.45%	9.15%	9.18%
Water	5.30%	6.50%	5.99%	6.29%	300,114	343,685	364,274	387,189	14.52%	5.99%	6.29%
Waste water (Sanitation)	4.90%	7.50%	5.99%	5.44%	89,858	95,890	101,631	107,153	6.71%	5.99%	5.43%
Waste management (Refuse removal)	5.30%	5.00%	5.81%	5.86%	65,412	72,271	76,467	80,948	10.49%	5.81%	5.86%
Average tariff increases/Municipal CPI	9.68%	7.93%	6.94%	6.71%	2,111,479	2,298,365	2,482,792	2,675,715	8.85%	8.02%	7.77%
Macro-economic performance and projections, 2022 - 2027											
Fiscal year	2022/23	2023/24	2024/25	2025/26	2026/27						
	Actual	Estimate	Forecast								
CPI Inflation	6.9%	6.0%	4.9%	4.6%	4.6%						

Medium-term outlook: capital revenue

The following table is a breakdown of the funding composition of the 2024/25 medium-term capital programme and year-on-year increase or decrease in grant funding.

Funding sources of capex	2024/25 Medium Term Revenue & Expenditure Framework				
	Current Year 2023/24	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Total Capex over MTREF
Capital transfers	161,349	572,229	657,904	114,513	1,344,646
Borrowing		-	-	-	-
Internally generated funds	55,390	41,500	31,500	31,500	104,500
Total Capex	216,739	613,729	689,404	146,013	1,449,146
Weighting Capital transfers	74%	93%	95%	78%	93%
Weighting Borrowing	0%	0%	0%	0%	0%
Weighting Internally Generated Funds	26%	7%	5%	22%	7%
Total	100%	100%	100%	100%	100%

Sources of capital revenue for the 2024/25 financial year

Capital grants and receipts equates to 93% of the total funding source which represents R572,229 million for the 2024/25 financial year and an amount of R1,344,646 billion is allocated over the 2024/25 MTREF. It should be noted that the disapproval of rollover funds and withholding of funds due to non-performance places pressure on internally generated funds. There are also critical projects that must be funded, where no grants can be sourced. The municipality remains cognisant of the fact that projects cannot be funded from internally generated funds that is not realistically anticipated and cash backed. This is the main reasons why own funding remains low due to the prudent approach applied in this regard to ensure that the capital budget remains funded. The principle is still relevant, the municipality cannot spend funds, that it does not have, this is a recipe for disaster and have serious negative implications in respect of service delivery and financial viability.

The municipality has not taken any new long-term borrowings in the current financial year. Due to the current financial crisis, no new long-term loans can be entered into for the foreseeable future. The municipality has always been very conservative when taking up new loans, and always gave due consideration to the impact it will have on tariffs increases and the affordability of tariffs which can negatively impact the municipality's ability to collect revenue and service the loan. The Current and Debt (Total Borrowings) / Revenue ratios has always been above the norm, however from a liquidity perspective the municipality will not be able to meet any additional long-term commitments. The municipality is not allowed to source any long-term borrowing due to the condition as prescribed in MFMA Circular 124.

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 years. The lower collection rate is not sustainable and will result in unfunded budgets going forward. During the Draft budget, the Cash/cash equivalents on Table A7 was not aligned to Table A6. This has been corrected by our financial systems service provider.

Description	2024/25 Medium Term Revenue & Expenditure Framework		
	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand			
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts			
Property rates	676,122	712,234	746,320
Service charges	1,513,446	1,636,908	1,771,566
Other revenue	92,337	95,559	100,225
Transfers and Subsidies - Operational	299,271	318,285	340,594
Transfers and Subsidies - Capital	572,229	657,904	114,513
Interest	9,000	12,000	15,000
Dividends	-	-	-
Payments			
Suppliers and employees	(2,545,784)	(2,708,661)	(2,899,304)
Interest	(17,774)	(15,874)	(13,730)
Transfers and Subsidies	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES	598,846	708,355	175,184
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Proceeds on disposal of PPE	-	-	-
Decrease (increase) in non-current receivables	-	-	-
Decrease (increase) in non-current investments	-	-	-
Payments			
Capital assets	(613,729)	(689,404)	(146,013)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(613,729)	(689,404)	(146,013)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Short term loans	-	-	-
Borrowing long term/refinancing	-	-	-
Increase (decrease) in consumer deposits	2,000	2,500	3,000
Payments			
Repayment of borrowing	(14,788)	(16,688)	(18,832)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(12,788)	(14,188)	(15,832)
NET INCREASE/ (DECREASE) IN CASH HELD	(27,670)	4,763	13,339
Cash/cash equivalents at the year begin:	100,817	73,147	77,910
Cash/cash equivalents at the year end:	73,147	77,910	91,249

14. Expenditure on allocations and grant programmes

Indicated in the table below is the total operational grants for the 2024/25 MTREF. From 2023/24 to 2024/25, operational grants increase by 4.06%. The increase from 2024/25 to 2025/26 is 6.35% and 7.01% from 2025/26 to 2026/27. The total operational grants over the MTREF amounts to R958,150 million.

	Adjusted Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	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)	3,102	2,267	-	-	2,267	-26.92%	-100.00%	-
NATIONAL REVENUE FUND: EQUITABLE SHARE	263,135	282,104	302,569	324,431	909,104	7.21%	7.25%	7.23%
FRANCES BAARD DISTRICT MUNICIPALITY	5,600	-	-	-	-	-100.00%	-	-
COGHSTA HOUSING ACCREDITATION	200	-	-	-	-	-100.00%	-	-
INFRASTRUCTURE SKILLS DEVELOPMENT GRANT (ISDG)	5,000	4,500	4,800	4,500	13,800	-10.00%	6.67%	-6.25%
NON-PROF: OTHER NON-PROFIT INSTITUTIONS)Libraries	8,866	8,600	9,116	9,663	27,379	-3.00%	6.00%	6.00%
LOCAL GOV FINANCIAL MANAGEMENT GRANT (FMG)	1,700	1,800	1,800	2,000	5,600	5.88%	0.00%	11.11%
TOTAL TRANSFERS & SUBSIDIES - OPERATIONAL	287,603	299,271	318,285	340,594	958,150	4.06%	6.35%	7.01%

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. Ideally the EQS can also be used to fund the costs of clearing sites for low-cost housing development projects as well as relocation costs of informal settlements to formalised areas.

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 manpower and professionalised skills to assist the municipality to improve on service delivery. The Finance Management Grant is utilised to fund the costs to company of all finance interns including costs of training and tools of trade.

The Library grant is received from the Department of Sports and Culture for the operations of libraries within the Sol Plaatje jurisdiction. The Expanded Public Works Programme (EPWP) is a government strategy to reduce poverty and unemployment in society. EPWP involves creating work opportunities for the unemployed through maximising job opportunities within projects. In support to this SPLM has adopted the strategy and implementing it through its maintenance and capital programmes. This includes work done in-house and work contracted out to service providers. The municipality has so far been steadfast in the implementation of EPWP however the main challenge thus far is the declining incentive grant over the years and ensuring the sustainability of jobs created through the programme. The excessive expenditure on EPWP is not sustainable and requires urgent intervention to remain within budget.

The FBDM also avails funds annually for the operations and maintenance of roads and sewerage. For the 2023/24 financial year they also availed R6,000 million for capital for the resealing of Roads. These funds are truly welcomed and the positive relationship that the Roads and Sewer Department has built over the years has seen some meaningful improvement in the service delivery mandate of the municipality.

	Adjusted Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Total over the MTREF	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)	Year-on-Year Increase (Decrease)
TRANSFERS & SUBSIDIES - CAPITAL (R'000)								
REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)	40,000	492,000	574,000	-	1,066,000	1130.00%	16.67%	-100.00%
ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT (EEDSM)	6,000	5,000	5,000	5,000	15,000	-16.67%	0.00%	0.00%
INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)	27,104	-	16,500	14,000	30,500	-100.00%	-	-15.15%
INTEGRATED URBAN DEVELOPMENT GRANT (IUDG)	63,395	75,229	60,404	65,513	201,146	18.67%	-19.71%	8.46%
FRANCES BAARD DISTRICT MUNICIPALITY	6,000	-	-	-	-	-100.00%	-	-
EUROPEAN UNION	18,850	-	-	-	-	-100.00%	-	-
NEIGHBOUR DEVELOPMENT PARTNERSHIP GRANT (NDPG)	-	-	2,000	30,000	32,000	-	-	1400.00%
TOTAL TRANSFERS & SUBSIDIES - CAPITAL	161,349	572,229	657,904	114,513	1,344,646	254.65%	14.97%	-82.59%

Indicated in the table above is the total capital grants for the 2024/25 MTREF. From 2023/24 to 2024/25, capital grants increase by 254.65%, the increase from 2024/25 to 2025/26 is 14.97% and decrease of 82.59% from 2025/26 to 2026/27. The total capital grants over the MTREF amounts to R1,344,646 billion. The municipality is facing severe risks in capital grant funds being withheld and rollovers disapproved as a result of poor performance and non-spending. This poses a huge risk to service delivery which is exacerbated by the municipality's current cash flow position due to limitation placed on funding capital projects from internally generated funds.

In terms of Adjustment Gazette in terms of Sections 18 and 19 of DoRAA further reductions were made to conditional grants, as articulated in the table below. A special adjustments budget was submitted to Council for approval as per the changes on the budget for the current year. These reductions were communicated on the 22 March 2024. National Treasury issued a stopping letter which the municipality had to defend and based on the outcome, some of the explanatory information was not sufficient. The exception is funding for EEDSM which was increased by R2,000 million, due to the excellent performance at mid-year. Also, based on these adjustments it is imperative that the municipality spent at least 50% of its capital budget at mid-year, improve on planning and management of projects to avoid similar situations in future, as the stopping of funds has a direct impact on service delivery. The situation is exacerbated if awards have already been made, albeit late which the municipality will have to fund from its own coffers, as the likelihood of any rollovers being approved is very slim.

	23/24 Original Allocation	DoRAA Adjustments	Initial Adjusted allocation	Adjustments	23/24 Adjusted Allocation	Net adjustments on Conditional grants
Capital grants (R'000)						
INEP (INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME GRANT)	48,026	(12,189)	35,837	(8,733)	27,104	(20,922)
NDPG (NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT)	2,000	-	2,000	(2,000)	-	(2,000)
RBIG (REGIONAL BULK INFRASTRUCTURE GRANT)	86,000	(11,000)	75,000	(35,000)	40,000	(46,000)
IUDG (INTEGRATED URBAN DEVELOPMENT GRANT)	74,207	-	74,207	(10,812)	63,395	(10,812)
EEDSM (ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT)	4,000	-	4,000	2,000	6,000	2,000
EUROPEAN UNION (BEAR)		18,850	18,850		18,850	
FRANCES BAARD DM		6,000	6,000		6,000	
TOTAL	214,233	1,661	215,894	(54,545)	161,349	(77,734)

Indicated below are the capital projects linked to each funding source for the 2024/25 MTREF.

Funding Source per project (R'000)	Budget 2024/25	Budget 2025/26	Budget 2026/27	Total MTREF
EEDSM (ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT)	5,000	5,000	5,000	15,000
STREET LIGHTS REPLACE 125W MV WITH 36W L	5,000	5,000	5,000	15,000
INEP (INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME GRANT)	-	16,500	14,000	30,500
ELECTRIFICATION	-	16,500	14,000	30,500
INTERNALLY GENERATED FUNDS	41,500	31,500	31,500	104,500
ACQ-COMPUTER EQUIPMENT REPLACEMENT	4,500	4,500	4,500	13,500
ACQ-FLEET REPLACEMENT	3,000	20,000	20,000	43,000
ACQ-FURNITURE AND OFFICE EQUIP REPLACEM	500	3,000	3,000	6,500
CAPITAL SPARES-ACQ-PREPAID METERS	1,000	2,000	2,000	5,000
DSITRBUTION-ACQ-WAT METER REPLACEME	500	2,000	2,000	4,500
EMERGENCY METER INSTALLATIONS (PHASE 1)	20,466	-	-	20,466
MR LEAK AND SLEAK DATA SYSTEM	484	-	-	484
NEW WTP MAJOR REFURBISH&AND BUILD WORKS	811	-	-	811
PHDA PLANNING & SURVEYING	2,000	-	-	2,000
PIPE CONDITION ASSESS AND CATHOD PROTECT	479	-	-	479
PLANNING & DEVELOPMENT	1,500	-	-	1,500
RITCHIE PRIORITIZED LEAK DETECTION & REPAIRS	1,342	-	-	1,342
RITCHIE SUBZONE SMART METER INSTALL	1,417	-	-	1,417
TOWNSHIP ESTABLISHMENT VARIOUS WARDS	2,000	-	-	2,000
UPGRADING OF TRAM & TOURISM FACILITIES	1,500	-	-	1,500
IUDG (INTEGRATED URBAN DEVELOPMENT GRANT)	75,229	60,404	65,513	201,146
BUILDING OF ABLUTION BLOCKS AT KENILWORTH AND PHUTANANG CEMETRIES	2,000	-	-	2,000
CONSTRUCTION OF OLD SINK TOILETS	5,000	2,000	1,500	8,500
EXTENTION OF ROODEPAN CEMETRY	-	-	4,792	4,792
FENCING OF FRANK RORO CRICKET FIELD	2,210	-	-	2,210
HOMEVALE FIRE STATION	1,500	2,113	-	3,613
LERATO PARK SEWER UPGRADE	3,500	-	-	3,500
LINING OF STORMWATER CHANNEL	7,670	6,283	6,500	20,453
PROJECT MANAGEMENT	2,349	2,609	2,721	7,679
REFURBISHMENT OF HALLS	5,000	5,000	5,000	15,000
SPECIALISED WASTE VEHICLES	5,000	5,000	5,000	15,000
UPGRADE GRAVEL ROADS WARDS VARIOUS	17,500	19,000	20,000	56,500
UPGRADING OF SWIMMING POOLS VARIOUS WARDS	6,000	-	-	6,000
RESEALING OF ROADS	17,500	18,400	20,000	55,900
NDPG (NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT)	-	2,000	30,000	32,000
REDEVELOPMENT OF RC ELLIOT HALL	-	2,000	30,000	32,000
RBIG (REGIONAL BULK INFRASTRUCTURE GRANT)	492,000	574,000	-	1,066,000
EAST BYPASS REPLACE OF CORRODE10KM LINE	15,126	-	-	15,126
EASTERN BYPASS REPAIR COATING AND REFURB	11,521	-	-	11,521
KBY BULK METERS & PRESSURE MANAGEMENT	17,026	-	-	17,026
KBY NETWORK LEAK DETECTION & REPAIR PH 1	20,483	-	-	20,483
KBY NETWORK LEAK DETECTION & REPAIR PH 2	29,346	-	-	29,346
NEW WTP CHLORINE & DOSING WORKS UPGRADE	27,630	-	-	27,630
NEW WTW FILTER REFURBISH & BACKWASH SYSTEM	39,640	-	-	39,640
NEWTOWN RESERVOIR EMERGENCY LEAK REPAIRS	7,531	-	-	7,531
OLD WTP CHLORINE & DOSING WORKS UPGRADE	83,369	-	-	83,369
OLD WTP MAJOR REFURBISH AND BUILD WORKS	16,173	-	-	16,173
POWER; ABSTRACTION & PUMPSTATION REPAIRS	37,378	-	-	37,378
RBIG PROJECTS WATER PIPE UPGRADING	-	574,000	-	574,000
RITCHIE WTW UPGRADE AND BULK PIPELINE	48,296	-	-	48,296
RIVERTON TO MIDSTATION BULK PIPELINE REP	27,828	-	-	27,828
SECTION 3: 1200 NEW STEEL MIDSTATION TO NEWTON RES	67,191	-	-	67,191
SMARTBALL SURVEY PRIORITY LEAK REPAIRS	18,290	-	-	18,290
WEST BYPASS LEAK REPAIRS AND REFURBISH	10,574	-	-	10,574
WEST BYPASS REPLACE OF CORRODED SECTION	5,368	-	-	5,368
WTW OHS & SECURITY MANAGEMENT	9,230	-	-	9,230
Grand Total	613,729	689,404	146,013	1,449,146

15. Allocations and grants made by the municipality

NC091 Sol Plaatje - Supporting Table SA21 Transfers and grants made by the municipality											
Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2023/24 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash Transfers to Organisations											
<i>Non-Prof.Oth Inst/Grants&Don Diam & Dor</i>		-	-	-	-	-	-	-	-	-	-
<i>Non-Prof.Oth Inst/Grants&Don Oth Pub Gra</i>		374	270	200	2,000	2,000	2,000	177	2,000	2,000	2,000
<i>Non-Prof.Oth Institut/Gariep</i>		-	-	-	-	-	-	-	-	-	-
<i>Non-Prof.Oth Institut/Sport Council</i>		-	-	-	-	-	-	-	-	-	-
<i>Non-Prof.Other Institutions/Spca</i>		2,000	2,100	2,200	2,300	2,300	2,300	2,300	2,400	2,400	2,500
Total Cash Transfers To Organisations		2,374	2,370	2,400	4,300	4,300	4,300	2,477	4,400	4,400	4,500
Cash Transfers to Groups of Individuals											
<i>Hh Oth Trans: Housing - Individual Supp</i>		237	1	-	-	-	-	-	-	-	-
<i>Hh Ssp Soc Ass: Grant In Aid</i>		122	158	146	160	160	160	30	160	170	179
Total Cash Transfers To Groups Of Individuals:		359	159	146	160	160	160	30	160	170	179
TOTAL CASH TRANSFERS AND GRANTS	6	2,733	2,528	2,546	4,460	4,460	4,460	2,507	4,560	4,570	4,679

The municipality has an agreement in place with the Society for the Prevention of Cruelty to Animals with regards to pounding of stray domestic animals.

Applications for grant funding takes place annually with the submission of proposal to LED and ED SEDP, who will then assess the concept and prepare a memorandum for the Municipal Manager and submit an item about the concept to the LED Committee which will then concur with the recommendation made in as far as the financial support or even the reasons for the decline or rejection of the application. However, due to cash constraints the municipality has to curb the payout of adhoc grants. Under Emergency Services (Fire Department), a minor provision of R160 thousand is made for disaster management in aid to support poor households during shack fire, floods etc.

16. Councillor and Staff Benefits and Allowances

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

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

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

- Infrastructure and Services which includes Roads and storm water, Water and sanitation, Electricity, Mechanical engineering, Fleet management and Housing development.

On the other hand, councillors are remunerated based on the upper limits gazette for the remuneration of public office bearers. 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	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand		A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)	1									
Basic Salaries and Wages										
Pension and UIF Contributions		827	496	882	-	1,098	1,098	-	-	-
Medical Aid Contributions		339	267	425	-	489	489	-	-	-
Motor Vehicle Allowance										
Cellphone Allowance		2,862	2,845	3,040	2,938	2,954	2,954	3,055	3,207	3,381
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		26,231	27,129	27,876	32,621	31,018	31,018	34,021	35,722	37,687
Sub Total - Councillors		30,260	30,737	32,224	35,559	35,559	35,559	37,077	38,930	41,068
% increase	4		1.6%	4.8%	10.3%	-	-	4.3%	5.0%	5.5%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		9,434	8,265	6,702	8,158	8,126	8,126	8,791	9,196	9,619
Pension and UIF Contributions		999	1,086	969	1,558	1,558	1,558	1,316	1,377	1,440
Medical Aid Contributions		215	222	233	215	215	215	117	123	128
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3	2,042	1,849	1,534	1,985	1,985	1,985	2,005	2,097	2,194
Cellphone Allowance	3	168	157	132	202	202	202	198	207	217
Housing Allowances	3	36	26	28	26	26	26	9	10	10
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards		56	67	44	46	46	46	15	15	16
Post-retirement benefit obligations	6									
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Senior Managers of Municipality		12,951	11,671	9,643	12,190	12,158	12,158	12,452	13,025	13,624
% increase	4		(9.9%)	(17.4%)	26.4%	(0.3%)	-	2.4%	4.8%	4.6%
Other Municipal Staff										
Basic Salaries and Wages		395,579	417,872	433,826	475,973	464,937	464,937	509,499	535,092	562,535
Pension and UIF Contributions		73,155	74,736	79,050	91,654	91,654	91,654	96,851	101,629	106,810
Medical Aid Contributions		48,766	49,309	50,925	59,955	59,955	59,955	63,693	66,877	70,355
Overtime		41,303	52,688	69,383	47,280	69,467	69,467	53,982	56,681	59,629
Performance Bonus		28,489	28,946	30,249	36,505	36,505	36,505	38,317	40,233	42,325
Motor Vehicle Allowance	3	38,306	42,071	42,089	50,649	50,649	50,649	51,151	53,510	55,987
Cellphone Allowance	3	1,296	1,401	1,456	2,054	2,054	2,054	1,551	1,623	1,697
Housing Allowances	3	2,696	2,636	2,737	2,866	2,866	2,866	2,887	3,031	3,189
Other benefits and allowances	3	18,857	19,998	20,261	19,589	37,200	37,200	26,598	27,930	29,384
Payments in lieu of leave		29,135	10,507	14,403	15,000	15,000	15,000	20,000	20,920	21,882
Long service awards		23,136	24,418	27,890	26,922	26,922	26,922	29,981	31,480	33,117
Post-retirement benefit obligations	6	12,550	36,522	39,393	41,000	41,000	41,000	43,900	45,919	48,032
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Other Municipal Staff		713,268	761,106	811,663	869,447	898,208	898,208	938,410	984,925	1,034,941
% increase	4		6.7%	6.6%	7.1%	3.3%	-	4.5%	5.0%	5.1%
Total Parent Municipality		756,479	803,514	853,530	917,196	945,925	945,925	987,939	1,036,880	1,089,633
% increase			6.2%	6.2%	7.5%	3.1%	-	4.4%	5.0%	5.1%
TOTAL SALARY, ALLOWANCES & BENEFITS		756,479	803,514	853,530	917,196	945,925	945,925	987,939	1,036,880	1,089,633
% increase	4		6.2%	6.2%	7.5%	3.1%	-	4.4%	5.0%	5.1%
TOTAL MANAGERS AND STAFF	5.7	726,219	772,777	821,306	881,637	910,366	910,366	950,863	997,950	1,048,566

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	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum	No.		1.				2.
Councillors	3						
Speaker	4			1,049,015			1,049,015
Chief Whip							-
Executive Mayor			-	1,298,192			1,298,192
Deputy Executive Mayor							-
Executive Committee			-	9,867,224			9,867,224
Total for all other councillors			-	24,862,139			24,862,139
Total Councillors	8	-	-	37,076,570			37,076,570
Senior Managers of the Municipality	5						
Municipal Manager (MM)		1,551,467	245,581	328,037			2,125,085
Chief Finance Officer		1,158,149	194,556	425,353			1,778,058
SM D01		1,585,360	214,012	285,420			2,084,792
SM D02		1,444,930	234,226	454,728			2,133,884
SM D03		1,567,734	296,848	339,180			2,203,762
SM D04		1,483,737	248,654	394,332			2,126,723

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	2022/23			Current Year 2023/24			Budget Year 2024/25		
		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)	4	65	65	–	65	65	–	65	65	–
Board Members of municipal entities	5									
Municipal employees										
Municipal Manager and Senior Managers	3	6	6	–	6	6	–	6	6	–
Other Managers	7	3	2	–	3	3	–	3	3	–
Professionals		198	51	26	198	96	31	198	96	31
<i>Finance</i>		13	10	2	13	10	3	13	10	3
<i>Spatial/town planning</i>		19	6	8	19	11	4	19	11	4
<i>Information Technology</i>		4	4	–	4	4	–	4	4	–
<i>Roads</i>		2	–	–	2	2	–	2	2	–
<i>Electricity</i>		13	2	4	13	5	3	13	5	3
<i>Water</i>		2	1	1	2	2	–	2	2	–
<i>Sanitation</i>		3	3	–	3	2	1	3	2	1
<i>Refuse</i>		–	–	–	–	–	–	–	–	–
<i>Other</i>		142	25	11	142	60	20	142	60	20
Technicians		275	187	17	275	211	28	275	211	28
<i>Finance</i>		10	6	–	10	6	4	10	6	4
<i>Spatial/town planning</i>		29	13	2	29	13	7	29	13	7
<i>Information Technology</i>		8	6	–	8	5	1	8	5	1
<i>Roads</i>		6	4	2	6	5	1	6	5	1
<i>Electricity</i>		150	103	3	150	120	5	150	120	5
<i>Water</i>		10	5	5	10	9	1	10	9	1
<i>Sanitation</i>		25	19	2	25	19	6	25	19	6
<i>Refuse</i>		1	–	–	1	1	–	1	1	–
<i>Other</i>		36	31	3	36	33	3	36	33	3
Clerks (Clerical and administrative)		429	322	44	429	337	42	429	337	42
Service and sales workers		348	192	18	348	233	–	348	233	–
Skilled agricultural and fishery workers		145	72	–	145	73	–	145	73	–
Craft and related trades										
Plant and Machine Operators		215	133	44	215	135	42	215	135	42
Elementary Occupations		1,017	533	146	1,017	581	99	1,017	581	99
TOTAL PERSONNEL NUMBERS	9	2,701	1,563	295	2,701	1,740	242	2,701	1,740	242
% increase						11.3%	(18.0%)			
Total municipal employees headcount	6, 10	3,021	1,797	328	3,021	1,975	273	3,021	1,975	273
Finance personnel headcount	8, 10	306	221	31	306	221	31	306	221	31
Human Resources personnel headcount	8, 10	14	13	2	14	14	–	14	14	–

17. Monthly targets for revenue, expenditure and cash flow

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

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue																
Exchange Revenue																
Service charges - Electricity		91,600	91,600	91,600	91,600	91,600	91,600	91,600	91,600	91,600	91,600	91,600	91,600	1,099,199	1,199,792	1,309,930
Service charges - Water		28,640	28,640	28,640	28,640	28,640	28,640	28,640	28,640	28,640	28,640	28,640	28,640	343,685	364,274	387,189
Service charges - Waste Water Management		7,991	7,991	7,991	7,991	7,991	7,991	7,991	7,991	7,991	7,991	7,991	7,991	95,890	101,631	107,153
Service charges - Waste Management		6,023	6,023	6,023	6,023	6,023	6,023	6,023	6,023	6,023	6,023	6,023	6,023	72,271	76,467	80,948
Sale of Goods and Rendering of Services		1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	15,955	16,689	17,457
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		10,002	10,002	10,002	10,002	10,002	10,002	10,002	10,002	10,002	10,002	10,002	10,003	120,030	124,551	129,463
Interest earned from Current and Non Current Assets		750	750	750	750	750	750	750	750	750	750	750	9,000	12,000	15,000	
Dividends		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		2,312	2,312	2,312	2,312	2,312	2,312	2,312	2,312	2,312	2,312	2,312	2,312	27,740	29,126	30,726
Licence and permits		100	100	100	100	100	100	100	100	100	100	100	100	1,200	1,255	1,313
Operational Revenue		314	314	314	314	314	314	314	314	314	314	314	314	3,773	3,947	4,128
Non-Exchange Revenue																
Property rates		57,277	57,277	57,277	57,277	57,277	57,277	57,277	57,277	57,277	57,277	57,277	57,277	687,320	740,628	790,495
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	32,143	32,915	34,787
Licences or permits		667	667	667	667	667	667	667	667	667	667	667	667	8,000	8,452	8,949
Transfer and subsidies - Operational		24,939	24,939	24,939	24,939	24,939	24,939	24,939	24,939	24,939	24,939	24,939	24,939	299,271	318,285	340,594
Interest		7,658	7,658	7,658	7,658	7,658	7,658	7,658	7,658	7,658	7,658	7,658	7,658	91,900	82,700	74,400
Fuel Levy		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational Revenue		4,242	4,242	4,242	4,242	4,242	4,242	4,242	4,242	4,242	4,242	4,242	4,242	50,900	55,787	61,132
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and cont		246,523	246,523	246,523	246,523	246,523	246,523	246,523	246,523	246,523	246,523	246,523	246,524	2,958,278	3,168,499	3,393,664
Expenditure																
Employee related costs		79,239	79,239	79,239	79,239	79,239	79,239	79,239	79,239	79,239	79,239	79,239	79,239	950,863	997,950	1,048,566
Remuneration of councillors		3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	37,077	38,930	41,068
Bulk purchases - electricity		119,871	110,573	59,617	61,436	61,112	60,032	61,794	61,240	61,724	59,180	60,684	120,037	897,300	988,900	1,087,790
Inventory consumed		26,634	26,634	26,634	26,634	26,634	26,634	26,634	26,634	26,634	26,634	26,634	26,634	319,605	326,914	345,465
Debt impairment		29,604	29,604	29,604	29,604	29,604	29,604	29,604	29,604	29,604	29,604	29,604	29,604	355,246	382,156	409,005
Depreciation and amortisation		7,475	7,475	7,475	7,475	7,475	7,475	7,475	7,475	7,475	7,475	7,475	7,475	89,700	94,510	99,811
Interest		1,481	1,481	1,481	1,481	1,481	1,481	1,481	1,481	1,481	1,481	1,481	1,481	17,774	15,874	13,730
Contracted services		3,394	3,394	3,394	3,394	3,394	3,394	3,394	3,394	3,394	3,394	3,394	3,394	40,731	42,744	48,700
Transfers and subsidies		305	305	305	305	305	305	305	305	305	305	305	305	3,660	4,767	4,875
Irrecoverable debts written off		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational costs		12,629	12,629	12,629	12,629	12,629	12,629	12,629	12,629	12,629	12,629	12,629	12,629	151,549	159,880	170,494
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Losses		5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	65,000	68,575	72,347
Total Expenditure		289,139	279,841	228,885	230,704	230,380	229,300	231,062	230,508	230,992	228,448	229,952	289,295	2,928,505	3,121,201	3,341,849
Surplus/(Deficit)		(42,616)	(33,318)	17,638	15,819	16,143	17,223	15,461	16,015	15,531	18,075	16,571	(42,771)	29,774	47,298	51,815
Transfers and subsidies - capital (monetary allocations)		47,686	47,686	47,686	47,686	47,686	47,686	47,686	47,686	47,686	47,686	47,686	47,686	572,229	657,904	114,513
Transfers and subsidies - capital (in-kind)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		5,070	14,368	65,324	63,505	63,829	64,909	63,147	63,701	63,217	65,761	64,257	4,914	602,003	705,202	166,328
Income Tax		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		5,070	14,368	65,324	63,505	63,829	64,909	63,147	63,701	63,217	65,761	64,257	4,914	602,003	705,202	166,328
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		5,070	14,368	65,324	63,505	63,829	64,909	63,147	63,701	63,217	65,761	64,257	4,914	602,003	705,202	166,328
Share of Surplus/Deficit attributable to Associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	5,070	14,368	65,324	63,505	63,829	64,909	63,147	63,701	63,217	65,761	64,257	4,914	602,003	705,202	166,328

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

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand																
Revenue by Vote																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		81,033	81,033	81,033	81,033	81,033	81,033	81,033	81,033	81,033	81,033	81,033	81,033	972,401	1,068,711	540,680
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		513	513	513	513	513	513	513	513	513	513	513	513	6,161	6,538	6,318
Vote 05 - Community Services		10,363	10,363	10,363	10,363	10,363	10,363	10,363	10,363	10,363	10,363	10,364	10,364	124,361	131,460	139,026
Vote 06 - Financial Services		59,176	59,176	59,176	59,176	59,176	59,176	59,176	59,176	59,176	59,176	59,176	59,176	710,111	763,510	814,726
Vote 07 - Strategy Econ Development And Planning		697	697	697	697	697	697	697	697	697	697	697	697	8,368	8,753	9,156
Vote 08 - Infrastructure And Services		142,425	142,425	142,425	142,425	142,425	142,425	142,425	142,425	142,425	142,425	142,426	142,426	1,709,105	1,847,432	1,998,271
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		294,209	294,209	294,209	294,209	294,209	294,209	294,209	294,209	294,209	294,209	294,209	294,209	3,530,507	3,826,403	3,508,177
Expenditure by Vote to be appropriated																
Vote 01 - Executive & Council		5,071	5,071	5,071	5,071	5,071	5,071	5,071	5,071	5,071	5,071	5,071	5,071	60,855	63,879	67,333
Vote 02 - Municipal And General		33,634	33,634	33,634	33,634	33,634	33,634	33,634	33,634	33,634	33,634	33,634	33,634	403,603	429,417	458,629
Vote 03 - Municipal Manager		2,321	2,321	2,321	2,321	2,321	2,321	2,321	2,321	2,321	2,321	2,321	2,321	27,854	29,208	30,665
Vote 04 - Corporate Services		6,845	6,845	6,845	6,845	6,845	6,845	6,845	6,845	6,845	6,845	6,845	6,844	82,140	77,905	81,328
Vote 05 - Community Services		28,106	28,106	28,106	28,106	28,106	28,106	28,106	28,106	28,106	28,106	28,106	28,104	337,272	353,620	373,172
Vote 06 - Financial Services		13,852	13,852	13,852	13,852	13,852	13,852	13,852	13,852	13,852	13,852	13,852	13,850	166,217	174,321	183,292
Vote 07 - Strategy Econ Development And Planning		5,651	5,651	5,651	5,651	5,651	5,651	5,651	5,651	5,651	5,651	5,650	5,650	67,813	71,151	74,831
Vote 08 - Infrastructure And Services		193,659	184,361	133,405	135,224	134,900	133,820	135,582	135,028	135,512	132,968	134,472	193,822	1,782,750	1,921,698	2,072,598
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		289,139	279,841	228,885	230,704	230,380	229,300	231,062	230,508	230,992	228,448	229,952	289,295	2,928,505	3,121,201	3,341,849
Surplus/(Deficit) before assoc.		5,070	14,368	65,324	63,505	63,829	64,909	63,147	63,701	63,217	65,761	64,257	4,914	602,003	705,202	166,328
Income Tax		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		(5,417)	(5,417)	(5,417)	(5,417)	(5,417)	(5,417)	(5,417)	(5,417)	(5,417)	(5,417)	(5,417)	59,583	-	-	-
Intercountry/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	(347)	8,951	59,907	58,088	58,412	59,492	57,730	58,284	57,800	60,344	58,840	64,498	602,003	705,202	166,328

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

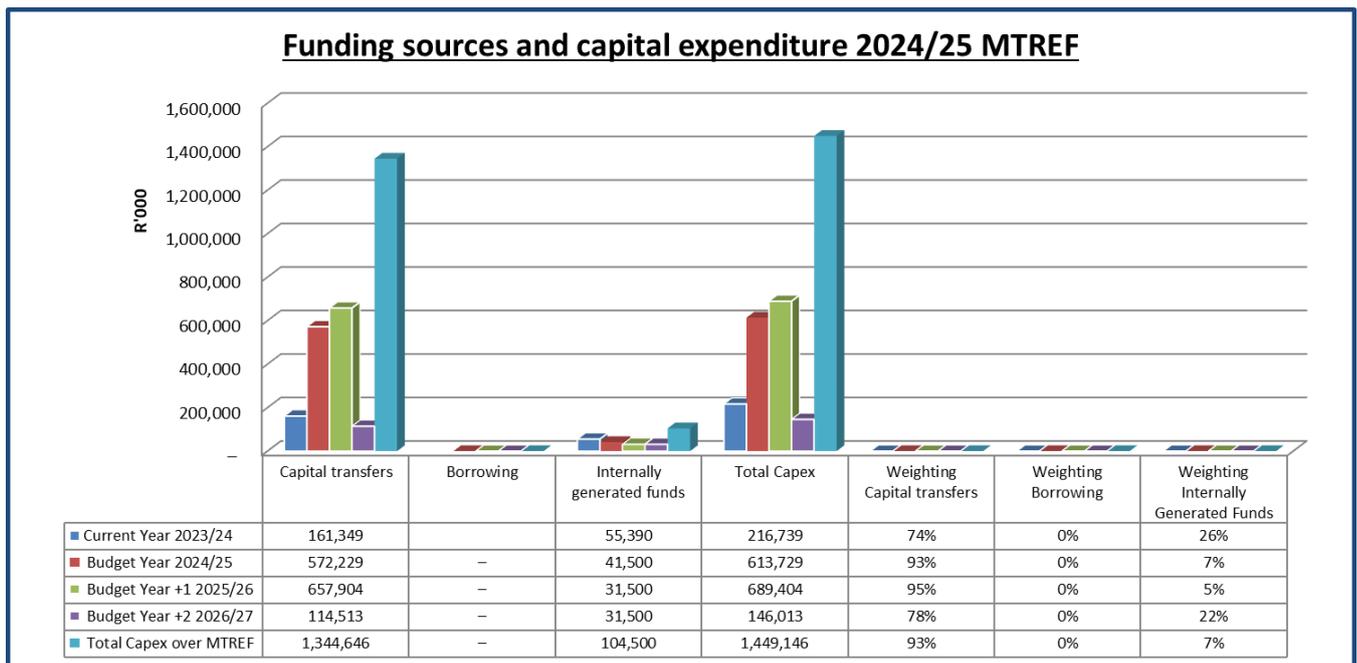
Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
R thousand																	
Multi-year expenditure to be appropriated	1																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		125	125	125	125	125	125	125	125	125	125	125	125	1,500	2,113	-	-
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		417	417	417	417	417	417	417	417	417	417	417	417	5,000	5,000	5,000	-
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		167	167	167	167	167	167	167	167	167	167	167	167	2,000	2,000	-	30,000
Vote 08 - Infrastructure And Services		44,454	44,454	44,454	44,454	44,454	44,454	44,454	44,454	44,454	44,454	44,454	44,454	533,450	641,183	-	67,000
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	2	45,163	45,163	45,163	45,163	45,163	45,163	45,163	45,163	45,163	45,163	45,163	45,162	541,950	650,295	102,000	
Single-year expenditure to be appropriated																	
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	23,000	32,500	-	32,500
Vote 03 - Municipal Manager		196	196	196	196	196	196	196	196	196	196	196	196	2,349	2,609	-	2,721
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		184	184	184	184	184	184	184	184	184	184	184	184	2,210	-	-	4,792
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		250	250	250	250	250	250	250	250	250	250	250	250	3,000	-	-	-
Vote 08 - Infrastructure And Services		3,435	3,435	3,435	3,435	3,435	3,435	3,435	3,435	3,435	3,435	3,435	3,435	41,220	4,000	-	4,000
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	71,779	39,109	44,013	
Total Capital Expenditure	2	51,144	51,144	51,144	51,144	51,144	51,144	51,144	51,144	51,144	51,144	51,144	51,144	613,729	689,404	146,013	

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand															
Cash Receipts By Source													1		
Property rates	56,343	56,343	56,343	56,343	56,343	56,343	56,343	56,343	56,343	56,343	56,343	56,344	676,122	712,234	746,320
Service charges - electricity revenue	87,983	87,983	87,983	87,983	87,983	87,983	87,983	87,983	87,983	87,983	87,983	87,983	1,055,799	1,152,052	1,257,416
Service charges - water revenue	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	306,840	325,149	345,481
Service charges - sanitation revenue	7,136	7,136	7,136	7,136	7,136	7,136	7,136	7,136	7,136	7,136	7,136	7,136	85,626	90,754	95,689
Service charges - refuse revenue	5,432	5,432	5,432	5,432	5,432	5,432	5,432	5,432	5,432	5,432	5,432	5,432	65,181	68,953	72,979
Rental of facilities and equipment	2,605	2,605	2,605	2,605	2,605	2,605	2,605	2,605	2,605	2,605	2,605	2,605	31,265	32,301	33,591
Interest earned - external investments	750	750	750	750	750	750	750	750	750	750	750	750	9,000	12,000	15,000
Interest earned - outstanding debtors													-		
Dividends received													-		
Fines, penalties and forfeits	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	2,679	32,143	32,915	34,787
Licences and permits	767	767	767	767	767	767	767	767	767	767	767	767	9,200	9,707	10,262
Agency services													-		
Transfers and Subsidies - Operational	24,939	24,939	24,939	24,939	24,939	24,939	24,939	24,939	24,939	24,939	24,939	24,939	299,271	318,285	340,594
Other revenue	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	19,729	20,636	21,586
Cash Receipts by Source	215,848	215,848	215,848	215,848	215,848	215,848	215,848	215,848	215,848	215,848	215,848	215,848	2,590,176	2,774,986	2,973,705
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	47,686	47,686	47,686	47,686	47,686	47,686	47,686	47,686	47,686	47,686	47,686	47,686	572,229	657,904	114,513
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	167	167	167	167	167	167	167	167	167	167	167	167	2,000	2,500	3,000
VAT Control (receipts)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments													-		
Total Cash Receipts by Source	263,700	263,700	263,700	263,700	263,700	263,700	263,700	263,700	263,700	263,700	263,700	263,701	3,164,405	3,435,390	3,091,218
Cash Payments by Type															
Employee related costs	79,239	79,239	79,239	79,239	79,239	79,239	79,239	79,239	79,239	79,239	79,239	79,235	950,863	997,950	1,048,566
Remuneration of councillors	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	37,077	38,930	41,068
Interest	1,481	1,481	1,481	1,481	1,481	1,481	1,481	1,481	1,481	1,481	1,481	1,481	17,774	15,874	13,730
Bulk purchases - electricity	126,679	117,381	66,425	68,244	67,920	66,840	68,602	68,048	68,532	65,988	67,492	126,845	979,000	1,068,900	1,167,790
Acquisitions - water & other inventory	32,050	32,050	32,050	32,050	32,050	32,050	32,050	32,050	32,050	32,050	32,050	32,050	384,605	395,489	417,812
Contracted services													-	-	-
Transfers and subsidies - other municipalities													-	-	-
Transfers and subsidies - other													-	-	-
Other expenditure	15,882	15,882	15,882	15,882	15,882	15,882	15,882	15,882	15,882	15,882	15,882	15,878	190,580	202,624	219,194
Cash Payments by Type	258,422	249,124	198,168	199,987	199,663	198,583	200,345	199,791	200,275	197,731	199,235	258,580	2,559,898	2,719,768	2,908,158
Other Cash Flows/Payments by Type															
Capital assets	51,144	51,144	51,144	51,144	51,144	51,144	51,144	51,144	51,144	51,144	51,144	51,144	613,729	689,404	146,013
Repayment of borrowing	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	14,788	16,688	18,832
Other Cash Flows/Payments	305	305	305	305	305	305	305	305	305	305	305	305	3,660	4,767	4,875
Total Cash Payments by Type	311,103	301,805	250,849	252,668	252,344	251,264	253,026	252,472	252,956	250,412	251,916	311,261	3,192,075	3,430,627	3,077,879
NET INCREASE/(DECREASE) IN CASH HELD	(47,403)	(38,105)	12,851	11,032	11,356	12,436	10,674	11,228	10,744	13,288	11,784	(47,560)	(27,670)	4,763	13,339
Cash/cash equivalents at the month/year begin:	100,817	53,415	15,310	28,161	39,194	50,550	62,987	73,661	84,890	95,634	108,923	120,707	100,817	73,147	77,910
Cash/cash equivalents at the month/year end:	53,415	15,310	28,161	39,194	50,550	62,987	73,661	84,890	95,634	108,923	120,707	73,147	73,147	77,910	91,249

18. Capital expenditure details

Indicated in the chart below is the funding sources and capital expenditure for the 2024/25 MTREF. The total capital plan for the MTREF is R1,449,146 billion.



National Treasury recommended that the municipality must improve the capital funding mix, however due to financial constraints the municipality could not significantly increase its contribution from own funding. The municipality has been extremely capital grant dependent over the last few years. The approach was conservative, in order to improve on cash reserves and also as per S18 of the MFMA the internally generated funds must be cash-backed. Projects are dominated by infrastructure projects, inter alia.

- Electrification projects with a budget of R16,500 million for 2025/26 and R14,000 million for 2026/27. It a major concern that there is no allocation for 2024/25 financial year but this largely influenced due to poor/under-performance of the grant, whilst there is old year projects that must be finalised and due to pressure on Internally generated funds this could not be provided for.
- RBIG funding as part of the Budget Facility for Infrastructure (BFI) over the medium term. Sol Plaatje Local Municipality is allocated R492 million in 2024/25 and R574 million in 2025/26 to refurbish and renew old water supply infrastructure. It is paramount that these funds be spent effectively, to address the water infrastructure challenges to secure long-term sustainability and availability of reliable, quality water services. These funds are critical for the improvement in the municipality's water infrastructure and business, especially in light of the collapsing water infrastructure around the country. This project will also positively contribute to reduction in water losses.

- Lining of Stormwater channels in Galeshewe with a budget of R20,453 million over the MTREF, to improve the stormwater network.

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

1. **Water Conservation:** Lining a canal reduces seepage and evaporation losses, which helps in conserving water. This is particularly crucial in regions facing water scarcity or where efficient water management is essential.
2. **Reduced Maintenance:** Lined canals require less maintenance compared to earth canals. They are less prone to erosion, sediment buildup, and weed growth, leading to reduced operational costs and efforts for upkeep.
3. **Improved Water Quality:** Lined canals help in maintaining water quality by reducing contamination from soil particles, chemicals, and organic matter. This is beneficial for agricultural, industrial, and domestic water uses.
4. **Prevention of Land Subsidence:** In areas where groundwater extraction is high, lining canals can help prevent land subsidence caused by excessive water loss from unlined earth canals.
5. **Enhanced Flow Control:** Lined canals offer better control over water flow and distribution. This is particularly important for irrigation systems where precise water delivery is necessary for optimal crop growth.
6. **Mitigation of Environmental Impact:** Lining canals can reduce environmental impacts such as soil erosion, sedimentation in water bodies, and habitat disturbance for aquatic species.
7. **Longer Lifespan:** Lined canals have a longer lifespan compared to earth canals, as they are more resistant to wear and tear, weathering, and biological degradation.
8. **Compliance with Regulations:** In some regions, there are regulations or guidelines that mandate the lining of canals to prevent water wastage and environmental damage. Upgrading to a lined canal ensures compliance with such requirements.

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

- Resealing of roads are provided with a budget of R17,500 million and the upgrade of gravel roads are allocated R17,500 million 2024/25 financial year, respectively and R112,400 million over the MTREF.

Resealing of roads:

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

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

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

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

Upgrading of gravel Roads:

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

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

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

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

- An amount of R5,000 million per annum is also set aside for the EEDSM Projects and R15,000 million over the MTREF, which will be utilised to replace high-pressure sodium streetlight fittings with energy efficient LED fittings to reduce own electricity consumption. LED technology has 15-year lifespan versus the 3-year lifespan of high-pressure sodium streetlight fittings, resulting in saving on maintenance expenditure. This will also positively impact our electricity losses and reducing Eskom maximum demand, probably not on a massive scale but energy efficiency contributes to the environment as a whole. LED lights also emits a pure white light allowing for better illuminance and clearer visibility, thus having a positive impact on safety and security.

Township establishment

- The initial desire was to fund Township establishment within various wards from IUDG funding. This was not supported by the grantor and did not specifically meet the conditions of the grant. This was drastically reviewed and only R2,000 million could be allocated from Internally generated funds.
- Below is the positive impact this will make on the municipality and service delivery, however on a smaller scale.

The provision of services for the informal settlements as the SG diagrams is significant for preparation of designs for electrification, installation of water and sewer as well as paving of roads.

It will ensure security of tenure and provision of sustainable houses for the residents of the informal settlements.

Implications on the revenue generation potential through rates.

Benefits of the implementation of the projects

- Attract private and public investment that will in turn encourage an environment that will foster opportunities for more labour – absorbing activities.
 - The Market research and demand quantification will unpack the economic potential within the Sol Plaatje Local Municipality vicinity in order to ease the high unemployment rate within the city.
 - The planning and Surveying of various areas will ensure that the Municipality successfully addresses the need of delivering security of tenure to the community,
 - Strengthen external partner relationships to promote integrated planning and improve on service delivery.
 - Diversification of sectors that contribute to economic growth, investment opportunities, revenue enhancement and decrease of unemployment rate.
 - Compliant with Land Survey Act, 1997 to provide accurate cadastral data for registration purpose.
 - Foster increase in the GDP of the City through provision of diverse sectors
 - Promoting good governance by aligning with the objectives of Integrated Development Plan, Service delivery Budget Implementation Plan (SDBIP) and Sol Plaatje Spatial Development Plan.
 - Fast-tracking value chain on provision of services as the available of the specialised studies and Surveyor Generals Diagrams allows for installation of services to commence and collection of revenue.
 - Most importantly promote development principles of the Spatial Planning and Land Use Management Act 13 of 2015 – **Spatial Resilience, Sustainability, Efficiency and Good governance**, principles of Integrated Urban Development Framework, Sustainable Development Goals and District Development Plan, the “One -Plan”.
- Provision is also made in the budget of R43 million for the Fleet Replacement Program over the MTREF. This programme has been accounted for in the budget over the last few years, however there is still a major need for fleet, especially yellow fleet, water tankers, refuse compactors etc that has a direct impact on service delivery.
- An amount of R15,000 million is allocated from IUDG for the refurbishment of halls over the MTREF. Prioritisation will be done in terms of the halls that will be identified for refurbishment within the available budget.
- Based on the revision of grant allocation from IUDG provision is made for the procurement of 2 specialised waste vehicles at a budgeted cost of R5 million. An amount of R10 million is budgeted for the outer two years. The total allocation of R15 million over the MTREF, which will result in the procurement of at least 6 new refuse compactors.
- An amount of R32,000 million has been allocated from NDPG for the refurbishment of RC Elliot Hall. The allocation is intended to be used for the Planning and Designs for Revitalisation of RC Elliot Hall. The purpose of the project is to conduct feasibility studies and analysis to determine the structural stability of the hall in order to make a determination as to whether the hall needs to be demolished or renovated.
- The service implications for the funds for the planning and designs of the RC Elliot Hall are as follows:
- Unattended dilapidated buildings contravene the National Building Regulations and Building Standard Act 103 of 1977.
 - It poses a hazard to the community and illegal occupancy by street kids.
 - Limits the community from accessing sustainable social facilities.
 - The building is not optimally used and has a potential to be utilised as a “One Stop Shop” for accessibility and convenience.
 - The project is listed as a priority in terms of the Integrated Development Plan and Service Delivery Budget and Implementation Plan.

- There is a major need for funding for the Homevale Sewer Treat Works and other urgent intervention in the sewer reticulation network and pump stations to perform the necessary upgrades and refurbishment, however there is no grant funding for this nor internal funds, so for the current year maintenance funds will have to be prioritised to address some of the immediate challenges whilst inefficiencies in the system like Overtime and the appointment of contract workers will have to be reduced and/or stopped to avail funds that can be re-directed for urgent service delivery issues.

Below is a list of capital expenditure per funding source and by project for 2024/25 to 2025/26:

Funding Source per project (R'000)	Budget 2024/25	Budget 2025/26	Budget 2026/27	Total MTRF
EEDSM (ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT)	5,000	5,000	5,000	15,000
STREET LIGHTS REPLACE 125W MV WITH 36W L	5,000	5,000	5,000	15,000
INEP (INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME GRANT)	-	16,500	14,000	30,500
ELECTRIFICATION	-	16,500	14,000	30,500
INTERNALLY GENERATED FUNDS	41,500	31,500	31,500	104,500
ACQ-COMPUTER EQUIPMENT REPLACEMENT	4,500	4,500	4,500	13,500
ACQ-FLEET REPLACEMENT	3,000	20,000	20,000	43,000
ACQ-FURNITURE AND OFFICE EQUIP REPLACEMENT	500	3,000	3,000	6,500
CAPITAL SPARES-ACQ-PREPAID METERS	1,000	2,000	2,000	5,000
DSITRBUTION-ACQ-WAT METER REPLACEMENT	500	2,000	2,000	4,500
EMERGENCY METER INSTALLATIONS (PHASE 1)	20,466	-	-	20,466
MR LEAK AND SLEAK DATA SYSTEM	484	-	-	484
NEW WTP MAJOR REFURBISH&AND BUILD WORKS	811	-	-	811
PHDA PLANNING & SURVEYING	2,000	-	-	2,000
PIPE CONDITION ASSESS AND CATHOD PROTECT	479	-	-	479
PLANNING & DEVELOPMENT	1,500	-	-	1,500
RITCHIE PRIORITIZED LEAK DETECTION & REPAIRS	1,342	-	-	1,342
RITCHIE SUBZONE SMART METER INSTALL	1,417	-	-	1,417
TOWNSHIP ESTABLISHMENT VARIOUS WARDS	2,000	-	-	2,000
UPGRADING OF TRAM & TOURISM FACILITIES	1,500	-	-	1,500
IUDG (INTEGRATED URBAN DEVELOPMENT GRANT)	75,229	60,404	65,513	201,146
BUILDING OF ABLUTION BLOCKS AT KENILWORTH AND PHUTANANG CEMETRIES	2,000	-	-	2,000
CONSTRUCTION OF OLD SINK TOILETS	5,000	2,000	1,500	8,500
EXTENTION OF ROODEPAN CEMETRY	-	-	4,792	4,792
FENCING OF FRANK RORO CRICKET FIELD	2,210	-	-	2,210
HOMEVALE FIRE STATION	1,500	2,113	-	3,613
LERATO PARK SEWER UPGRADE	3,500	-	-	3,500
LINING OF STORMWATER CHANNEL	7,670	6,283	6,500	20,453
PROJECT MANAGEMENT	2,349	2,609	2,721	7,679
REFURBISHMENT OF HALLS	5,000	5,000	5,000	15,000
SPECIALISED WASTE VEHICLES	5,000	5,000	5,000	15,000
UPGRADE GRAVEL ROADS WARDS VARIOUS	17,500	19,000	20,000	56,500
UPGRADING OF SWIMMING POOLS VARIOUS WARDS	6,000	-	-	6,000
RESEALING OF ROADS	17,500	18,400	20,000	55,900
NDPG (NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT)	-	2,000	30,000	32,000
REDEVELOPMENT OF RC ELLIOT HALL	-	2,000	30,000	32,000
RBIG (REGIONAL BULK INFRASTRUCTURE GRANT)	492,000	574,000	-	1,066,000
EAST BYPASS REPLACE OF CORRODE10KM LINE	15,126	-	-	15,126
EASTERN BYPASS REPAIR COATING AND REFURB	11,521	-	-	11,521
KBY BULK METERS & PRESSURE MANAGEMENT	17,026	-	-	17,026
KBY NETWORK LEAK DETECTION & REPAIR PH 1	20,483	-	-	20,483
KBY NETWORK LEAK DETECTION & REPAIR PH 2	29,346	-	-	29,346
NEW WTP CHLORINE & DOSING WORKS UPGRADE	27,630	-	-	27,630
NEW WTW FILTER REFURBISH & BACKWASH SYSTEM	39,640	-	-	39,640
NEWTOWN RESERVOIR EMERGENCY LEAK REPAIRS	7,531	-	-	7,531
OLD WTP CHLORINE & DOSING WORKS UPGRADE	83,369	-	-	83,369
OLD WTP MAJOR REFURBISH AND BUILD WORKS	16,173	-	-	16,173
POWER; ABSTRACTION & PUMPSTATION REPAIRS	37,378	-	-	37,378
RBIG PROJECTS WATER PIPE UPGRADING	-	574,000	-	574,000
RITCHIE WTW UPGRADE AND BULK PIPELINE	48,296	-	-	48,296
RIVERTON TO MIDSTATION BULK PIPELINE REP	27,828	-	-	27,828
SECTION 3: 1200 NEW STEEL MIDSTATION TO NEWTON RES	67,191	-	-	67,191
SMARTBALL SURVEY PRIORITY LEAK REPAIRS	18,290	-	-	18,290
WEST BYPASS LEAK REPAIRS AND REFURBISH	10,574	-	-	10,574
WEST BYPASS REPLACE OF CORRODED SECTION	5,368	-	-	5,368
WTW OHS & SECURITY MANAGEMENT	9,230	-	-	9,230
Grand Total	613,729	689,404	146,013	1,449,146

The project description on SA36 is aligned to the mSCOA description. Indicated above is a more specific breakdown of the capital projects per funding source. The makeup of the capital program for 2024/25 is rightfully dominated by infrastructure projects consisting of roads, storm water, water, sanitation and electricity projects.

Capital plan by Municipal Functional Classification and Municipal vote

Capital Expenditure per Functional classification						
Capital Expenditure - Function	2024/25 Medium Term Revenue & Expenditure Framework					
	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Weighting 2024/25	Weighting 2025/26	Weighting 2026/27
R Thousand						
Finance and administration	24,500	34,613	32,500	4%	5%	22%
Community and public safety	5,000	5,000	9,792	1%	1%	7%
Economic and environmental services	5,849	4,609	32,721	1%	1%	22%
Road transport	42,670	43,683	46,500	7%	6%	32%
Environmental protection	-	-	-	0%	0%	0%
Energy sources	6,000	23,500	21,000	1%	3%	14%
Water management	517,500	576,000	2,000	84%	84%	1%
Waste water management	8,500	2,000	1,500	1%	0%	1%
Total	613,729	689,404	146,013	100%	100%	100%

Capital Expenditure per Municipal Vote						
Vote Description	2024/25 Medium Term Revenue & Expenditure Framework					
	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Weighting 2024/25	Weighting 2025/26	Weighting 2026/27
R Thousand						
Vote 02 - Municipal And General	24,500	34,613	32,500	4%	5%	22%
Vote 03 - Municipal Manager	2,349	2,609	2,721	0%	0%	2%
Vote 04 - Corporate Services	-	-	-	0%	0%	0%
Vote 05 - Community Services	7,210	5,000	9,792	1%	1%	7%
Vote 06 - Financial Services	-	-	-	0%	0%	0%
Vote 07 - Strategy Econ Development And Planning	5,000	2,000	30,000	1%	0%	21%
Vote 08 - Infrastructure And Services	574,670	645,183	71,000	94%	94%	49%
Vote 09 -	-	-	-	0%	0%	0%
Total	613,729	689,404	146,013	100%	100%	100%

From the above tables it is clear that the majority of capital is geared towards the improvement in the municipality's infrastructure with Infrastructure services and under which trading services resort is allocated the highest budget. Poorer grant performance is not boding well for the municipality's potential to obtain more funding, which led to various downward adjustments on capital grants which has a direct impact on service delivery. Planning, project and contract management will have to be improved for the new MTREF. This is also perceived as a major risk to the municipality because we are forfeiting funds that we cannot afford to forego, due to our financial constraints. This is a severe impediments as we cannot increase CRR funding exponentially and also cannot enter into any long-term borrowing due to affordability and liquidity challenges and as per MFMA Circular 124 for the Municipal Debt Relief, the municipality is also prohibited from obtaining new loans for the next 36 months.

19. Contracts having future budgetary implications

The municipality has no contracts that extend beyond the MTREF at any given point in time except for long-term borrowings. The municipality entered into a new banking services contract with Standard Bank. This contract is valid for 5 years from 13 October 2023 to 28 September 2028 (60 months). This contract extends beyond the MTREF, hence it is classified as a contract that have future budgetary implications and also fall within the ambit of a long-term contract because it has a term longer than three years. Articulated in the table below are the annual budgeted banking fees for the duration of the contract.

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

Description	Ref	Preceding	Current Year	2024/25 Medium Term Revenue & Expenditure Framework			Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total Contract Value
		Years	2023/24	Budget Year	Budget Year +1	Budget Year +2	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
R thousand	1,3	Total	Original Budget	2024/25	2025/26	2026/27	Estimate						
Parent Municipality:													
Revenue Obligation By Contract	2												
<i>No Future Contracts Greater Than 5m</i>		-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue Implication		-	-	-	-	-	-	-	-	-	-	-	-
Expenditure Obligation By Contract	2												
<i>No Future Contracts Greater Than 5m</i>		-	-	-	-	-	-	-	-	-	-	-	-
<i>Banking Services 5-Year Contract (Banking Fees)</i>		-	3,800	3,800	3,975	4,158	4,441	-	-	-	-	-	20,173
Total Operating Expenditure Implication		-	3,800	3,800	3,975	4,158	4,441	-	-	-	-	-	20,173
Capital Expenditure Obligation By Contract	2												
<i>Upgrade Stormwater Galeshewe</i>		-	-	-	-	-	-	-	-	-	-	-	-
<i>Lerato Park Link Water And Sewer</i>		-	-	-	-	-	-	-	-	-	-	-	-
<i>Homevale Fire Station</i>		-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-
Total Parent Expenditure Implication		-	3,800	3,800	3,975	4,158	4,441	-	-	-	-	-	20,173

20. 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 version 6.8 for 2024/25 on the financial system is finalised and the use of A-schedules aligned to version 6.8 has been implemented successfully.

2. Internship programme

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

3. Budget and Treasury Office

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

4. Audit Committee

An Audit Committee has been established and is fully functional.

5. Service Delivery and Implementation Plan

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

6. Annual Report

Annual report for 2022/2023 was not compiled with in terms of the MFMA requirements. The municipality is working on ratifying this.

7. Annual Financial Statement

Annual Financial Statements for the year ended 30 June 2023 was submitted on 31 August 2023, as per the due date.

8. Auditor-General Opinion 2022/2023

Articulated in the table below, is the basis for the qualified opinion for the year ended 30 June 2023 in comparison to the year ended 30 June 2022. The audit outcome has deteriorated mainly as a result of repeat findings which requires strict remedial action to improve on results.

Audit report status 2021/2022	Audit report status 2022/2023
Qualified Audit Opinion	Qualified Audit Opinion
Audit Findings	Audit Findings
145	158
Basis of qualified opinion	Basis of qualified opinion
Property Plant and Equipment	Property Plant and Equipment
Service Charges	Service Charges
Trade Receivables from exchange transactions	Trade Receivables from exchange transactions
Statutory Receivables from non-exchange transactions	Investment Property
Investment Property	Inventory
Inventory	Revenue from exchange transactions
Revenue from exchange transactions	Loss/ write-down of inventory
	Material losses – electricity
Emphasis of matter	
Restatement of corresponding figures	
Material losses	

21. 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.

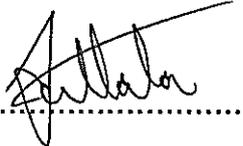
Municipal manager's quality certification

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: 27/05/2024

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

CIRCULAR 42
Funding of
Budget

SOL PLAATJE MUNICIPALITY (NC091)

Part 1 - Budgeting for Financial Performance				
Description	Ref	Budget Year	Budget Year +1	Budget Year +2
		2023/24	2024/25	2025/26
		R'000	R'000	R'000
Revenue by Source (Table 1)				
Property rates	A	687,320	740,628	790,495
Service charges	A	1,661,946	1,797,950	1,946,353
Operational Revenue		0	0	0
Rental of facilities and equipment	B	27,740	29,126	30,726
Interest earned - external investments	D	9,000	12,000	15,000
Interest earned - outstanding debtors	D	211,930	207,251	203,863
Fines	B	32,143	32,915	34,787
Licenses and permits	B	9,200	9,707	10,262
Government grants & subsidies - ops		299,271	318,285	340,594
Government grants & subsidies - capital	E	572,229	657,904	114,513
Other income	B	19,729	20,636	21,586
Total Revenue By Source		3,530,507	3,826,403	3,508,177
Internal recoveries		32,254	37,454	42,954
Cross Subsidization		0	1,500	2,000
Total		3,562,761	3,865,357	3,553,131
Operating Expenditure by Type (Table 6)				
Employee related costs	C	950,863	997,950	1,048,566
Remuneration of Councilors		37,077	38,930	41,068
Contracted Services		40,731	42,744	48,700
Operational Cost		149,349	159,357	169,947
Other material and consumables		254,605	258,339	273,118
Bulk purchases - Electricity		899,000	988,900	1,087,790
Bulk purchases - Water		65,000	68,575	72,347
Losses		65,000	68,575	72,347
Interest external		18,274	16,397	14,277
Operating leases		0	0	0
Bad debts	F	355,246	382,156	409,005
Grants and subsidies paid		3,660	4,767	4,875
Depreciation		89,700	94,510	99,811
Total Operating Expenditure By Type		2,928,505	3,121,201	3,341,849
Internal Transfer		32,254	37,454	42,954
Cross Subsidization		0	1,500	2,000
Total		2,960,759	3,160,155	3,386,803
Operating Surplus/(Deficit)		602,003	705,202	166,328

SOL PLAATJE MUNICIPALITY (NC091)

Part 2 - Budgeting for Cash Flow				
Description	Ref	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
		R'000	R'000	R'000
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Cash receipts from ratepayers, government and other	A,B	2,144,419	2,313,640	2,492,101
Cash receipts from government - operating		299,271	318,285	340,594
Cash receipts from government and other - capital		572,229	657,904	114,513
Interest received	D	61,983	63,813	65,966
Payments				
Cash paid to suppliers and employees	I	(2,465,172)	(2,630,790)	(2,825,858)
Finance charges		(18,274)	(16,397)	(14,277)
NET CASH FROM OPERATING ACTIVITIES		594,455	706,455	173,039
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of property, plant and equipment		0	0	0
Increase in investment properties		0	0	0
(Increase)/decrease in non-current receivables		0	0	0
Payments				
Purchase of property, plant and equipment	G	(613,729)	(689,404)	(146,013)
(Increase)/decrease in current assets		0	0	0
Increase in non-current investments		0	0	0
NET CASH FROM INVESTING ACTIVITIES		(613,729)	(689,404)	(146,013)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
New loans raised	G	0	0	0
Increase in consumer deposits		(838)	2,500	3,000
Payments				
Repayment of borrowing	G	(13,351)	(14,787)	(16,687)
NET CASH FROM FINANCING ACTIVITIES		(14,189)	(12,287)	(13,687)
NET INCREASE/(DECREASE) IN CASH		-33,463	4,764	13,339
Cash and cash equivalents at the beginning of the year		117,054	83,590	88,355
Cash and cash equivalents at the end of the year		83,590	88,355	101,694

SOL PLAATJE MUNICIPALITY (NC091)

Part 3 - Reconciliation of reserves and commitments backed by cash/investments				
Description	Ref	Budget Year	Budget Year +1	Budget Year +2
		2024/25	2025/26	2026/27
		R'000	R'000	R'000
Reserves to be backed by cash	H	185,236	185,236	185,236
Creditors unpaid at year end		1,304,186	1,304,186	1,304,186
Total commitments		1,489,421	1,489,421	1,489,421
Cash and cash equivalents at the end of the year		118,036	251,975	463,997
Long term investments		0	0	0
Cash and investments available		118,036	251,975	463,997

Explanation notes/references

A It is the billed/accrued amount and it is assumed that 90% will be collected (average at 85% including interest on debtors and billed)

B It is assumed that a 100% is received/collected

C Included is a provision for an average increase of 5.5%

D Interest received in the cash flow comprises of 25% of interest on debtors and 100% of investment interest

E All grants will be received and spent except for roll over capital projects

F Bad/Doubtful debts have been provided at 15% of billable revenue

G Capital budgeted expenditure of R613,729m is funded by R572,229m grants, R0m donation, R0m from a loan and R41,5m from operating (counter funding/CRR)

H The municipality has these projected reserves in the budgeted financial position that need to be backed by cash

I Counter funding included in capital projects deducted from operating expenditure

Is the municipality's budget appropriately funded - Yes

-cash receipts projections are realistic as the cash flow were reduced in line with expected levels of collection

- bad debts have been provided at approximately 15% of billed revenue

SOL PLAATJE MUNICIPALITY (NC091)
BUDGETED STATEMENT OF FINANCIAL POSITION

	<u>30 June 2023</u>	<u>30 June 2024</u>	<u>30 June 2025</u>	<u>30 June 2026</u>	<u>30 June 2027</u>
ASSETS					
CURRENT ASSETS	2,102,979,532	2,303,821,790	2,387,831,161	2,403,951,486	2,428,245,286
Inventory	82,694,399	89,309,951	95,553,315	95,553,315	95,553,315
Trade Receivables from Exchange Transactions	1,414,956,933	1,556,452,626	1,378,296,242	1,374,359,084	1,369,214,475
Statutory Receivables from Non-Exchange Transactions	453,892,552	499,281,807	817,541,258	832,835,521	848,934,716
Trade Receivables from Non-Exchange Transactions	13,815,877	15,197,465	12,849,517	12,849,517	12,849,517
Cash and Cash Equivalents	106,412,540	117,053,794	83,590,829	88,354,049	101,693,262
Operating Lease Assets	-	0	0	0	0
Statutory Receivable from Exchange Transactions	31,207,231	26,526,146	0	0	0
		0			
Non-Current Assets	2,360,069,192	2,525,577,637	2,874,230,569	3,447,624,569	3,496,326,519
Property, Plant and Equipment	2,023,359,734	2,186,323,283	2,640,664,980	3,219,146,980	3,273,242,210
Heritage Assets	12,070,884	12,070,884	4,207,179	4,207,179	4,207,179
Intangible Assets	17,713,591	18,599,270	13,213,591	8,443,591	3,387,391
Investment Property	212,355,668	210,232,111	216,144,819	215,826,819	215,489,739
Trade Receivables from Exchange Transactions	67,482,432	70,181,730	0	0	0
Statutory Receivables from Non-Exchange Transactions	27,086,883	28,170,359	0	0	0
		0	0	0	0
		0	0	0	0
Total Assets	4,463,048,724	4,829,399,426	5,262,061,730	5,851,576,055	5,924,571,804
LIABILITIES					
CURRENT LIABILITIES	1,371,661,412	1,504,028,624	1,414,417,636	1,338,817,763	1,263,962,057
Consumer Deposits	45,470,920	50,018,012	49,179,940	51,679,940	54,679,940
Employee Benefits	93,786,790	107,854,809	80,627,790	80,627,790	80,627,790
Payables from Exchange Transactions	1,211,640,349	1,332,804,384	1,224,185,641	1,144,185,641	1,064,185,641
Unspent Conditional Grants and Receipts	7,233,366	0	0	0	0
VAT Payable from Exchange Transactions	-	0	45,637,153	45,637,153	45,637,153
Bank Overdraft	-	0	0	0	0
Current Portion of Long-term Liabilities	13,529,987	13,351,420	14,787,113	16,687,239	18,831,534
NON CURRENT LIABILITIES	391,275,535	426,657,318	380,633,152	362,045,146	341,068,595
Long term liabilities	146,333,418	132,726,777	123,320,035	104,732,029	83,755,478
Retirement Benefit Liabilities	244,235,000	293,082,000	256,606,000	256,606,000	256,606,000
Non current provisions	707,117	848,540	707,117	707,117	707,117
Total Liabilities	1,762,936,947	1,930,685,942	1,795,050,788	1,700,862,909	1,605,030,653
Total Assets and Liabilities	2,700,111,778	2,898,713,485	3,467,010,942	4,150,713,146	4,319,541,152
NET ASSETS	2,700,111,778	2,898,713,485	3,467,010,942	4,150,713,146	4,319,541,152
Accumulated surplus/deficit	2,700,111,778	2,898,713,485	3,467,010,942	4,150,713,146	4,319,541,152
Total Net Assets	2,700,111,778	2,898,713,485	3,467,010,942	4,150,713,146	4,319,541,152
TOTAL NET ASSETS AND LIABILITIES	4,463,048,724	4,829,399,426	5,262,061,730	5,851,576,055	5,924,571,804
	0	0	0	0	0

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

	2024 R	2023 R
CASH FLOW FROM OPERATING ACTIVITIES		
Grants received	444,750,112	372,805,552
Sale of goods and services	1,918,592,574	1,516,681,816
Employee Costs	-881,637,275	-779,892,187
Supplier payments	-1,350,074,725	-983,622,318
Cash generated from/(utilized in) operations	131,630,686	125,972,863
Interest received	189,000,000	208,531,744
(Increase) / decrease in Interest Receivables	0	-128,534,307
Interest paid	-19,494,706	-113,954,866
NET CASH FROM OPERATING ACTIVITIES	301,135,980	92,015,434
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Property, Plant and Equipment	-271,284,000	-125,650,316
Purchase of Intangible Assets	0	0
Purchase of Investment Property	0	-3,295,500
Proceeds on Disposal of Property, Plant and Equipment	0	0
Donation of Property, Plant and Equipment	0	3,387,299
Increase / (decrease) in Capital Payables	0	-35,483,045
Proceeds on Disposal of Investment Property	0	
NET CASH FROM INVESTING ACTIVITIES	-271,284,000	-161,041,563
CASH FLOWS FROM FINANCING ACTIVITIES		
New Finance leases	0	-3,599,220
New loans raised	0	0
(Loans repaid)	-19,210,726	-12,087,687
NET CASH FROM FINANCING ACTIVITIES	-19,210,726	-15,686,907
NET DECREASE IN CASH AND CASH EQUIVALENTS	10,641,254	-84,713,036
Cash and cash equivalents at the beginning of the year	106,412,540	191,125,575
Cash and cash equivalents at the end of the year	117,053,794	106,412,540

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

Budget 2023 R	Budget 2024 R		Expected 2024 R	Actual 2023 R
REVENUE				
Revenue from Non-exchange Transactions				
610,074,250	660,893,479	Property rates	19 660,893,479	610,991,037
35,730,000	30,660,000	Fines and Penalties	30,660,000	59,461,622
6,850,000	7,350,000	Licenses and permits	7,350,000	9,020,708
0		Interest Earned - Outstanding Statutory receivables	0	82,989,796
0		Availability service charges non-exchange transactions	0	4,036,985
399,218,919	497,815,000	Government grants and subsidies	21 444,750,112	372,805,552
-		Public contributions and donations	0	3,387,299
Revenue from Exchange Transactions				
1,368,151,322	1,517,256,000	Service charges	20 1,517,256,000	1,182,666,738
25,896,000	26,930,000	Rental of facilities and equipment	26,930,000	26,000,384
0	0	Income for agency services	0	-
6,000,000	7,000,000	Interest earned - external investments	25 9,000,000	8,549,555
156,500,000	168,880,000	Interest Earned - Outstanding Trade receivables	25 180,000,000	116,992,393
20,744,800	18,714,000	Other income	22 18,714,000	17,049,380
		Gains on Inventory		-
		Gains on disposal of property, plant and equipment		5,890,915
2,629,165,291	2,935,498,479	Total Revenue	2,895,553,591	2,499,842,366
EXPENDITURE				
849,970,016	881,637,275	Employee related costs	23 881,637,275	784,644,644
34,547,434	35,558,951	Remuneration of Councillors	24 35,558,951	32,224,280
81,050,000	86,650,000	Depreciation	50 86,650,000	71,830,180
397,000,000	317,500,000	Bad debts - Provision	15 317,500,000	378,747,381
117,960,100	19,494,706	Interest paid	25 19,494,706	113,954,866
682,000,000	785,000,000	Bulk purchases	26 785,000,000	672,362,000
54,181,000	48,113,000	Contracted services	48,113,000	45,261,139
4,460,000	4,560,000	Grants and subsidies paid	27 4,560,000	2,598,918
401,396,037	451,538,068	General expenses	28 451,538,068	378,641,021
75,640,000	61,200,000	Loss on Inventory	61,200,000	78,068,584
		Loss on disposal of Property, Plant and Equipment		-
		Foreign Exchange Loss		751,155
		Impairment of Property, Plant and Equipment		-
2,698,204,587	2,691,252,000	Total Expenditure	2,691,252,000	2,559,084,169
-69,039,296	244,246,479	SURPLUS/(DEFICIT)	204,301,591	-59,241,803
0	0	Share of surplus/(deficit) of associate accounted for under the equity method	0	0
-69,039,296	244,246,479	SURPLUS/(DEFICIT) FOR THE YEAR	204,301,591	-59,241,803

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

	Capital Replacement Reserve	Self- Insurance Reserve	COID Reserve	Accumulated Surplus/ (Deficit)	Total
	R	R		R	R
2023					
Balance at 1 July 2022	62,705,000	15,445,250	11,976,657	2,665,829,555	2,755,956,462
Correction of error				0	0
Change in accounting policy				0	0
Restated balance	62,705,000	15,445,250	11,976,657	2,665,829,555	2,755,956,462
Surplus/(deficit) for the year				(61,544,568)	-61,544,568
Transfer to CRR	7,064,299			-7,064,299	0
Property, plant and equipment purchased	(30,400,701)			30,400,701	0
Capital grants used to purchase PPE					0
Donated/contributed PPE					0
Contribution to Insurance Reserve		(1,761,283)	(963,498)	2,724,782	0
Adjustments					0
Asset disposals					0
Balance at 30 JUNE 2023	39,368,598	13,683,967	11,013,159	2,630,346,170	2,694,411,894
2024					
Correction of error				0	0
Change in accounting policy				0	0
Restated balance	39,368,598	13,683,967	11,013,159	2,630,346,170	2,694,411,894
Surplus/(deficit) for the year				204,301,591	204,301,591
Transfer to CRR	60,000,000			-60,000,000	0
Property, plant and equipment purchased	(55,390,000)			55,390,000	0
Contribution to Insurance Reserve		-1,500,000	200,000	1,300,000	0
Asset disposals				0	0
Balance at 30 JUNE 2024	43,978,598	12,183,967	11,213,159	2,831,337,761	2,898,713,485

CIRCULAR 71
Financial Ratios
and Norms



Annexure A Interpretation of results

1	The green colour indicates that the result is within the norm and is acceptable.
2	The red colour indicates that the result is not acceptable and corrective actions should be put in place to improve the result.
3	Data should be corrected in the data sources to calculate a norm.
4	Calculations where the result was not within the acceptable norm, corrective actions should be taken and reviewed.

Template for Calculation of Uniform Financial Ratios and Norms

NO	RATIO	FORMULA	DATA SOURCE	NORM/RANGE	INPUT DESCRIPTION	DATA INPUTS AND RESULTS	DATA INPUTS AND RESULTS	DATA INPUTS AND RESULTS	INTERPRETATION	MUNICIPAL COMMENTS (#)
						R'000 2023/24	R'000 2024/25	R'000 2023/26		
1. FINANCIAL POSITION										
A. Asset Management/Utilisation										
1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%	Total Operating Expenditure	17%	18%	4%	Please refer to page 2 of MFMA Circular No. 71	
					Taxation Expense	-	-	-		
					Total Capital Expenditure	613,729	689,404	146,013		
2	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) x 100	Statement of Financial Position, Notes to the AFS and AR	0%	PPE, Investment Property and Intangible Impairment	0%	0%	0%	Please refer to page 3 of MFMA Circular No. 71	
					PPE at carrying value	2,644,872	3,223,354	3,277,449		
					Investment at carrying value	216,145	215,827	215,490		
					Intangible Assets at carrying value	13,214	8,444	3,387		
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%	Total Repairs and Maintenance Expenditure	7%	6%	7%	Please refer to page 4 of MFMA Circular No. 71	The total amount used in this calculation is not including labour costs.
					PPE at carrying value	2,644,872	3,223,354	3,277,449		
					Investment Property at Carrying value	216,145	215,827	215,490		
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%	Total Repairs and Maintenance Expenditure including Labour Costs	12%	21%	21%	Please refer to page 4 of MFMA Circular No. 71	The total amount used in this calculation is not including labour costs.
					PPE at carrying value	2,644,872	1,535,620	1,577,221		
					Investment Property at Carrying value	216,145	202,754	204,782		
B. Debtors Management										
1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year Reports, IDP and AR	95%	Gross Debtors closing balance	71%	84%	84%	Please refer to page 5 of MFMA Circular No. 71	The provision for doubtful debt amounts to around 15% annually. This is an increase from previous estimates. The municipality is implementing a debtor recovery project to improve the collection rate.
					Gross Debtors opening balance	2,977,773	3,375,223	3,800,327		
					Bad debts written Off	2,306,615	2,977,773	3,375,223		
					Billed Revenue	2,349,265	2,538,578	2,736,847		
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%	Consumer Debtors Bad debts written off	0%	0%	0%	Please refer to page 5 of MFMA Circular No. 71	
					Consumer Debtors Current bad debt Provision	2,147,382	2,529,538	2,938,543		
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue) x 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	30 days	Gross debtors	129 days	122 days	115 days	Please refer to page 6 of MFMA Circular No. 71	The gross debtors balance includes unpaid grants as well as non-billed revenue. A portion of gross debtors also relates to property rates which is recoverable when selling the asset and government debt, which is not impaired. The mentioned factors distorts the net debtor days to an extent.
					Bad debts Provision	2,977,773	3,375,223	3,800,327		
					Billed Revenue	2,147,382	2,529,538	2,938,543		
C. Liquidity Management										
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months	Cash and cash equivalents	0 Month	0 Month	0 Month	Please refer to page 7 of MFMA Circular No. 71	Debt recovery policy to be applied.
					Unspent Conditional Grants	-	-	-		
					Overdraft	-	-	-		
					Short Term Investments	83,591	88,354	101,693		
					Total Annual Operational Expenditure	2,483,446	2,647,187	2,840,135		
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1	Current Assets	1.69	1.80	1.92	Please refer to page 7 of MFMA Circular No. 71	
					Current Liabilities	2,397,831	2,403,951	2,428,245		
					1,414,418	1,338,818	1,263,962			

D. Liability Management										
1	Capital Cost (Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost (Interest Paid and Redemption) / Total Operating Expenditure x 100	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%		1%	1%	1%	Please refer to page 8 of MFMA Circular No. 71	
					Interest Paid	18,274	16,397	14,277		
					Redemption	13,351	14,787	16,687		
					Total Operating Expenditure	2,928,505	3,121,201	3,341,849		
					Taxation Expense					
2	Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%		4%	3%	3%	Please refer to page 9 of MFMA Circular No. 71	
					Total Debt	138,107	121,419	102,587		
					Total Operating Revenue	3,530,507	3,826,403	3,508,177		
					Operational Conditional Grants	299,271	318,285	340,594		
E. Sustainability										
1	Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	Statement Financial Position, Budget and AR	100%		13%	7%	7%	Please refer to page 9 of MFMA Circular No. 71	
					Cash and cash Equivalents	-	-	-		
					Bank Overdraft	-	-	-		
					Short Term Investment	83,591	88,354	101,693		
					Long Term Investment	-	-	-		
					Unspent Grants	-	-	-		
					Net Assets	3,467,011	4,150,713	4,319,541		
Accumulated Surplus	2,831,338	2,859,651	2,888,248							
2. FINANCIAL PERFORMANCE										
A. Efficiency										
1	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset	= or > 0%		20%	21%	8%	Please refer to page 10 of MFMA Circular No. 71	
					Total Operating Revenue	3,530,507	3,826,403	3,508,177		
					Depreciation - Revalued Portion (Only populate if depreciation line item in the Statement of Financial	89,700	94,510	99,811		
					Total Operating Expenditure	2,928,505	3,121,201	3,341,849		
					Taxation Expense					
2	Net Surplus /Deficit Electricity	Total Electricity Revenue less Total Electricity Expenditure/Total Electricity Revenue x 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	0% - 15%		1%	1%	1%	Please refer to page 10 of MFMA Circular No. 71	
					Total Electricity Revenue	1,164,299	1,270,542	1,386,849		
					Total Electricity Expenditure	1,153,351	1,258,044	1,372,440		
3	Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		1%	1%	0%	Please refer to page 11 of MFMA Circular No. 71	
					Total Water Revenue	398,115	421,696	447,769		
					Total Water Expenditure	395,412	418,711	445,661		
4	Net Surplus /Deficit Refuse	Total Refuse Revenue less Total Refuse Expenditure/Total Refuse Revenue x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		0%	0%	0%	Please refer to page 12 of MFMA Circular No. 71	
					Total Refuse Revenue	87,272	92,293	97,644		
					Total Refuse Expenditure	87,170	92,170	97,507		
5	Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0%		1%	2%	2%	Please refer to page 12 of MFMA Circular No. 71	
					Total Sanitation and Water Waste Revenue	118,290	125,375	132,203		
					Total Sanitation and Water Waste Expenditure	116,855	123,471	129,939		
B. Distribution Losses										
1	Electricity Distribution Losses (Percentage)	(Number of Electricity Units Purchased and/or Generated - Number of units sold) / Number of Electricity Units Purchased and/or generated) x 100	Annual Report, Audit Report and Notes to Annual Financial Statements	7% - 10%		20%	17%	15%	Please refer to page 13 of MFMA Circular No. 71	Total Electricity Losses includes technical losses. According to NERSA's Municipal Tariff Benchmark for 2014/15, the tolerable range is 5% - 12%
					Number of units purchased and/or generated ('000)	544,491	531,919	519,636		
					Number of units sold ('000)	435,593	441,493	441,691		
2	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%		50%	40%	30%	Please refer to page 13 of MFMA Circular No. 71	The Municipality is busy with projects to address the water losses. These include metering the bulk use of stand pipes in areas, the installation of bulk meters per area, smart metering of Municipal own use and savings options at Riverton plant.
					Number of kilolitres purchased and/or purified ('000)	33,665	33,097	32,542		
					Number of kilolitres sold ('000)	16,832	19,858	22,779		

C. Revenue Management										
1	Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active	Debtors System	None		0%	1%	1%	Please refer to page 14 of MFMA Circular No. 71	
					Number of Active Debtors Accounts (Previous)	66	66	67		
					Number of Active Debtors Accounts (Current)	66	67	67		
2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		20%	8%	-8%	Please refer to page 15 of MFMA Circular No. 71	
					CPI	4.90%	4.60%	4.60%		
					Total Revenue (Previous)	2,935,498	3,530,507	3,826,403		
					Total Revenue (Current)	3,530,507	3,826,403	3,508,177		
3	Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants) x 100	Statement of Financial Performance, Notes to AFS , Budget, IDP, In-Year reports and AR	= CPI		9%	7%	7%	Please refer to page 15 of MFMA Circular No. 71	The revenue figure requires the exclusion of capital grants but still includes operational grants, which is not a true reflection of growth in tariffs and city
					CPI	4.90%	4.60%	4.60%		
					Total Revenue Excl.Capital (Previous)	2,719,305	2,958,278	3,168,499		
					Total Revenue Excl.Capital (Current)	2,958,278	3,168,499	3,393,664		

D. Expenditure Management										
1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) x 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		241 days	205 days	240 days	Please refer to page 16 of MFMA Circular No. 71	This ratio is calculated as at a specific point in time, which results in a distorted representation of the actual payment days. Especially at year-end, the outstanding creditors will be high. ESKOM debt is higher than normal.
					Trade Creditors	1,224,186	1,144,186	1,064,186		
					Contracted Services	40,731	42,744	48,700		
					Repairs and Maintenance	-	-	-		
					General expenses	171,283	180,521	189,099		
					Bulk Purchases	1,029,000	1,126,050	1,232,483		
					Capital Credit Purchases (Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment)	613,729	689,404	146,013		
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		0%	0%	0%	Please refer to page 16 of MFMA Circular No. 71	
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure					
					Total Operating Expenditure	2,928,505	3,121,201	3,341,849		
					Taxation Expense					
3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%		34%	33%	33%	Please refer to page 17 of MFMA Circular No. 71	
					Employee/personnel related cost	950,863	997,950	1,048,566		
					Councillors Remuneration	37,077	38,930	41,068		
					Total Operating Expenditure	2,928,505	3,121,201	3,341,849		
					Taxation Expense					
4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		1%	1%	1%	Please refer to page 17 of MFMA Circular No. 71	
					Contracted Services	40,731	42,744	48,700		
					Total Operating Expenditure	2,928,505	3,121,201	3,341,849		
					Taxation Expense					

E. Grant Dependency										
1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and	None		7%	5%	22%	Please refer to page 18 of MFMA Circular No. 71	
					Internally generated funds	41,500	31,500	31,500		
					Borrowings	-	-	-		
					Total Capital Expenditure	613,729	689,404	146,013		
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements	None		7%	5%	22%	Please refer to page 18 of MFMA Circular No. 71	
					Internally generated funds	41,500	31,500	31,500		
					Total Capital Expenditure	613,729	689,404	146,013		
3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		109%	111%	93%	Please refer to page 18 of MFMA Circular No. 71	
					Total Revenue	3,530,507	3,826,403	3,508,177		
					Government grant and subsidies	299,271	318,285	340,594		
					Public contributions and Donations					
					Capital Grants	572,229	657,904	114,513		

3. BUDGET IMPLEMENTATION										
1	Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%		100%	100%	100%	Please refer to page 19 of MFMA Circular No. 71	
					Actual Capital Expenditure	613,729	689,404	146,013		
					Budget Capital Expenditure	613,729	689,404	146,013		
2	Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		100%	100%	100%	Please refer to page 20 of MFMA Circular No. 71	
					Actual Operating Expenditure	2,928,505	3,121,201	3,341,849		
					Budget Operating Expenditure	2,928,505	3,121,201	3,341,849		
3	Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		100%	100%	100%	Please refer to page 20 of MFMA Circular No. 71	
					Actual Operating Revenue	3,530,507	3,826,403	3,508,177		
					Budget Operating Revenue	3,530,507	3,826,403	3,508,177		
4	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		100%	100%	100%	Please refer to page 21 of MFMA Circular No. 71	
					Actual Service Charges and Property Rates Revenue	2,349,265	2,538,578	2,736,847		
					Budget Service Charges and Property Rates Revenue	2,349,265	2,538,578	2,736,847		

MAY
2024/25
BUDGET
ANNEXURES

1.Schedules

2.Tariffs

3.History of Tariffs

4.IDP Overview

5.SDBIP

6.Policies

7.By-laws

8.MFMA-Circulars

SECTION 1:

**BUDGET
SCHEDULES
AND
SUPPORTING
TABLES**

Municipal annual budgets and MTREF & supporting tables

mSCOA Version 6.8

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[Information &
service delivery](#)



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Contact details:

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

Preparation Instructions

Municipality Name:

CFO Name:

Tel:

Fax:

E-Mail:

Budget for MTREF starting:

Budget Year: 2024/25

Does this municipality have Entities?

If YES: Identify type of report:

LGDB Export

Name Votes & Sub-Votes

Printing Instructions

Showing / Hiding Columns

Hide Pre-audit columns on all

Hide Reference columns on all

Showing / Clearing Highlights

Clear Highlights on all sheets

Important documents which provide essential assistance

[MFMA Budget Circulars](#)

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[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	Libraries	05.4 - Libraries
	05.5	Road Traffic Regulations	05.5 - Road Traffic Regulations
	05.6	Vehicle Licensing And Testing	05.6 - Vehicle Licensing And Testing
	05.7	Community Parks	05.7 - Community Parks
	05.8	Sport Grounds And Stadiums	05.8 - Sport Grounds And Stadiums
	05.9	Community Halls And Facilities	05.9 - Community Halls And Facilities
	05.10	Swimming Pools	05.10 - Swimming Pools
	05.11	Cemetries	05.11 - Cemetries
	05.12	Resorts And Camping Sites Inside Spm	05.12 - Resorts And Camping Sites Inside Spm
	05.13	Resorts And Camping Sites Outside Spm	05.13 - Resorts And Camping Sites Outside Spm
	05.14	Resort Transka	05.14 - Resort Transka
	05.15	Health - Admin	05.15 - Health - Admin
	05.16	Health - Clinics	05.16 - Health - Clinics
	05.17	Health - Inspections	05.17 - Health - Inspections
	05.18	Health - Commonage And Pound	05.18 - Health - Commonage And Pound
	05.19	Refuse - Pollution Control/Collection	05.19 - Refuse - Pollution Control/Collection
	05.20	Refuse - Landfill Sites	05.20 - Refuse - Landfill Sites
	05.21	Refuse - Maintenance	05.21 - Refuse - Maintenance
	Vote 06	Financial Services	
	06.1	Financial Services Admin	06.1 - Financial Services Admin
	06.2	Financial Management Grant	06.2 - Financial Management Grant
	06.3	Asset And Risk	06.3 - Asset And Risk
	06.4	Budget And Financial Reporting	06.4 - Budget And Financial Reporting
	06.5	Expenditure Creditors/Payroll	06.5 - Expenditure Creditors/Payroll
	06.6	Information Technology	06.6 - Information Technology
	06.7	Billing Finance	06.7 - Billing Finance
	06.8	Property Rates And Valuations	06.8 - Property Rates And Valuations
	06.9	Real Estate & Property Management	06.9 - Real Estate & Property Management
	06.10	Debt Collection	06.10 - Debt Collection
	06.11	Supply Chain Management	06.11 - Supply Chain Management
	Vote 07	Strategy Econ Development And Planning	
	07.1	Sedp Admin	07.1 - Sedp Admin
	07.2	Tourism	07.2 - Tourism
	07.3	Properties Services	07.3 - Properties Services
	07.4	Economic Development And Planning	07.4 - Economic Development And Planning
	07.5	Town Planning	07.5 - Town Planning
	07.6	Building Inspectorate	07.6 - Building Inspectorate
	07.7	Properties Maintenance	07.7 - Properties Maintenance
	07.8	Markets And Street Trading	07.8 - Markets And Street Trading
	07.9	Urban Renewal Program	07.9 - Urban Renewal Program
	Vote 08	Infrastructure And Services	
	08.1	Infrastructure Admin	08.1 - Infrastructure Admin
	08.2	Ce - Water And Sanitation	08.2 - Ce - Water And Sanitation
	08.3	Public Toilets	08.3 - Public Toilets
	08.4	Mechanical Workshops	08.4 - Mechanical Workshops
	08.5	Fleet	08.5 - Fleet
	08.6	Roads Planning And Design	08.6 - Roads Planning And Design
	08.7	Road Construction And Maintenance	08.7 - Road Construction And Maintenance
	08.8	Housing - Admin	08.8 - Housing - Admin
	08.9	Housing - Maintenance	08.9 - Housing - Maintenance
	08.10	Sewerage - Reticulation	08.10 - Sewerage - Reticulation
	08.11	Sewerage - Treatment	08.11 - Sewerage - Treatment
	08.12	Sewerage - Maintenance	08.12 - Sewerage - Maintenance
	08.13	Water - Treatment	08.13 - Water - Treatment
	08.14	Water - Distribution	08.14 - Water - Distribution
	08.15	Water - Maintenance	08.15 - Water - Maintenance
	08.16	Electricity - Admin	08.16 - Electricity - Admin
	08.17	Electricity - Maintenance	08.17 - Electricity - Maintenance
	08.18	Electricity - Streetlights Maintenance	08.18 - Electricity - Streetlights Maintenance
	Vote 09		
	Vote 10		
	Vote 11		
	Vote 12		
	Vote 13		
	Vote 14		



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	Nomazizi Maphutla	Name	S.M Le Fleur
Telephone number	0538306489	Telephone number	0538306331
Cell number	0798932583	Cell number	0610115903
Fax number		Fax number	
E-mail address	Nmaphutla@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	Mr	Title	Mr
Name	Kagisho John Brendon Sonyoni	Name	Ben Johnson
Telephone number	0538306213	Telephone number	0538306269
Cell number	0788875102	Cell number	0791372266
Fax number		Fax number	
E-mail address	ksonyoni@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	bmattlala@solplaatje.org.za	E-mail address	jbonokwane@solplaatje.org.za
Chief Financial Officer		Secretary/PA to the Chief Financial Officer	
ID Number		ID Number	
Title	Mr	Title	Ms
Name	LK Samolapo (Acting)	Name	Mapule Mogakwe
Telephone number	0538306500	Telephone number	0538306502
Cell number	0835423335	Cell number	0717200682
Fax number	0538326571	Fax number	0538314658
E-mail address	ksamolapo@solplaatje.org.za	E-mail address	mmogakwe@solplaatje.org.za
Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title	Mrs	Title	Mr
Name	BIANCA ERASMUS	Name	JAMES CHISANGO
Telephone number	0538306523	Telephone number	053 830 6522
Cell number	0825507414	Cell number	079 110 2034
Fax number		Fax number	
E-mail address	berasmus@solplaatje.org.za	E-mail address	jchisanqo@solplaatje.org.za

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
Telephone number	0538306533	Telephone number	0538306564
Cell number	0813066399	Cell number	0670506684
Fax number	0866812135	Fax number	0538314658
E-mail address	ccrouch@solplaatje.org.za	E-mail address	cjenneke@solplaatje.org.za
Official responsible for submitting financial information		Official responsible for submitting financial information	
ID Number		ID Number	
Title	Mr	Title	
Name	JJ WAGNER	Name	
Telephone number	0538306504	Telephone number	
Cell number	0828346330	Cell number	
Fax number		Fax number	
E-mail address	jwagner@solplaatje.org.za	E-mail address	
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	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousands										
Financial Performance										
Property rates	571 075	599 898	610 991	660 893	660 893	660 893	591 168	687 320	740 628	790 495
Service charges	1 053 050	1 139 930	1 182 667	1 517 256	1 450 586	1 450 586	1 074 932	1 611 046	1 742 164	1 885 221
Investment revenue	2 835	3 124	8 550	7 000	9 500	9 500	10 662	9 000	12 000	15 000
Transfer and subsidies - Operational	260 426	235 986	264 657	281 921	287 603	287 603	273 379	299 271	318 285	340 594
Other own revenue	176 950	199 359	356 037	252 534	390 084	390 084	421 303	351 642	355 422	362 355
Total Revenue (excluding capital transfers and contributions)	2 064 336	2 178 297	2 422 901	2 719 604	2 798 666	2 798 666	2 371 444	2 958 278	3 168 499	3 393 664
Employee costs	726 219	772 777	821 306	881 637	910 366	910 366	793 569	950 863	997 950	1 048 566
Remuneration of councillors	30 260	30 737	32 224	35 559	35 559	35 559	32 117	37 077	38 930	41 068
Depreciation and amortisation	63 881	70 060	71 830	86 650	86 650	86 650	-	89 700	94 510	99 811
Interest	36 467	72 909	113 955	19 495	20 055	20 055	10 009	17 774	15 874	13 730
Inventory consumed and bulk purchases	594 801	741 010	799 443	1 090 900	1 127 055	1 127 055	792 216	1 216 905	1 315 814	1 433 255
Transfers and subsidies	2 528	2 546	2 599	4 560	3 560	3 560	2 469	3 660	4 767	4 875
Other expenditure	487 650	492 665	617 008	572 452	599 666	599 666	571 982	612 526	653 355	700 545
Total Expenditure	1 941 807	2 182 704	2 458 365	2 691 252	2 782 911	2 782 911	2 202 360	2 928 505	3 121 201	3 341 849
Surplus/(Deficit)	122 529	(4 407)	(35 464)	28 351	15 755	15 755	169 084	29 774	47 298	51 815
Transfers and subsidies - capital (monetary allocations)	112 562	123 667	108 149	214 233	161 349	161 349	88 825	572 229	657 904	114 513
Transfers and subsidies - capital (in-kind)	-	76 850	3 387	-	-	-	-	-	-	-
	235 091	196 110	76 072	242 584	177 104	177 104	257 909	602 003	705 202	166 328
Surplus/(Deficit) after capital transfers & contributions	-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	235 091	196 110	76 072	242 584	177 104	177 104	257 909	602 003	705 202	166 328
Capital expenditure & funds sources										
Capital expenditure	119 502	127 081	126 016	249 473	216 739	216 739	126 361	613 729	689 404	146 013
Transfers recognised - capital	104 315	112 818	96 392	214 233	161 349	161 349	111 914	572 229	657 904	114 513
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	15 186	14 263	29 624	35 240	55 390	55 390	14 447	41 500	31 500	31 500
Total sources of capital funds	119 502	127 081	126 016	249 473	216 739	216 739	126 361	613 729	689 404	146 013
Financial position										
Total current assets	1 813 288	2 396 615	2 304 408	3 505 255	3 482 364	3 482 364	2 532 469	2 491 688	2 507 809	2 532 102
Total non current assets	2 095 790	2 245 857	2 265 500	2 466 074	2 433 340	2 433 340	2 391 861	2 874 231	3 469 125	3 515 327
Total current liabilities	671 382	1 249 270	1 457 966	1 151 431	1 161 286	1 161 286	1 561 689	1 523 552	1 444 152	1 365 007
Total non current liabilities	435 840	436 298	416 743	443 824	443 824	443 824	410 208	410 208	395 420	378 732
Community wealth/Equity	3 106 488	3 087 853	2 832 029	4 342 835	4 277 354	4 277 354	2 955 358	3 432 159	4 137 361	4 303 689
Cash flows										
Net cash from (used) operating	53 113	(585 124)	(940 714)	238 844	158 443	158 443	153 431	598 846	708 355	175 184
Net cash from (used) investing	(116 394)	(127 081)	(126 016)	(249 473)	(270 184)	(270 184)	(98 989)	(613 729)	(689 404)	(146 013)
Net cash from (used) financing	-	-	-	(13 351)	(13 351)	(13 351)	(1 569)	(12 788)	(14 188)	(15 832)
Cash/cash equivalents at the year end	(159 815)	(755 212)	(1 264 321)	(222 288)	(323 400)	(323 400)	52 873	73 147	77 910	91 249
Cash backing/surplus reconciliation										
Cash and investments available	43 008	197 591	109 536	174 327	73 214	73 214	63 901	73 147	77 910	91 249
Application of cash and investments	79 734	315 197	453 909	(273 755)	(248 333)	(248 333)	739 443	(751 602)	(826 616)	(904 168)
Balance - surplus (shortfall)	(36 726)	(117 606)	(344 372)	448 082	321 548	321 548	(675 542)	824 748	904 525	995 417
Asset management										
Asset register summary (WDV)	2 097 228	2 245 857	2 265 500	2 430 358	2 397 624	2 397 624		2 724 009	2 705 174	2 061 972
Depreciation	63 881	70 060	71 830	86 650	86 650	86 650		89 700	94 510	99 811
Renewal and Upgrading of Existing Assets	67 836	60 963	75 248	200 493	137 304	137 304		517 136	635 683	92 000
Repairs and Maintenance	243 024	273 430	312 569	341 908	364 433	364 433		362 118	382 273	403 973
Free services										
Cost of Free Basic Services provided	38 715	59 136	53 652	65 100	61 158	61 158		72 000	76 753	81 827
Revenue cost of free services provided	105 967	90 455	89 667	104 310	104 310	104 310		107 540	114 791	123 109
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	5	4
Refuse:	12	12	12	12	12	12		12	11	11

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

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional										
Governance and administration		1 020 773	1 098 135	1 180 153	1 271 802	1 237 324	1 237 324	1 689 473	1 839 596	1 362 600
Executive and council		419 084	480 231	503 511	580 455	538 477	538 477	972 401	1 068 711	540 680
Finance and administration		601 689	617 905	676 642	691 347	698 847	698 847	717 072	770 885	821 920
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		24 102	28 981	31 035	41 568	47 334	47 334	42 989	45 197	47 664
Community and social services		10 785	11 158	11 662	11 782	12 348	12 348	12 138	12 817	13 534
Sport and recreation		1 131	1 889	2 428	2 265	2 265	2 265	2 720	2 845	2 976
Public safety		150	720	412	750	750	750	540	565	591
Housing		11 967	12 192	12 972	26 701	28 101	28 101	27 501	28 876	30 464
Health		69	3 023	3 560	70	3 870	3 870	90	94	98
Economic and environmental services		17 700	28 997	22 120	16 520	36 420	36 420	18 976	20 017	21 116
Planning and development		7 783	15 823	5 342	5 595	25 495	25 495	5 956	6 230	6 517
Road transport		9 917	13 174	16 779	10 925	10 925	10 925	13 020	13 787	14 599
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		1 106 680	1 212 755	1 291 009	1 594 737	1 629 727	1 629 727	1 767 977	1 909 907	2 064 466
Energy sources		671 706	742 172	773 385	1 052 252	1 056 582	1 056 582	1 164 299	1 270 542	1 386 849
Water management		286 254	307 957	328 261	364 714	373 694	373 694	398 115	421 696	447 769
Waste water management		86 142	93 896	108 190	101 358	116 048	116 048	118 290	125 375	132 203
Waste management		62 577	68 729	81 173	76 413	83 403	83 403	87 272	92 293	97 644
Other	4	7 644	9 946	10 121	9 210	9 210	9 210	11 092	11 686	12 332
Total Revenue - Functional	2	2 176 898	2 378 815	2 534 437	2 933 837	2 960 015	2 960 015	3 530 507	3 826 403	3 508 177
Expenditure - Functional										
Governance and administration		640 979	616 540	757 821	662 700	774 093	774 093	755 594	787 029	830 821
Executive and council		400 365	374 197	505 059	287 301	474 688	474 688	477 043	506 281	539 378
Finance and administration		234 323	235 566	247 373	368 723	292 728	292 728	271 754	273 652	284 022
Internal audit		6 291	6 778	5 389	6 676	6 676	6 676	6 797	7 096	7 421
Community and public safety		166 029	176 753	186 168	195 332	211 356	211 356	207 313	216 574	228 521
Community and social services		40 133	42 959	45 511	49 529	55 224	55 224	49 027	52 139	55 637
Sport and recreation		47 702	53 032	59 539	56 350	59 297	59 297	63 043	64 463	67 776
Public safety		38 887	42 229	41 055	42 115	44 440	44 440	45 933	48 189	50 648
Housing		21 940	19 874	20 980	26 752	27 448	27 448	28 042	29 462	30 997
Health		17 367	18 659	19 082	20 586	24 947	24 947	21 267	22 321	23 464
Economic and environmental services		123 036	124 668	138 729	256 194	176 944	176 944	183 093	192 219	202 276
Planning and development		39 994	39 022	42 376	132 278	53 684	53 684	55 644	58 174	60 928
Road transport		82 378	84 946	95 517	123 016	122 359	122 359	126 551	133 103	140 358
Environmental protection		665	700	836	900	900	900	898	942	990
Trading services		1 214 239	1 373 647	1 490 202	1 551 892	1 594 875	1 594 875	1 753 665	1 895 103	2 048 394
Energy sources		749 833	882 510	963 125	1 031 152	1 026 815	1 026 815	1 151 651	1 258 044	1 372 440
Water management		314 140	326 816	349 874	341 800	373 716	373 716	395 412	418 711	445 661
Waste water management		91 753	92 343	104 093	102 527	117 278	117 278	119 433	126 177	132 786
Waste management		58 513	71 978	73 110	76 413	77 066	77 066	87 170	92 170	97 507
Other	4	22 076	23 049	23 062	25 135	25 644	25 644	28 839	30 275	31 837
Total Expenditure - Functional	3	2 166 359	2 314 658	2 595 982	2 691 252	2 782 911	2 782 911	2 928 505	3 121 201	3 341 849
Surplus/(Deficit) for the year		10 539	64 157	(61 545)	242 584	177 104	177 104	602 003	705 202	166 328

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.

Economic and environmental services	17 700	28 997	22 120	16 520	36 420	36 420	18 976	20 017	21 116
Planning and development	7 783	15 823	5 342	5 595	25 495	25 495	5 956	6 230	6 517
Billboards									
Corporate Wide Strategic Planning (IDPs, LEDs)	3 587	14 973	558	830	19 680	19 680	650	680	711
Central City Improvement District									
Development Facilitation									
Economic Development/Planning									
Regional Planning and Development									
Town Planning, Building Regulations and Enforcement, and	4 196	850	4 783	4 765	5 815	5 815	5 306	5 550	5 805
Project Management Unit									
Provincial Planning									
Support to Local Municipalities									
Road transport	9 917	13 174	16 779	10 925	10 925	10 925	13 020	13 787	14 599
Public Transport									
Road and Traffic Regulation	9 202	12 210	15 873	10 625	10 625	10 625	12 120	12 846	13 614
Roads	715	964	906	300	300	300	900	941	985
Taxi Ranks									
Environmental protection									
Biodiversity and Landscape									
Coastal Protection									
Indigenous Forests									
Nature Conservation									
Pollution Control									
Soil Conservation									
Trading services	1 106 680	1 212 755	1 291 009	1 594 737	1 629 727	1 629 727	1 767 977	1 909 907	2 064 466
Energy sources	671 706	742 172	773 385	1 052 252	1 056 582	1 056 582	1 164 299	1 270 542	1 386 849
Electricity	671 706	742 172	773 385	1 052 252	1 056 582	1 056 582	1 164 299	1 270 542	1 386 849
Street Lighting and Signal Systems									
Nonelectric Energy									
Water management	286 254	307 957	328 261	364 714	373 694	373 694	398 115	421 696	447 769
Water Treatment									
Water Distribution	286 254	307 957	328 261	364 714	373 694	373 694	398 115	421 696	447 769
Water Storage									
Waste water management	86 142	93 896	108 190	101 358	116 048	116 048	118 290	125 375	132 203
Public Toilets									
Sewerage	86 142	93 896	108 190	101 358	116 048	116 048	118 290	125 375	132 203
Storm Water Management									
Waste Water Treatment									
Waste management	62 577	68 729	81 173	76 413	83 403	83 403	87 272	92 293	97 644
Recycling									
Solid Waste Disposal (Landfill Sites)	62 577	68 729	81 173	76 413	83 403	83 403	87 272	92 293	97 644
Solid Waste Removal									
Street Cleaning									
Other	7 644	9 946	10 121	9 210	9 210	9 210	11 092	11 686	12 332
Abattoirs									
Air Transport									
Forestry									
Licensing and Regulation	6 606	8 750	9 286	7 590	7 590	7 590	9 480	10 000	10 568
Markets	956	1 104	736	1 500	1 500	1 500	1 500	1 569	1 641
Tourism	82	93	98	120	120	120	112	117	123
Total Revenue - Functional	2 176 898	2 378 815	2 534 437	2 933 837	2 960 015	2 960 015	3 530 507	3 826 403	3 508 177

Economic and environmental services	123 036	124 668	138 729	256 194	176 944	176 944	183 093	192 219	202 276
Planning and development	39 994	39 022	42 376	132 278	53 684	53 684	55 644	58 174	60 928
Billboards									
Corporate Wide Strategic Planning (IDPs, LEDs)	9 608	9 580	10 525	92 655	13 145	13 145	11 889	12 403	12 962
Central City Improvement District									
Development Facilitation									
Economic Development/Planning	5 614	6 015	6 477	6 807	6 857	6 857	7 427	7 789	8 189
Regional Planning and Development									
Town Planning, Building Regulations and Enforcement, and	22 485	22 653	23 724	30 766	31 593	31 593	34 275	35 828	37 514
Project Management Unit	2 287	774	1 650	2 050	2 090	2 090	2 053	2 154	2 263
Provincial Planning									
Support to Local Municipalities									
Road transport	82 378	84 946	95 517	123 016	122 359	122 359	126 551	133 103	140 358
Public Transport									
Road and Traffic Regulation	39 833	41 214	43 260	46 527	46 894	46 894	46 981	49 309	51 834
Roads	42 545	43 731	52 257	76 489	75 465	75 465	79 570	83 793	88 524
Taxi Ranks									
Environmental protection	665	700	836	900	900	900	898	942	990
Biodiversity and Landscape	665	700	836	900	900	900	898	942	990
Coastal Protection									
Indigenous Forests									
Nature Conservation									
Pollution Control									
Soil Conservation									
Trading services	1 214 239	1 373 647	1 490 202	1 551 892	1 594 875	1 594 875	1 753 665	1 895 103	2 048 394
Energy sources	749 833	882 510	963 125	1 031 152	1 026 815	1 026 815	1 151 651	1 258 044	1 372 440
Electricity	742 342	873 854	954 505	1 022 002	1 017 665	1 017 665	1 141 986	1 247 702	1 361 375
Street Lighting and Signal Systems	7 490	8 856	8 620	9 150	9 150	9 150	9 665	10 342	11 065
Nonelectric Energy									
Water management	314 140	326 816	349 874	341 800	373 716	373 716	395 412	418 711	445 661
Water Treatment	61 956	68 946	81 920	80 168	94 323	94 323	96 443	103 260	110 671
Water Distribution	252 185	257 870	267 953	261 633	279 393	279 393	298 969	315 451	334 990
Water Storage									
Waste water management	91 753	92 343	104 093	102 527	117 278	117 278	119 433	126 177	132 786
Public Toilets	4 888	2 153	2 051	2 494	2 712	2 712	2 577	2 706	2 846
Sewerage	48 597	49 851	58 143	56 472	68 817	68 817	70 847	75 094	79 015
Storm Water Management									
Waste Water Treatment	38 268	40 339	43 899	43 561	45 749	45 749	46 009	48 377	50 925
Waste management	58 513	71 978	73 110	76 413	77 066	77 066	87 170	87 170	97 507
Recycling									
Solid Waste Disposal (Landfill Sites)	1 815	2 625	3 377	4 533	3 710	3 710	5 120	5 376	5 666
Solid Waste Removal	56 699	69 353	69 734	71 879	73 357	73 357	82 050	86 795	91 841
Street Cleaning									
Other	22 076	23 049	23 062	25 135	25 644	25 644	28 839	30 275	31 837
Abattoirs									
Air Transport									
Forestry									
Licensing and Regulation	12 413	12 715	12 796	14 670	14 832	14 832	17 214	18 070	19 005
Markets	6 194	6 473	6 280	6 073	6 420	6 420	6 886	7 230	7 604
Tourism	3 470	3 861	3 986	4 392	4 392	4 392	4 740	4 975	5 229
Total Expenditure - Functional	2 166 359	2 314 658	2 595 982	2 691 252	2 782 911	2 782 911	2 928 505	3 121 201	3 341 849
Surplus/(Deficit) for the year	10 539	64 157	(61 545)	242 584	177 104	177 104	602 003	705 202	166 328

References

- Government Finance Statistics Functions and Sub-functions are standardised to assist national and international accounts and comparison
- Total Revenue by Functional Classification must reconcile to total operating revenue shown in Financial Performance (revenue and expenditure)
- Total Expenditure by Functional Classification must reconcile to total operating expenditure shown in Financial Performance (revenue and expenditure)
- 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	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand										
Revenue by Vote	1									
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		419 084	480 231	503 511	580 455	538 477	538 477	972 401	1 068 711	540 680
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		6 247	6 869	5 432	6 961	7 261	7 261	6 161	6 538	6 318
Vote 05 - Community Services		90 521	106 478	124 394	109 495	120 851	120 851	124 361	131 460	139 026
Vote 06 - Financial Services		594 906	610 429	670 519	683 585	690 785	690 785	710 111	763 510	814 726
Vote 07 - Strategy Econ Development And Planning		9 357	17 626	6 867	8 015	27 915	27 915	8 368	8 753	9 156
Vote 08 - Infrastructure And Services		1 056 784	1 157 181	1 223 713	1 545 325	1 574 725	1 574 725	1 709 105	1 847 432	1 998 271
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	2 176 898	2 378 815	2 534 437	2 933 837	2 960 015	2 960 015	3 530 507	3 826 403	3 508 177
Expenditure by Vote to be appropriated	1									
Vote 01 - Executive & Council		53 090	53 270	58 395	59 173	59 628	59 628	60 855	63 879	67 333
Vote 02 - Municipal And General		335 678	309 950	434 595	214 468	399 401	399 401	403 603	429 417	458 629
Vote 03 - Municipal Manager		22 272	20 618	22 369	26 161	28 701	28 701	27 854	29 208	30 665
Vote 04 - Corporate Services		63 012	64 274	68 169	81 959	77 269	77 269	82 140	77 905	81 328
Vote 05 - Community Services		259 526	286 713	299 548	312 712	329 231	329 231	337 272	353 620	373 172
Vote 06 - Financial Services		126 380	126 129	131 248	237 712	160 249	160 249	166 217	174 321	183 292
Vote 07 - Strategy Econ Development And Planning		53 419	54 596	57 573	143 730	67 477	67 477	67 813	71 151	74 831
Vote 08 - Infrastructure And Services		1 252 983	1 399 107	1 524 086	1 615 337	1 660 955	1 660 955	1 782 750	1 921 698	2 072 598
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	2 166 359	2 314 658	2 595 982	2 691 252	2 782 911	2 782 911	2 928 505	3 121 201	3 341 849
Surplus/(Deficit) for the year	2	10 539	64 157	(61 545)	242 584	177 104	177 104	602 003	705 202	166 328

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	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand										
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	2 176 898	2 378 815	2 534 437	2 933 837	2 960 015	2 960 015	3 530 507	3 826 403	3 508 177

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

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Expenditure by Vote	1									
Vote 01 - Executive & Council		53 090	53 270	58 395	59 173	59 628	59 628	60 855	63 879	67 333
01.1 - Councillor's Expenses		30 260	30 737	32 224	35 559	35 559	35 559	37 077	38 930	41 068
01.2 - Executive Mayor Admin		11 250	12 416	15 633	14 475	14 952	14 952	9 045	9 495	10 007
01.3 - Speakers Office Admin		11 580	10 118	10 538	9 139	9 116	9 116	14 733	15 454	16 259
Vote 02 - Municipal And General		335 678	309 950	434 595	214 468	399 401	399 401	403 603	429 417	458 629
02.1 - Municipal And General		340 045	309 848	431 860	213 668	393 601	393 601	402 803	428 580	457 754
02.2 - Mun : Insurance Fund - Short Term		(3 056)	388	1 772	800	5 800	5 800	800	837	875
02.3 - Mun : Workmen's Compensation Fund		(1 311)	(286)	963	-	-	-	-	-	-
Vote 03 - Municipal Manager		22 272	20 618	22 369	26 161	28 701	28 701	27 854	29 208	30 665
03.1 - Municipal Manager - Admin		11 597	10 976	12 069	13 660	15 660	15 660	14 388	15 079	15 818
03.2 - Internal Investigations		1 248	1 248	1 325	1 419	1 469	1 469	1 482	1 555	1 634
03.3 - Internal Audit		6 291	6 778	5 389	6 676	6 676	6 676	7 123	7 474	7 855
03.4 - Idp Unit		848	841	1 936	2 357	2 807	2 807	2 809	2 947	3 096
03.5 - Project Management Unit - Pmu		2 287	774	1 650	2 050	2 090	2 090	2 053	2 154	2 263
Vote 04 - Corporate Services		63 012	64 274	68 169	81 959	77 269	77 269	82 140	77 905	81 328
04.1 - Corporate Services - Admin		10 195	8 900	9 439	9 611	9 753	9 753	10 267	10 769	11 310
04.2 - Office Services And Archives		7 347	6 241	8 987	6 937	7 224	7 224	7 277	7 656	8 071
04.3 - H R - Management		10 360	11 047	11 736	13 145	13 196	13 196	12 671	13 296	13 974
04.4 - H R - Recruitment And Benefits		1 878	2 048	2 379	2 663	2 663	2 663	2 732	2 867	3 012
04.5 - H R - Training And Development		1 734	2 302	2 241	11 403	4 203	4 203	11 604	3 779	3 968
04.6 - H R - Local Authority Training		4 672	4 920	3 856	5 500	4 936	4 936	4 500	4 400	4 500
04.7 - Publicity And Media Coordination		3 462	3 709	2 979	4 613	4 613	4 613	4 631	4 857	5 101
04.8 - Risk Management		2 323	2 481	2 488	2 733	2 733	2 733	1 588	1 666	1 751
04.9 - Security And Protection		21 040	22 626	24 064	25 353	27 947	27 947	26 870	28 214	29 643
Vote 05 - Community Services		259 526	286 713	299 548	312 712	329 231	329 231	337 272	353 620	373 172
05.1 - Community Services - Admin		4 013	3 226	4 357	5 623	5 630	5 630	5 738	6 015	6 312
05.2 - Emergency Services		37 451	40 933	39 481	40 458	42 756	42 756	43 999	46 160	48 513
05.3 - Biodiversity And Landscape		665	700	836	900	900	900	898	942	990
05.4 - Libraries		14 673	16 047	17 029	19 627	20 193	20 193	20 527	21 550	22 664
05.5 - Road Traffic Regulations		39 833	41 214	43 260	46 527	46 894	46 894	46 981	49 309	51 834
05.6 - Vehicle Licensing And Testing		12 413	12 715	12 716	14 670	14 832	14 832	17 214	18 070	19 005
05.7 - Community Parks		22 531	25 777	27 879	26 712	27 055	27 055	26 517	27 903	29 312
05.8 - Sport Grounds And Stadiums		5 173	5 723	6 467	6 727	6 807	6 807	8 816	9 255	9 739
05.9 - Community Halls And Facilities		5 129	4 732	3 552	5 243	9 064	9 064	5 920	6 216	6 539
05.10 - Swimming Pools		4 599	4 916	5 822	5 161	5 759	5 759	6 131	6 437	6 773
05.11 - Cemeteries		20 331	22 180	24 930	24 658	25 967	25 967	22 580	24 372	26 433
05.12 - Resorts And Camping Sites Inside Spm		7 797	7 988	9 999	8 077	9 540	9 540	10 373	9 106	9 583
05.13 - Resorts And Camping Sites Outside Spm		5 130	5 769	5 741	5 864	6 258	6 258	6 975	7 322	7 699
05.14 - Resort Transka		2 472	2 859	3 632	3 808	3 878	3 878	4 231	4 441	4 670
05.15 - Health - Admin		3 245	3 356	3 387	3 458	3 819	3 819	3 607	3 785	3 978
05.16 - Health - Clinics		4 980	5 220	5 295	5 394	5 478	5 478	6 074	6 377	6 706
05.17 - Health - Inspections		9 142	10 083	10 400	11 734	15 649	15 649	11 586	12 159	12 780
05.18 - Health - Commonage And Pound		1 436	1 296	1 574	1 656	1 684	1 684	1 934	2 029	2 135
05.19 - Refuse - Pollution Control/Collection		42 986	52 079	52 669	52 797	54 275	54 275	62 258	65 818	69 608
05.20 - Refuse - Landfill Sites		1 815	2 625	3 377	4 533	3 710	3 710	5 120	5 376	5 666
05.21 - Refuse - Maintenance		13 713	17 274	17 065	19 082	19 082	19 082	19 792	20 977	22 233
Vote 06 - Financial Services		126 380	126 129	131 248	237 712	160 249	160 249	166 217	174 321	183 292
06.1 - Financial Services Admin		4 495	3 974	3 748	4 235	4 253	4 253	5 698	5 972	6 265
06.2 - Financial Management Grant		1 666	1 650	1 700	1 700	1 700	1 700	1 800	1 800	2 000
06.3 - Asset And Risk		6 386	7 044	5 674	6 809	6 921	6 921	7 340	7 703	8 097
06.4 - Budget And Financial Reporting		10 530	12 834	12 123	18 586	18 586	18 586	18 857	19 774	20 761
06.5 - Expenditure Creditors/Payroll		8 251	8 624	8 537	11 408	11 456	11 456	12 371	12 986	13 655
06.6 - Information Technology		17 017	10 869	13 569	16 724	17 801	17 801	18 069	18 946	19 885
06.7 - Billing Finance		39 622	41 700	44 258	47 792	50 148	50 148	50 582	53 087	55 805
06.8 - Property Rates And Valuations		8 875	9 403	10 618	93 035	11 540	11 540	12 430	13 043	13 708
06.9 - Real Estate & Property Management		-	-	-	-	-	-	-	-	-
06.10 - Debt Collection		16 264	16 975	17 543	19 807	20 107	20 107	20 913	21 948	23 070
06.11 - Supply Chain Management		13 274	13 057	13 478	17 615	17 737	17 737	18 158	19 062	20 046
Vote 07 - Strategy Econ Development And Planning		53 419	54 596	57 573	143 730	67 477	67 477	67 813	71 151	74 831
07.1 - Sedp Admin		2 682	2 713	2 840	3 242	3 292	3 292	3 398	3 559	3 729
07.2 - Tourism		3 470	3 861	3 986	4 392	4 392	4 392	4 740	4 975	5 229
07.3 - Properties Services		2 668	2 800	2 937	3 111	3 111	3 111	2 861	3 002	3 155
07.4 - Economic Development And Planning		8 759	8 740	8 589	90 297	10 337	10 337	9 726	10 206	10 726
07.5 - Town Planning		12 487	12 647	14 978	14 443	15 036	15 036	16 251	17 052	17 920
07.6 - Building Inspectorate		1 996	2 096	2 256	4 629	4 763	4 763	5 394	5 961	6 591
07.7 - Properties Maintenance		12 232	11 965	12 069	13 977	16 562	16 562	14 529	15 236	16 057
07.8 - Markets And Street Trading		6 194	6 473	6 280	6 073	6 420	6 420	6 886	7 230	7 604
07.9 - Urban Renewal Program		2 932	3 302	3 638	3 564	3 564	3 564	4 029	4 230	4 459
Vote 08 - Infrastructure And Services		1 252 983	1 399 107	1 524 086	1 615 337	1 660 955	1 660 955	1 782 750	1 921 698	2 072 598
08.1 - Infrastructure Admin		3 109	3 034	2 200	4 087	4 087	4 087	5 985	6 274	6 584
08.2 - Ce - Water And Sanitation		4 893	4 875	4 290	7 607	7 708	7 708	7 826	8 212	8 630
08.3 - Public Toilets		4 888	2 153	2 051	2 494	2 712	2 712	2 577	2 706	2 846
08.4 - Mechanical Workshops		20 634	20 987	22 955	24 923	27 761	27 761	27 086	28 480	29 930
08.5 - Fleet		4 136	4 937	4 312	-	677	677	-	-	-
08.6 - Roads Planning And Design		3 370	4 299	4 421	7 329	7 359	7 359	7 374	7 737	8 131
08.7 - Road Construction And Maintenance		39 175	39 432	47 836	69 160	68 106	68 106	72 196	76 056	80 393
08.8 - Housing - Admin		15 983	13 495	13 694	18 125	18 457	18 457	18 768	19 694	20 627
08.9 - Housing - Maintenance		5 957	6 379	7 286	8 628	8 991	8 991	9 274	9 768	10 299
08.10 - Sewerage - Reticulation		17 749	10 524	12 838	14 854	15 406	15 406	17 770	19 158	20 028
08.11 - Sewerage - Treatment		38 268	40 339	43 899	43 561	45 749	45 749	46 009	48 377	50 925
08.12 - Sewerage - Maintenance		30 848	39 327	45 305	41 618	53 411	53 411	53 077	55 937	58 987
08.13 - Water - Treatment		61 956	68 946	81 920	80 168	94 323	94 323	96 443	103 260	110 671
08.14 - Water - Distribution		203 828	193 545	191 977	199 812	208 889	208 889	212 568	221 895	233 703
08.15 - Water - Maintenance		48 356	64 325	75 976	61 820	70 504	70 504	65 947	69 602	73 333
08.16 - Electricity - Admin		691 063	823 597	895 853	945 366	940 638	940 638	1 048 915	1 148 564	1 256 044
08.17 - Electricity - Maintenance		51 280	50 057	58 652	76 637	77 027	77 027	81 271	85 639	90 331

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

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
08.18 - Electricity - Streetlights Maintenance		7 490	8 856	8 620	9 150	9 150	9 150	9 665	10 342	11 065
Vote 09 -		-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	2 166 359	2 314 658	2 595 982	2 691 252	2 782 911	2 782 911	2 928 505	3 121 201	3 341 849
Surplus/(Deficit) for the year	2	10 539	64 157	(61 545)	242 584	177 104	177 104	602 003	705 202	166 328

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	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	659 307	726 941	754 974	1 034 872	995 202	995 202	683 020	1 099 199	1 199 792	1 309 930
Service charges - Water	2	259 156	271 961	271 599	327 114	300 114	300 114	246 983	343 685	364 274	387 189
Service charges - Waste Water Management	2	78 186	81 934	89 203	89 858	89 858	89 858	80 594	95 890	101 631	107 153
Service charges - Waste Management	2	56 401	59 094	66 890	65 412	65 412	65 412	64 335	72 271	76 467	80 948
Sale of Goods and Rendering of Services		12 227	10 563	13 750	15 579	17 379	17 379	15 892	15 955	16 689	17 457
Agency services		-	-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		105 983	131 160	199 982	168 880	250 400	250 400	213 238	120 030	124 551	129 463
Interest earned from Current and Non Current Assets		2 835	3 124	8 550	7 000	9 500	9 500	10 662	9 000	12 000	15 000
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		12 018	16 755	26 000	26 930	28 130	28 130	23 869	27 740	29 126	30 726
Licence and permits		1 136	1 077	1 056	1 200	1 200	1 200	613	1 200	1 255	1 313
Operational Revenue		5 128	3 954	3 189	3 134	3 134	3 134	4 550	3 773	3 947	4 128
Non-Exchange Revenue											
Property rates	2	571 075	599 898	610 991	660 893	660 893	660 893	591 168	687 320	740 628	790 495
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		29 477	15 405	59 462	30 660	37 910	37 910	29 325	32 143	32 915	34 787
Licences or permits		5 247	7 455	7 965	6 150	6 150	6 150	6 310	8 000	8 452	8 949
Transfer and subsidies - Operational		260 426	235 986	264 657	281 921	287 603	287 603	273 379	299 271	318 285	340 594
Interest		-	-	-	-	-	-	-	91 900	82 700	74 400
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	5 860	4 037	-	44 680	44 680	126 436	50 900	55 787	61 132
Gains on disposal of Assets		5 727	1 134	5 891	-	1 100	1 100	1 059	-	-	-
Other Gains		9	5 996	34 705	-	-	-	11	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		2 064 336	2 178 297	2 422 901	2 719 604	2 798 666	2 798 666	2 371 444	2 958 278	3 168 499	3 393 664
Expenditure											
Employee related costs	2	726 219	772 777	821 306	881 637	910 366	910 366	793 569	950 863	997 950	1 048 566
Remuneration of councillors		30 260	30 737	32 224	35 559	35 559	35 559	32 117	37 077	38 930	41 068
Bulk purchases - electricity	2	540 953	639 689	672 362	785 000	790 100	790 100	662 674	897 300	988 900	1 087 790
Inventory consumed	8	53 848	101 321	127 081	305 900	336 955	336 955	129 542	319 605	326 914	345 465
Debt impairment	3	-	-	378 747	317 500	317 500	317 500	317 500	355 246	382 156	409 005
Depreciation and amortisation		63 881	70 060	71 830	86 650	86 650	86 650	-	89 700	94 510	99 811
Interest		36 467	72 909	113 955	19 495	20 055	20 055	10 009	17 774	15 874	13 730
Contracted services		40 651	38 163	28 285	48 113	56 913	56 913	37 501	40 731	42 744	48 700
Transfers and subsidies		2 528	2 546	2 599	4 560	3 560	3 560	2 469	3 660	4 767	4 875
Irrecoverable debts written off		344 346	267 518	-	-	-	-	-	-	-	-
Operational costs		102 187	110 302	131 090	145 639	159 253	159 253	152 181	151 549	159 880	170 494
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		467	76 681	78 885	61 200	66 000	66 000	64 799	65 000	68 575	72 347
Total Expenditure		1 941 807	2 182 704	2 458 365	2 691 252	2 782 911	2 782 911	2 202 360	2 928 505	3 121 201	3 341 849
Surplus/(Deficit)		122 529	(4 407)	(35 464)	28 351	15 755	15 755	169 084	29 774	47 298	51 815
Transfers and subsidies - capital (monetary allocations)	6	112 562	123 667	108 149	214 233	161 349	161 349	88 825	572 229	657 904	114 513
Transfers and subsidies - capital (in-kind)	6	-	76 850	3 387	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		235 091	196 110	76 072	242 584	177 104	177 104	257 909	602 003	705 202	166 328
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		235 091	196 110	76 072	242 584	177 104	177 104	257 909	602 003	705 202	166 328
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		235 091	196 110	76 072	242 584	177 104	177 104	257 909	602 003	705 202	166 328
Share of Surplus/Deficit attributable to Associate		-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	235 091	196 110	76 072	242 584	177 104	177 104	257 909	602 003	705 202	166 328

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand	1										
Capital expenditure - Vote	2										
Multi-year expenditure to be appropriated											
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		5 055	2 295	-	-	-	-	-	1 500	2 113	-
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	5 000	5 000	5 000
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		3 126	18 239	8 996	10 000	26 732	26 732	15 230	2 000	2 000	30 000
Vote 08 - Infrastructure And Services		66 199	84 739	82 240	183 117	132 873	132 873	83 736	533 450	641 183	67 000
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	74 380	105 272	91 236	193 117	159 605	159 605	98 966	541 950	650 295	102 000
Single-year expenditure to be appropriated	2										
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		45 122	8 943	14 586	19 500	20 823	20 823	4 108	23 000	32 500	32 500
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	2 349	2 609	2 721
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	2 210	-	4 792
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		-	-	-	-	-	-	-	3 000	-	-
Vote 08 - Infrastructure And Services		-	12 866	20 194	36 856	36 311	36 311	23 287	41 220	4 000	4 000
Vote 09 -		-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		45 122	21 809	34 780	56 356	57 134	57 134	27 395	71 779	39 109	44 013
Total Capital Expenditure - Vote		119 502	127 081	126 016	249 473	216 739	216 739	126 361	613 729	689 404	146 013
Capital Expenditure - Functional											
Governance and administration		50 177	11 238	14 586	19 500	20 823	20 823	4 108	24 500	34 613	32 500
Executive and council		50 177	11 238	14 586	19 500	20 823	20 823	4 108	24 500	34 613	32 500
Finance and administration		-	-	-	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		-	-	-	-	-	-	-	7 210	5 000	9 792
Community and social services		-	-	-	-	-	-	-	5 000	5 000	9 792
Sport and recreation		-	-	-	-	-	-	-	2 210	-	-
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		3 126	52 457	44 387	50 000	72 232	72 232	58 943	48 519	48 291	79 221
Planning and development		3 126	18 239	8 996	10 000	26 732	26 732	15 230	5 849	4 609	32 721
Road transport		-	34 218	35 392	40 000	45 500	45 500	43 713	42 670	43 683	46 500
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		66 199	63 386	67 042	179 973	123 684	123 684	63 310	532 000	601 500	24 500
Energy sources		16 469	34 548	36 862	54 026	35 104	35 104	17 965	6 000	23 500	21 000
Water management		1 312	624	9 645	125 947	68 740	68 740	40 669	517 500	576 000	2 000
Waste water management		48 418	28 214	20 535	-	19 840	19 840	4 676	8 500	2 000	1 500
Waste management		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	1 500	-	-
Total Capital Expenditure - Functional	3	119 502	127 081	126 016	249 473	216 739	216 739	126 361	613 729	689 404	146 013
Funded by:											
National Government		101 832	95 428	96 392	214 233	136 499	136 499	95 904	572 229	657 904	114 513
Provincial Government		-	3 500	-	-	6 000	6 000	5 914	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)		2 483	13 891	-	-	18 850	18 850	10 096	-	-	-
Transfers recognised - capital	4	104 315	112 818	96 392	214 233	161 349	161 349	111 914	572 229	657 904	114 513
Borrowing	6										
Internally generated funds		15 186	14 263	29 624	35 240	55 390	55 390	14 447	41 500	31 500	31 500
Total Capital Funding	7	119 502	127 081	126 016	249 473	216 739	216 739	126 361	613 729	689 404	146 013

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)
- Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17
- Total Capital Funding must balance with Total Capital Expenditure
- 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	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand	1										
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		5 055	2 295	-	-	-	-	-	1 500	2 113	-
02.1 - Municipal And General		5 055	2 295	-	-	-	-	-	1 500	2 113	-
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	5 000	5 000	5 000
05.9 - Community Halls And Facilities		-	-	-	-	-	-	-	5 000	5 000	5 000
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		3 126	18 239	8 996	10 000	26 732	26 732	15 230	2 000	2 000	30 000
07.4 - Economic Development And Planning		3 126	18 239	8 996	-	18 850	18 850	10 096	-	-	-
07.5 - Town Planning		-	-	-	10 000	7 882	7 882	5 134	2 000	-	-
07.9 - Urban Renewal Program		-	-	-	-	-	-	-	-	2 000	30 000

Vote 08 - Infrastructure And Services	66 199	84 739	82 240	183 117	132 873	132 873	83 736	533 450	641 183	67 000
08.6 - Roads Planning And Design	-	30 718	27 874	40 000	39 500	39 500	37 799	42 670	43 683	46 500
08.10 - Sewerage - Reticulation	48 418	28 214	20 535	-	19 840	19 840	4 676	8 500	2 000	1 500
08.14 - Water - Distribution	1 312	-	9 645	94 991	45 689	45 689	25 368	477 280	574 000	-
08.16 - Electricity - Admin	16 469	25 806	24 186	48 126	27 844	27 844	15 892	5 000	21 500	19 000
Vote 09 -	-	-	-	-	-	-	-	-	-	-
Vote 10 -	-	-	-	-	-	-	-	-	-	-
Vote 11 -	-	-	-	-	-	-	-	-	-	-
Vote 12 -	-	-	-	-	-	-	-	-	-	-
Vote 13 -	-	-	-	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	74 380	105 272	91 236	193 117	159 605	159 605	98 966	541 950	650 295	102 000

Capital expenditure - Municipal Vote
Single-year expenditure appropriation

2											
	Vote 01 - Executive & Council	-	-	-	-	-	-	-	-	-	-
	Vote 02 - Municipal And General	45 122	8 943	14 586	19 500	20 823	20 823	4 108	23 000	32 500	32 500
	02.1 - Municipal And General	45 122	8 943	14 586	19 500	20 823	20 823	4 108	23 000	32 500	32 500
	Vote 03 - Municipal Manager	-	-	-	-	-	-	-	2 349	2 609	2 721
	03.5 - Project Management Unit - Pmu	-	-	-	-	-	-	-	2 349	2 609	2 721
	Vote 04 - Corporate Services	-	-	-	-	-	-	-	-	-	-
	Vote 05 - Community Services	-	-	-	-	-	-	-	2 210	-	4 792
	05.8 - Sport Grounds And Stadiums	-	-	-	-	-	-	-	2 210	-	-
	05.11 - Cemeteries	-	-	-	-	-	-	-	-	-	4 792
	Vote 06 - Financial Services	-	-	-	-	-	-	-	-	-	-
	Vote 07 - Strategy Econ Development And Planning	-	-	-	-	-	-	-	3 000	-	-
	07.2 - Tourism	-	-	-	-	-	-	-	1 500	-	-
	07.5 - Town Planning	-	-	-	-	-	-	-	1 500	-	-
	Vote 08 - Infrastructure And Services	-	12 866	20 194	36 856	36 311	36 311	23 287	41 220	4 000	4 000
	08.6 - Roads Planning And Design	-	3 500	7 517	-	6 000	6 000	5 914	-	-	-
	08.14 - Water - Distribution	-	624	(0)	30 956	23 051	23 051	15 301	40 220	2 000	2 000
	08.16 - Electricity - Admin	-	8 742	12 676	5 900	7 260	7 260	2 073	1 000	2 000	2 000

Vote 09 -	-	-	-	-	-	-	-	-	-	-
Vote 10 -	-	-	-	-	-	-	-	-	-	-
Vote 11 -	-	-	-	-	-	-	-	-	-	-
Vote 12 -	-	-	-	-	-	-	-	-	-	-
Vote 13 -	-	-	-	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	45 122	21 809	34 780	56 356	57 134	57 134	27 395	71 779	39 109	44 013
Total Capital Expenditure	119 502	127 081	126 016	249 473	216 739	216 739	126 361	613 729	689 404	146 013

Multi-year appropriation for Budget Year 2024/25 in the 2023/24 Annual Budget				Multi-year appropriation for 2025/26 in the 2023/24 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
-	-	-	-	-	-	-	-	-	-	#N/A
1 500	-	-	1 500	2 113	-	-	2 113	-	-	-
1 500	-	-	1 500	2 113	-	-	2 113	-	-	-
-	-	-	-	-	-	-	-	-	-	#N/A
-	-	-	-	-	-	-	-	-	-	#N/A
5 000	-	-	5 000	5 000	-	-	5 000	-	-	5 000
5 000	-	-	5 000	5 000	-	-	5 000	-	-	5 000
-	-	-	-	-	-	-	-	-	-	#N/A
2 000	-	-	2 000	2 000	-	-	2 000	-	-	30 000
-	-	-	-	-	-	-	-	-	-	-
2 000	-	-	2 000	-	-	-	-	-	-	-
-	-	-	-	2 000	-	-	2 000	-	-	30 000

533 450	-	-	533 450	641 183	-	-	641 183	-	-	67 000
42 670	-	-	42 670	43 683	-	-	43 683	-	-	46 500
8 500	-	-	8 500	2 000	-	-	2 000	-	-	1 500
477 280	-	-	477 280	574 000	-	-	574 000	-	-	-
5 000	-	-	5 000	21 500	-	-	21 500	-	-	19 000
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
541 950	-	-	541 950	650 295	-	-	650 295	-	-	#N/A

NC091 Sol Plaatje - Table A6 Budgeted Financial Position

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS											
Current assets											
Cash and cash equivalents		43 008	197 591	109 536	174 327	73 214	73 214	63 901	73 147	77 910	91 249
Trade and other receivables from exchange transactions	1	1 041 589	1 172 616	1 093 008	734 354	812 576	812 576	1 311 964	1 274 325	1 279 588	1 282 744
Receivables from non-exchange transactions	1	708 602	851 850	876 734	2 173 122	2 173 122	2 173 122	922 947	927 844	933 938	941 738
Current portion of non-current receivables		-	-	-	-	-	-	-	-	-	-
Inventory	2	39 323	49 454	82 694	60 701	60 701	60 701	95 397	60 701	60 701	60 701
VAT		(19 208)	124 979	142 434	362 625	362 625	362 625	137 610	155 542	155 542	155 542
Other current assets		(27)	126	1	126	126	126	650	129	129	129
Total current assets		1 813 288	2 396 615	2 304 408	3 505 255	3 482 364	3 482 364	2 532 469	2 491 688	2 507 809	2 532 102
Non current assets											
Investments											
Investment property		207 620	209 106	#####	223 856	221 251	221 251	221 380	221 645	215 827	215 490
Property, plant and equipment	3	1 865 761	2 003 442	2 023 360	2 190 939	2 141 960	2 141 960	2 130 600	2 625 801	3 232 783	3 284 379
Biological assets											
Living and non-living resources											
Heritage assets		12 071	12 071	12 071	12 071	12 071	12 071	12 071	13 571	12 071	12 071
Intangible assets		10 339	21 238	17 714	3 492	22 342	22 342	27 810	13 214	8 444	3 387
Trade and other receivables from exchange transactions		-	-	-	35 716	35 716	35 716	-	-	-	-
Non-current receivables from non-exchange transactions		-	-	-	-	-	-	-	-	-	-
Other non-current assets		-	-	-	-	-	-	-	-	-	-
Total non current assets		2 095 790	2 245 857	2 265 500	2 466 074	2 433 340	2 433 340	2 391 861	2 874 231	3 469 125	3 515 327
TOTAL ASSETS		3 909 078	4 642 473	4 569 908	5 971 330	5 915 705	5 915 705	4 924 330	5 365 919	5 976 933	6 047 429
LIABILITIES											
Current liabilities											
Bank overdraft		-	-	-	-	-	-	-	-	-	-
Financial liabilities		-	-	-	-	-	-	-	(14 788)	(16 688)	(18 832)
Consumer deposits		39 774	43 176	45 776	49 391	49 391	49 391	47 865	49 570	52 070	55 070
Trade and other payables from exchange transactions	4	531 899	1 093 332	1 293 730	937 683	947 539	947 539	1 286 802	1 286 802	1 206 802	1 126 802
Trade and other payables from non-exchange transactions	5	6 273	1 726	7 233	-	-	-	-	-	-	-
Provision		-	-	-	94 029	94 029	94 029	788	788	788	788
VAT		93 436	111 037	111 227	70 327	70 327	70 327	226 234	201 179	201 179	201 179
Other current liabilities											
Total current liabilities		671 382	1 249 270	1 457 966	1 151 431	1 161 286	1 161 286	1 561 689	1 523 552	1 444 152	1 365 007
Non current liabilities											
Financial liabilities	6	182 267	171 517	159 430	158 166	158 166	158 166	152 895	152 895	138 107	121 419
Provision	7	253 573	264 781	257 313	285 658	285 658	285 658	257 313	257 313	257 313	257 313
Long term portion of trade payables		-	-	-	-	-	-	-	-	-	-
Other non-current liabilities											
Total non current liabilities		435 840	436 298	416 743	443 824	443 824	443 824	410 208	410 208	395 420	378 732
TOTAL LIABILITIES		1 107 222	1 685 568	1 874 708	1 595 254	1 605 110	1 605 110	1 971 897	1 933 760	1 839 572	1 743 740
NET ASSETS		2 801 856	2 956 905	2 695 200	4 376 075	4 310 595	4 310 595	2 952 433	3 432 159	4 137 361	4 303 689
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	3 049 283	2 997 726	2 767 963	4 261 958	4 196 478	4 196 478	2 891 293	3 368 093	4 073 296	4 239 624
Reserves and funds	9	57 205	90 127	64 066	80 876	80 876	80 876	64 066	64 066	64 066	64 066
Other											
TOTAL COMMUNITY WEALTH/EQUITY	10	3 106 488	3 087 853	2 832 029	4 342 835	4 277 354	4 277 354	2 955 358	3 432 159	4 137 361	4 303 689

References

1. Detail breakdown in Table SA3 for Trade receivables from Exchange and Non-exchange transactions
2. Include completed low cost housing to be transferred to beneficiaries within 12 months detail provided in Table SA3
3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements) detail in SA3
4. Detail breakdown in Table SA3.
5. Detail breakdown in Table SA3.

NC091 Sol Plaatje - Table A7 Budgeted Cash Flows

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		561 377	438 882	453 721	543 052	543 052	543 052	425 461	676 122	712 234	746 320
Service charges		1 857 261	1 146 393	1 024 096	1 354 795	1 341 114	1 341 114	1 058 213	1 513 446	1 636 908	1 771 566
Other revenue		(872 756)	288 367	724 269	79 844	94 184	94 184	449 784	92 337	95 559	100 225
Transfers and Subsidies - Operational	1	23 639	31 741	100 622	281 921	304 653	304 653	302 182	299 271	318 285	340 594
Transfers and Subsidies - Capital	1	33 560	100 630	113 738	214 233	191 044	191 044	136 499	572 229	657 904	114 513
Interest		3 829	188	567	-	-	-	3 412	9 000	12 000	15 000
Dividends									-	-	-
Payments											
Suppliers and employees		(1 553 798)	(2 590 285)	(3 355 326)	(2 215 507)	(2 295 550)	(2 295 550)	(2 224 522)	(2 545 784)	(2 708 661)	(2 899 304)
Interest		-	(1 039)	(2 401)	(19 495)	(20 055)	(20 055)	2 401	(17 774)	(15 874)	(13 730)
Transfers and Subsidies	1	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		53 113	(585 124)	(940 714)	238 844	158 443	158 443	153 431	598 846	708 355	175 184
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	1 100	1 100	1 059	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(116 394)	(127 081)	(126 016)	(249 473)	(271 284)	(271 284)	(100 049)	(613 729)	(689 404)	(146 013)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(116 394)	(127 081)	(126 016)	(249 473)	(270 184)	(270 184)	(98 989)	(613 729)	(689 404)	(146 013)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	(1 569)	2 000	2 500	3 000
Payments											
Repayment of borrowing		-	-	-	(13 351)	(13 351)	(13 351)	-	(14 788)	(16 688)	(18 832)
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	(13 351)	(13 351)	(13 351)	(1 569)	(12 788)	(14 188)	(15 832)
NET INCREASE/ (DECREASE) IN CASH HELD											
Cash/cash equivalents at the year begin:	2	(96 534)	(43 007)	(197 591)	(198 307)	(198 307)	(198 307)	-	100 817	73 147	77 910
Cash/cash equivalents at the year end:	2	(159 815)	(755 212)	(1 264 321)	(222 288)	(323 400)	(323 400)	52 873	73 147	77 910	91 249

References

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

Total receipts		1 606 911	2 006 200	2 417 013	2 473 845	2 475 147	2 475 147	2 376 610	3 162 405	3 432 890	3 088 218
Total payments		(1 670 192)	(2 718 405)	(3 483 743)	(2 484 475)	(2 586 888)	(2 586 888)	(2 322 169)	(3 177 287)	(3 413 939)	(3 059 047)
		(63 281)	(712 205)	(1 066 730)	(10 629)	(111 741)	(111 741)	54 441	(14 883)	18 951	29 171
Borrowings & investments & c.deposits		-	-	-	-	-	-	(1 569)	2 000	2 500	3 000
Repayment of borrowing		-	-	-	(13 351)	(13 351)	(13 351)	-	(14 788)	(16 688)	(18 832)
		(63 281)	(712 205)	(1 066 730)	(23 980)	(125 093)	(125 093)	52 873	(27 670)	4 763	13 339
		0	-	-	-	-	-	0	-	-	-

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand											
Cash and investments available											
Cash/cash equivalents at the year end	1	(159 815)	(755 212)	(1 264 321)	(222 288)	(323 400)	(323 400)	52 873	73 147	77 910	91 249
Other current investments > 90 days		202 823	952 803	1 373 857	396 614	396 614	396 614	11 029	-	0	0
Non current Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		43 008	197 591	109 536	174 327	73 214	73 214	63 901	73 147	77 910	91 249
Application of cash and investments											
Unspent conditional transfers		6 273	1 726	7 233	-	-	-	87 307	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	112 644	(13 943)	(31 207)	(292 298)	(292 298)	(292 298)	88 624	45 637	45 637	45 637
Other working capital requirements	3	(39 183)	327 414	477 883	(75 487)	(50 065)	(50 065)	562 724	(798 027)	(873 041)	(950 593)
Other provisions		-	-	-	94 029	94 029	94 029	788	788	788	788
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		79 734	315 197	453 909	(273 755)	(248 333)	(248 333)	739 443	(751 602)	(826 616)	(904 168)
Surplus(shortfall) - Excluding Non-Current Creditors Trf to Debt Relief Benefits		(36 726)	(117 606)	(344 372)	448 082	321 548	321 548	(675 542)	824 748	904 525	995 417
Creditors transferred to Debt Relief - Non-Current portion		-	-	-	-	-	-	-	-	-	-
Surplus(shortfall) - Including Non-Current Creditors Trf to Debt Relief Benefits		(36 726)	(117 606)	(344 372)	448 082	321 548	321 548	(675 542)	824 748	904 525	995 417

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	571 082	765 918	815 847	1 013 170	997 604	997 604	765 985	2 084 829	2 079 843	2 077 395
Creditors due	531 899	1 093 332	1 293 730	937 683	947 539	947 539	1 328 709	1 286 802	1 206 802	1 126 802
Total	39 183	(327 414)	(477 883)	75 487	50 065	50 065	(562 724)	798 027	873 041	950 593

Debtors collection assumptions

Balance outstanding - debtors	1 750 191	2 024 466	1 969 742	2 943 192	3 021 414	3 021 414	2 234 910	2 202 170	2 213 527	2 224 481
Estimate of debtors collection rate	32,6%	37,8%	41,4%	34,4%	33,0%	33,0%	34,3%	94,7%	94,0%	93,4%

Long term investments committed

-	-	-	-	-	-	-	-	-	-	-
Capital Replacement	-	-	-	-	-	-	-	-	-	-
Self-Insurance	-	-	-	-	-	-	-	-	-	-
Coid	-	-	-	-	-	-	-	-	-	-
Total	-									

Reserves to be backed by cash/investments

Housing Development Fund	-	-	-	-	-	-	-	-	-	-
Capital replacement	29 681	62 705	39 369	23 577	23 577	23 577	39 369	39 369	39 369	39 369
Self-insurance	15 833	15 445	13 684	39 238	39 238	39 238	13 684	13 684	13 684	13 684
Compensation for Occupational Injuries and Diseases	-	-	-	-	-	-	-	-	-	-
Employee Benefit reserve	-	-	-	-	-	-	-	-	-	-
Non-current Provisions reserve	-	-	-	-	-	-	-	-	-	-
Valuation roll reserve	-	-	-	-	-	-	-	-	-	-
Investment in associate account	-	-	-	-	-	-	-	-	-	-
Capitalisation	-	-	-	-	-	-	-	-	-	-
6	45 514	78 150	53 053	62 815	62 815	62 815	53 053	53 053	53 053	53 053

Note:

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

Total Upgrading of Existing Assets	6	32 613	25 750	32 080	50 546	28 952	28 952	80 465	32 283	33 500
Roads Infrastructure		31 971	19 462	12 931	22 000	20 000	20 000	25 170	25 283	26 500
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	1 317	10 153	26 546	6 524	6 524	-	-	-
Water Supply Infrastructure		-	624	(0)	2 000	2 428	2 428	48 796	2 000	2 000
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		31 971	21 403	23 085	50 546	28 952	28 952	73 965	27 283	28 500
Community Facilities		643	4 348	8 996	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		643	4 348	8 996	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	1 500	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	5 000	5 000	5 000
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	5 000	5 000	5 000
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	119 502	127 081	126 016	249 473	216 739	216 739	613 729	689 404	146 013
Roads Infrastructure		38 133	34 218	35 392	42 000	45 500	45 500	42 670	43 683	46 500
Storm water Infrastructure		1 963	-	-	-	-	-	-	-	-
Electrical Infrastructure		16 469	34 548	36 862	54 026	35 104	35 104	6 000	23 500	21 000
Water Supply Infrastructure		1 312	624	9 645	125 947	68 740	68 740	517 500	576 000	2 000
Sanitation Infrastructure		48 418	28 214	20 535	-	19 840	19 840	8 500	2 000	1 500
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		106 295	97 604	102 434	221 973	169 184	169 184	574 670	645 183	71 000
Community Facilities		5 697	6 643	8 996	-	-	-	1 500	4 113	34 792
Sport and Recreation Facilities		-	-	-	-	-	-	10 210	-	-
Community Assets		5 697	6 643	8 996	-	-	-	11 710	4 113	34 792
Heritage Assets		-	-	-	-	-	-	1 500	-	-
Revenue Generating		1 437	2 457	3 296	15 000	12 395	12 395	5 500	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		1 437	2 457	3 296	15 000	12 395	12 395	5 500	-	-
Operational Buildings		-	-	-	-	-	-	5 000	5 000	5 000
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	5 000	5 000	5 000
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		2 483	13 891	-	-	18 850	18 850	-	-	-
Intangible Assets		2 483	13 891	-	-	18 850	18 850	-	-	-
Computer Equipment		1 687	3 857	2 943	4 500	6 200	6 200	6 849	7 109	7 221
Furniture and Office Equipment		76	184	984	3 000	3 000	3 000	500	3 000	3 000
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		1 825	2 445	7 364	5 000	7 110	7 110	8 000	25 000	25 000
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		119 502	127 081	126 016	249 473	216 739	216 739	613 729	689 404	146 013

ASSET REGISTER SUMMARY - PPE (WDV)	5	2 097 228	2 245 857	2 265 500	2 430 358	2 397 624	2 397 624	2 724 009	2 705 174	2 061 972
Roads Infrastructure		499 618	519 954	354 611	631 569	635 069	635 069	309 672	291 785	274 663
Storm water Infrastructure		54 066	52 844	211 374	146 246	146 246	146 246	206 074	200 509	194 638
Electrical Infrastructure		281 120	309 366	337 712	368 381	349 459	349 459	334 712	342 672	330 060
Water Supply Infrastructure		279 524	278 114	280 179	564 379	507 172	507 172	787 679	835 629	250 499
Sanitation Infrastructure		444 110	460 353	456 096	89 764	109 604	109 604	464 596	458 096	457 596
Solid Waste Infrastructure		21 603	21 175	19 181	28 897	28 897	28 897	3 281	(13 489)	(31 181)
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		1 580 042	1 641 806	1 659 154	1 829 236	1 776 447	1 776 447	2 106 015	2 115 203	1 476 274
Community Assets		158 119	222 417	221 129	206 427	206 427	206 427	226 338	206 666	224 609
Heritage Assets		12 071	13 571	12 071	12 071					
Investment properties		209 057	209 106	212 356	223 856	221 251	221 251	221 645	215 827	215 490
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		10 339	21 238	17 714	3 492	22 342	22 342	13 214	8 444	3 387
Computer Equipment		4 486	7 395	7 397	15 606	17 306	17 306	11 546	8 943	6 022
Furniture and Office Equipment		1 828	3 021	3 099	3 821	3 821	3 821	1 599	1 979	(268)
Machinery and Equipment		4 066	4 541	3 967	6 586	6 586	6 586	2 467	877	(809)
Transport Assets		22 581	28 452	32 716	33 452	35 562	35 562	31 716	39 266	29 296
Land		94 639	95 810	95 898	95 810	95 810	95 810	95 898	95 898	95 898
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	2 097 228	2 245 857	2 265 500	2 430 358	2 397 624	2 397 624	2 724 009	2 705 174	2 061 972
EXPENDITURE OTHER ITEMS		306 905	343 490	384 400	428 558	451 083	451 083	451 818	476 783	503 784
Depreciation	7	63 881	70 060	71 830	86 650	86 650	86 650	89 700	94 510	99 811
Repairs and Maintenance by Asset Class	3	243 024	273 430	312 569	341 908	364 433	364 433	362 118	382 273	403 973
Roads Infrastructure		47 389	46 030	55 439	71 980	67 364	67 364	72 566	76 452	80 813
Storm water Infrastructure		542	1 963	5 457	550	4 273	4 273	3 250	3 442	3 648
Electrical Infrastructure		57 938	60 972	63 100	85 857	84 482	84 482	89 291	94 232	99 535
Water Supply Infrastructure		44 102	60 085	70 657	56 220	64 904	64 904	60 347	63 666	67 041
Sanitation Infrastructure		24 371	30 149	41 842	42 718	45 950	45 950	47 577	50 099	52 819
Solid Waste Infrastructure		14 983	19 204	19 737	22 965	22 192	22 192	24 212	25 620	27 127
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		189 325	218 404	256 231	280 290	289 164	289 164	297 242	313 509	330 982
Community Facilities		2 746	3 206	505	3 280	7 510	7 510	3 115	3 729	4 369
Sport and Recreation Facilities		443	470	446	710	1 575	1 575	580	607	643
Community Assets		3 188	3 675	951	3 990	9 085	9 085	3 695	4 336	5 012
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		6 991	7 195	8 614	9 776	10 739	10 739	10 711	11 291	11 914
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		6 991	7 195	8 614	9 776	10 739	10 739	10 711	11 291	11 914
Operational Buildings		13 215	13 131	13 115	15 263	17 658	17 658	15 861	16 648	17 554
Housing		-	-	-	-	-	-	-	-	-
Other Assets		13 215	13 131	13 115	15 263	17 658	17 658	15 861	16 648	17 554
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		1 183	1 139	963	1 664	1 312	1 312	1 520	1 611	1 707
Machinery and Equipment		24 900	26 087	27 357	25 592	29 961	29 961	27 696	29 107	30 595
Transport Assets		4 221	3 798	5 338	5 333	6 513	6 513	5 392	5 771	6 208
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		306 905	343 490	384 400	428 558	451 083	451 083	451 818	476 783	503 784
Renewal and upgrading of Existing Assets as % of total capex		56,8%	48,0%	59,7%	80,4%	63,3%	63,3%	84,3%	92,2%	63,0%
Renewal and upgrading of Existing Assets as % of deprecn		106,2%	87,0%	104,8%	231,4%	158,5%	158,5%	576,5%	672,6%	92,2%
R&M as a % of PPE & Investment Property		11,7%	12,4%	14,0%	14,2%	15,4%	15,4%	13,4%	14,2%	19,7%
Renewal and upgrading and R&M as a % of PPE and Investment Property		15,0%	15,1%	17,3%	22,5%	21,2%	21,2%	32,6%	37,9%	24,2%

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	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Household service targets	1									
Water:										
Piped water inside dwelling		45 497	45 497	45 497	45 497	45 497	45 497	45 497	45 497	45 497
Piped water inside yard (but not in dwelling)		16 686	16 686	16 686	16 686	16 686	16 686	16 686	16 686	16 686
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		62 183	62 183	62 183	62 183	62 183	62 183	62 183	62 183	62 183
Using public tap (< min.service level)	3	4 455	4 455	4 455	4 455	4 455	4 455	4 455	4 455	4 455
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		1 677	1 677	1 677	1 677	1 677	1 677	1 677	1 677	1 677
<i>Below Minimum Service Level sub-total</i>		6 132	6 132	6 132	6 132	6 132	6 132	6 132	6 132	6 132
Total number of households	5	68 315	68 315	68 315	68 315	68 315	68 315	68 315	68 315	68 315
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		59 366	59 366	59 366	59 366	59 366	59 366	59 366	59 366	59 366
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		407	407	407	407	407	407	407	407	407
Pit toilet (ventilated)		2 530	2 530	2 530	2 530	2 530	2 530	2 530	2 530	2 530
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<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)		12 358	9 795	8 511	7 158	7 158	7 158	5 771	4 350	3 698
Electricity - prepaid (min.service level)		50 267	52 830	54 114	55 467	55 467	55 467	56 854	59 075	60 552
<i>Minimum Service Level and Above sub-total</i>		62 625	62 625	62 625	62 625	62 625	62 625	62 625	63 425	64 250
Electricity (< min.service level)		4 335	4 335	4 335	4 335	4 335	4 335	4 335	3 535	2 710
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	4 889	4 064
Total number of households	5	68 314	68 314	68 314	68 314	68 314	68 314	68 314	68 314	68 314
Refuse:										
Removed at least once a week		56 740	56 740	56 740	56 740	56 740	56 740	56 740	57 240	57 740
<i>Minimum Service Level and Above sub-total</i>		56 740	56 740	56 740	56 740	56 740	56 740	56 740	57 240	57 740
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	3 816	3 316
<i>Below Minimum Service Level sub-total</i>		11 574	11 574	11 574	11 574	11 574	11 574	11 574	11 074	10 574
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)		11 980	12 264	12 033	11 800	11 800	11 800	11 800	11 800	11 800
Sanitation (free minimum level service)		11 980	12 264	12 033	11 800	11 800	11 800	11 800	11 800	11 800
Electricity/other energy (50kwh per household per month)		11 980	12 264	12 033	11 800	11 800	11 800	11 800	11 800	11 800
Refuse (removed at least once a week)		11 980	12 264	12 033	11 800	11 800	11 800	11 800	11 800	11 800
<i>Informal Settlements</i>		0	0	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)		4 366	4 246	4 392	8 000	8 000	8 000	10 000	10 550	11 130
Sanitation (free sanitation service to indigent households)		267	19 439	21 232	21 000	21 000	21 000	24 400	25 863	27 336
Electricity/other energy (50kwh per indigent household per month)		9 971	7 110	6 569	12 000	12 000	12 000	12 000	13 200	14 520
Refuse (removed once a week for indigent households)		12 445	13 331	14 442	14 500	14 500	14 500	16 000	16 800	17 724
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		11 666	15 009	7 016	9 600	5 658	5 658	9 600	10 340	11 117
Total cost of FBS provided	8	38 715	59 136	53 652	65 100	61 158	61 158	72 000	76 753	81 827
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)		174	181	189	198	198	198	213	225	238
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		28 229	31 974	33 542	35 010	35 010	35 010	37 240	38 953	41 253
Water (in excess of 6 kilolitres per indigent household per month)		18 786	15 277	18 484	20 500	20 500	20 500	21 500	22 579	23 713
Sanitation (in excess of free sanitation service to indigent households)		20 611	2 886	2 955	3 400	3 400	3 400	3 400	3 556	3 720
Electricity/other energy (in excess of 50 kwh per indigent household per month)		34 338	36 368	31 244	41 000	41 000	41 000	41 000	45 100	49 610
Refuse (in excess of one removal a week for indigent households)		4 004	3 951	3 442	4 400	4 400	4 400	4 400	4 602	4 814
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of subsidised services provided	6	105 967	90 455	89 667	104 310	104 310	104 310	107 540	114 791	123 109

References

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

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand											
REVENUE ITEMS:											
Non-exchange revenue by source											
Exchange Revenue											
Total Property Rates	6	599 305	631 872	644 533	695 903	695 903	695 903	597 564	724 560	779 581	831 747
Less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		28 229	31 974	33 542	35 010	35 010	35 010	6 396	37 240	38 953	41 253
Net Property Rates		571 075	599 898	610 991	660 893	660 893	660 893	591 168	687 320	740 628	790 495
Exchange revenue service charges											
Service charges - Electricity											
Total Service charges - Electricity	6	703 615	770 419	792 788	1 087 872	1 048 202	1 048 202	703 010	1 152 199	1 258 092	1 374 060
Less Revenue Foregone (in excess of 50 kwh per indigent household per month)		34 338	36 368	31 244	41 000	41 000	41 000	11 852	41 000	45 100	49 610
Less Cost of Free Basis Services (50 kwh per indigent household per month)		9 971	7 110	6 569	12 000	12 000	12 000	8 137	12 000	13 200	14 520
Net Service charges - Electricity		659 307	726 941	754 974	1 034 872	995 202	995 202	683 020	1 099 199	1 199 792	1 309 930
Service charges - Water											
Total Service charges - Water	6	282 308	291 483	294 475	355 614	328 614	328 614	254 147	375 185	397 403	422 032
Less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)		18 786	15 277	18 484	20 500	20 500	20 500	3 036	21 500	22 579	23 713
Less Cost of Free Basis Services (6 kilolitres per indigent household per month)		4 366	4 246	4 392	8 000	8 000	8 000	4 128	10 000	10 550	11 130
Net Service charges - Water		259 156	271 961	271 599	327 114	300 114	300 114	246 983	343 685	364 274	387 189
Service charges - Waste Water Management											
Total Service charges - Waste Water Management		99 064	104 260	113 391	114 258	114 258	114 258	99 236	123 690	131 051	138 209
Less Revenue Foregone (in excess of free sanitation service to indigent households)		20 611	2 886	2 955	3 400	3 400	3 400		3 400	3 556	3 720
Less Cost of Free Basis Services (free sanitation service to indigent households)		267	19 439	21 232	21 000	21 000	21 000	18 642	24 400	25 863	27 336
Net Service charges - Waste Water Management		78 186	81 934	89 203	89 858	89 858	89 858	80 594	95 890	101 631	107 153
Service charges - Waste Management											
Total refuse removal revenue	6	72 850	76 377	84 775	84 312	84 312	84 312	78 812	92 671	97 869	103 486
Total landfill revenue											
Less Revenue Foregone (in excess of one removal a week to indigent households)		4 004	3 951	3 442	4 400	4 400	4 400	1 747	4 400	4 602	4 814
Less Cost of Free Basis Services (removed once a week to indigent households)		12 445	13 331	14 442	14 500	14 500	14 500	12 730	16 000	16 800	17 724
Net Service charges - Waste Management		56 401	59 094	66 890	65 412	65 412	65 412	64 335	72 271	76 467	80 948
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	405 014	426 137	440 528	484 132	473 063	473 063	426 189	518 291	544 288	572 154
Pension and UIF Contributions		74 154	75 822	80 020	93 212	93 212	93 212	77 374	98 168	103 006	108 250
Medical Aid Contributions		48 981	49 531	51 158	60 170	60 170	60 170	60 124	63 810	67 000	70 483
Overtime		41 303	52 688	69 383	47 280	69 467	69 467	76 975	53 982	56 681	59 629
Performance Bonus		28 489	28 946	30 249	36 505	36 505	36 505	29 292	38 317	40 233	42 325
Motor Vehicle Allowance		40 348	43 919	43 623	52 634	52 634	52 634	41 012	53 156	55 608	58 180
Cellphone Allowance		1 464	1 559	1 587	2 256	2 256	2 256	1 585	1 749	1 830	1 914
Housing Allowances		2 731	2 662	2 766	2 891	2 891	2 891	2 654	2 898	3 041	3 199
Other benefits and allowances		18 857	19 998	20 261	19 589	37 200	37 200	35 818	26 598	27 930	29 384
Payments in lieu of leave		29 135	10 507	14 403	15 000	15 000	15 000	14 144	20 000	20 920	21 882
Long service awards		23 192	24 485	27 934	26 968	26 968	26 968	28 402	29 996	31 495	33 133
Post-retirement benefit obligations	4	12 550	36 522	39 393	41 000	41 000	41 000	-	43 900	45 919	48 032
Entertainment											
Scarcity											
Acting and post related allowance											
In kind benefits											
sub-total	5	726 219	772 777	821 306	881 637	910 366	910 366	793 569	950 863	997 950	1 048 566
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	726 219	772 777	821 306	881 637	910 366	910 366	793 569	950 863	997 950	1 048 566

Depreciation and amortisation										
Depreciation of Property, Plant & Equipment	59 843	66 267	68 208	82 150	82 150	82 150	–	85 200	89 740	94 755
Lease amortisation	4 038	3 773	3 622	4 500	4 500	4 500	–	4 500	4 770	5 056
Capital asset impairment	–	–	–	–	–	–	–	–	–	–
Total Depreciation and amortisation	63 881	70 060	71 830	86 650	86 650	86 650	–	89 700	94 510	99 811
Bulk purchases - electricity										
Electricity bulk purchases	540 953	639 689	672 362	785 000	790 100	790 100	662 674	897 300	988 900	1 087 790
Total bulk purchases	540 953	639 689	672 362	785 000	790 100	790 100	662 674	897 300	988 900	1 087 790
Transfers and grants										
Cash transfers and grants	2 528	2 546	2 599	4 560	3 560	3 560	2 469	3 660	4 767	4 875
Non-cash transfers and grants	–	–	–	–	–	–	–	–	–	–
Total transfers and grants	2 528	2 546	2 599	4 560	3 560	3 560	2 469	3 660	4 767	4 875
Contracted Services										
Outsourced Services	4 023	6 891	11 217	8 383	30 278	30 278	18 157	8 326	8 849	13 247
Consultants and Professional Services	5 358	4 184	5 116	9 225	10 120	10 120	8 610	8 565	8 958	9 369
Contractors	31 270	27 088	11 953	30 505	16 515	16 515	10 734	23 840	24 937	26 084
Total contracted services	40 651	38 163	28 285	48 113	56 913	56 913	37 501	40 731	42 744	48 700
Operational Costs										
Collection costs	–	–	–	–	–	–	(221)	–	–	–
Contributions to 'other' provisions	–	–	–	–	–	–	–	–	–	–
Audit fees	4 984	5 689	6 641	6 700	7 847	7 847	7 831	7 800	8 190	8 640
<i>Other Operational Costs</i>	<i>97 203</i>	<i>104 614</i>	<i>124 450</i>	<i>138 939</i>	<i>151 406</i>	<i>151 406</i>	<i>144 571</i>	<i>143 749</i>	<i>151 690</i>	<i>161 854</i>
Total Operational Costs	102 187	110 302	131 090	145 639	159 253	159 253	152 181	151 549	159 880	170 494
Repairs and Maintenance by Expenditure Item										
Employee related costs	116 745	130 190	146 483	147 619	158 986	158 986	154 854	170 075	178 551	187 795
Inventory Consumed (Project Maintenance)	117 421	137 459	154 393	182 842	197 557	197 557	134 667	181 636	192 820	204 761
Contracted Services	3 910	75	6 391	4 160	170	170	59	3 795	3 970	4 152
Operational Costs	4 948	5 705	5 302	7 287	7 720	7 720	4 528	6 613	6 931	7 265
Total Repairs and Maintenance Expenditure	243 024	273 430	312 569	341 908	364 433	364 433	294 108	362 118	382 273	403 973
Inventory Consumed										
Inventory Consumed - Water	–	41 302	43 857	61 200	64 400	64 400	63 893	65 000	68 575	72 347
Inventory Consumed - Other	53 848	60 019	83 224	244 700	272 555	272 555	65 649	254 605	258 339	273 118
Total Inventory Consumed & Other Material	53 848	101 321	127 081	305 900	336 955	336 955	129 542	319 605	326 914	345 465
check	–	–	–	–	–	–	–	–	–	–

References

1. Must reconcile with 'Budgeted Financial Performance (Revenue and Expenditure)
2. Must reconcile to supporting documentation on staff salaries

4. Expenditure to meet any 'unfunded obligations'

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

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

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

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

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

Description	Ref	Vote 01 - Executive & Council	Vote 02 - Municipal And General	Vote 03 - Municipal Manager	Vote 04 - Corporate Services	Vote 05 - Community Services	Vote 06 - Financial Services	Vote 07 - Strategy Econ Development And Planning	Vote 08 - Infrastructure And Services	Vote 09 -	Vote 10 -	Vote 11 -	Vote 12 -	Vote 13 -	Vote 14 -	Vote 15 - Other	Total
R thousand	1																
Revenue																	
Exchange Revenue																	
Service charges - Electricity									1 099 199								1 099 199
Service charges - Water									343 685								343 685
Service charges - Waste Water Management									95 890								95 890
Service charges - Waste Management						72 271											72 271
Sale of Goods and Rendering of Services					1 661	6 826		7 368	100								15 955
Agency services																	-
Interest																	-
Interest earned from Receivables			14 100			15 000			90 930								120 030
Interest earned from Current and Non Current Assets			9 000														9 000
Dividends																	-
Rent on Land																	-
Rental from Fixed Assets						40		200	27 500								27 740
Licence and permits						1 200											1 200
Operational Revenue			801			280	991	800	901								3 773
Non-Exchange Revenue																	
Property rates							687 320										687 320
Surcharges and Taxes																	-
Fines, penalties and forfeits						12 143	20 000										32 143
Licences or permits						8 000											8 000
Transfer and subsidies - Operational			284 371		4 500	8 600	1 800										299 271
Interest			91 900														91 900
Fuel Levy																	-
Operational Revenue									50 900								50 900
Gains on disposal of Assets																	-
Other Gains																	-
Discontinued Operations																	-
Total Revenue (excluding capital transfers and contributions)			400 172		6 161	124 361	710 111	8 368	1 709 105								2 958 278
Expenditure																	
Employee related costs		18 756	75 400	22 768	67 174	279 392	144 381	59 152	283 840								950 863
Remuneration of councillors		37 077															37 077
Bulk purchases - electricity									897 300								897 300
Inventory consumed			204 855						114 750								319 605
Debt impairment			188 746			11 000			155 500								355 246
Depreciation and amortisation			54 800			900			34 000								89 700
Interest			205						17 569								17 774
Contracted services		80	8 790	4 158		470	1 360	268	25 605								40 731
Transfers and subsidies			3 500			160											3 660
Irrecoverable debts written off																	-
Operational costs		4 741	49 165	812	4 399	9 635	18 108	2 012	62 678								151 549
Losses on disposal of Assets																	-
Other Losses									65 000								65 000
Total Expenditure		60 653	585 462	27 737	71 572	301 557	163 849	61 432	1 656 242								2 928 505
Surplus/(Deficit)		(60 653)	(185 290)	(27 737)	(65 411)	(177 196)	546 261	(53 064)	52 863								29 774
Transfers and subsidies - capital (monetary allocations)			572 229														572 229
Transfers and subsidies - capital (in-kind)																	-
Surplus/(Deficit) after capital transfers & contributions		(60 653)	386 939	(27 737)	(65 411)	(177 196)	546 261	(53 064)	52 863								602 003

References

1. Departmental columns to be based on municipal organisation structure

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

Strategic Objective	Goal	Goal Code	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
R thousand													
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION				309 378	294 113	391 975	366 222	395 978	395 978	400 172	410 807	426 167	
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT				594 906	610 429	670 519	683 585	690 785	690 785	710 111	763 510	814 726	
IMPROVED INSTITUTIONAL MANAGEMENT				6 247	6 869	5 432	6 961	7 261	7 261	6 161	6 538	6 318	
IMPROVED SERVICE DELIVERY				1 147 305	1 263 660	1 348 107	1 654 820	1 695 576	1 695 576	1 833 466	1 978 891	2 137 297	
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB	Marketing the municipality as premier destination for tourism and investment	A		6 501	3 226	6 867	8 015	9 065	9 065	8 368	8 753	9 156	
Allocations to other priorities			2										
Total Revenue (excluding capital transfers and contributions)				1	2 064 336	2 178 297	2 422 901	2 719 604	2 798 666	2 798 666	2 958 278	3 168 499	3 393 664

References

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

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

Strategic Objective	Goal	Goal Code	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION				388 768	363 220	492 990	273 641	459 029	459 029	464 459	493 297	525 962	
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT				126 380	126 129	131 248	237 712	160 249	160 249	166 217	174 321	183 292	
IMPROVED INSTITUTIONAL MANAGEMENT				85 283	84 892	90 538	108 120	105 970	105 970	109 994	107 113	111 993	
IMPROVED SERVICE DELIVERY				1 512 509	1 685 820	1 823 634	1 928 049	1 990 185	1 990 185	2 120 022	2 275 319	2 445 771	
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB	Marketing the municipality as premier destination for tourism and investment	A		53 419	54 596	57 573	143 730	67 477	67 477	67 813	71 151	74 831	
Allocations to other priorities													
Total Expenditure				1	2 166 359	2 314 658	2 595 982	2 691 252	2 782 911	2 782 911	2 928 505	3 121 201	3 341 849

References

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

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

Strategic Objective	Goal	Goal Code	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
R thousand													
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION				50 177	11 238	14 586	19 500	20 823	20 823	24 500	34 613	32 500	
ESTABLISHMENT OF HEALTHY FINANCIAL MANAGEMENT				-	-	-	-	-	-	-	-	-	
IMPROVED INSTITUTIONAL MANAGEMENT				-	-	-	-	-	-	2 349	2 609	2 721	
IMPROVED SERVICE DELIVERY				66 199	97 604	102 434	219 973	169 184	169 184	581 880	650 183	80 792	
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB	Marketing the municipality as premier destination for tourism and investment	A		3 126	18 239	8 996	10 000	26 732	26 732	5 000	2 000	30 000	
Allocations to other priorities			3										
Total Capital Expenditure				1	119 502	127 081	126 016	249 473	216 739	216 739	613 729	689 404	146 013

References

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

NC091 Sol Plaatje - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
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/Impenmissable 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	174	181	189	198	198	198	213	225	238
Month)	Kilolitres Per Household Per	6	6	6	6	6	6	6	6	6
Waste Management										
Solid Waste Disposal (Landfill Sites)										
Removal	Households	11 980	12 264	12 033	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	3 816	3 316
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	57 240	57 740
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	50 267	52 830	54 114	55 467	55 467	55 467	56 854	59 075	60 552
Electricity (< Min.Service Level)	Households	4 335	4 335	4 335	4 335	4 335	4 335	4 335	3 535	2 710
Electricity (At Least Min.Service Level)	Households	12 358	9 795	8 511	7 158	7 158	7 158	5 771	4 350	3 698
Electricity	Households	11 980	12 264	12 033	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	11 980	12 264	12 033	11 800	11 800	11 800	11 800	11 800	11 800
Sanitation	Households	407	407	407	407	407	407	407	407	407
Informal Settlements (R000)	Rand Value	7229 000	10572 000	7016 000	9600 000	5658 000	5658 000	9600 000	10340 000	11117 000
No Toilet Provisions	Households	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042
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	11 980	12 264	12 033	11 800	11 800	11 800	11 800	11 800	11 800
Water	Households									
Informal Settlements (R000)	Rand Value	4437 234	4437 234							
No Water Supply	Households	1 677	1 677	1 677	1 677	1 677	1 677	1 677	1 677	1 677
Other Water Supply (< Min.Service Level)	Households									
Level)	Households									
Piped Water Inside Dwelling	Households	45 497	45 497	45 497	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 measurable performance objectives

Description	Unit of measurement	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Entity 1 - (name of entity)										
<i>Insert measure/s description</i>										
Entity 2 - (name of entity)										
<i>#REF!</i>										
Entity 3 - (name of entity)										
<i>#REF!</i>										
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	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Borrowing Management											
Credit Rating					Baa1za	1,6	1,6	1,6			
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	1,9%	3,3%	4,6%	1,2%	1,2%	1,2%	0,5%	1,1%	1,0%	1,0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	1,8%	3,3%	4,7%	1,2%	1,2%	1,2%	0,4%	1,1%	1,0%	1,0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Liquidity											
Current Ratio	Current assets/current liabilities	2,7	1,9	1,6	3,0	3,0	3,0	1,6	1,6	1,7	1,9
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	2,7	1,9	1,6	3,0	3,0	3,0	1,6	1,6	1,7	1,9
Liquidity Ratio	Monetary Assets/Current Liabilities	1,6	1,1	0,8	0,8	0,8	0,8	0,9	0,9	0,9	1,0
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	0,0%	227,0%	137,8%	123,5%	123,8%	128,4%	128,4%	136,0%	134,6%	133,6%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		227,0%	137,8%	123,5%	123,8%	128,4%	128,4%	136,0%	134,6%	133,6%	132,3%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	45,4%	56,7%	54,2%	103,7%	100,7%	100,7%	58,1%	46,2%	43,1%	40,5%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Creditors to Cash and Investments		-332,8%	-144,8%	-102,3%	-421,8%	-293,0%	-293,0%	2513,0%	1759,2%	1549,0%	1234,9%
Other Indicators											
	Total Volume Losses (kW) technical	0	0	0	0	0	0	0	0	0	0
	Total Volume Losses (kW) non technical	127533451	143330222	136602169	73211208	73211208	73211208	0	69736030	70433391	71137725
Electricity Distribution Losses (2)	Total Cost of Losses (Rand '000)	142 894	189 936	197 510	114 576	114 576	114 576	-	134 850	148 335	163 169
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	2969,0%	2938,0%	1500,0%	1500,0%	1500,0%	0,0%	1500,0%	1500,0%	1500,0%
Water Volumes :System input	Bulk Purchase	112 784	#####	#####	#####	#####	#####	0,0%	#####	#####	#####
	Water treatment works										
	Natural sources										
	Total Volume Losses (kℓ)	22 778	22 764	22 819	16 727	16 727	16 727	-	17 604	17 479	17 504
Water Distribution Losses (2)	Total Cost of Losses (Rand '000)	69576202	75476261	77947877	61200000	48000000	48000000	0	65000000	68575000	72346625
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	6463,0%	6399,0%	4500,0%	4500,0%	4500,0%	0,0%	5000,0%	5000,0%	5000,0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	35,2%	35,5%	33,9%	32,4%	32,5%	32,5%	33,5%	32,1%	31,5%	30,9%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	36,6%	36,9%	35,2%	33,7%	33,8%	33,8%	41,7%	33,4%	32,7%	32,1%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	11,8%	12,6%	12,9%	12,6%	13,0%	13,0%	15,3%	12,2%	12,1%	11,9%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	4,9%	6,6%	7,7%	3,9%	3,8%	3,8%	0,4%	3,6%	3,5%	3,3%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	10 921,5	3 840,5	181,0	203,7	209,5	819,8	99,6	103,1	93,7	100,3
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	68,4%	89,2%	92,1%	169,4%	176,9%	176,9%	106,0%	70,3%	65,4%	60,9%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	(1,3)	(5,5)	(7,0)	(1,2)	(1,7)	(1,7)	0,3	0,4	0,4	0,4

References

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

Municipal entity services		2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
Ref		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Name of municipal entity		Household service targets (000)								
8		Water:								
10		Piped water inside dwelling								
9		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)								
		Minimum Service Level and Above sub-total								
		Using public tap (< min.service level)								
		Other water supply (< min.service level)								
		No water supply								
		Below Minimum Service Level sub-total								
		Total number of households								
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'		2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
Ref		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Names of service providers		Household service targets (000)								
8		Water:								
10		Piped water inside dwelling								
9		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)								
		Minimum Service Level and Above sub-total								
		Using public tap (< min.service level)								
		Other water supply (< min.service level)								
		No water supply								
		Below Minimum Service Level sub-total								
		Total number of households								
Names of service providers		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		2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
Ref		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Electricity		Location of households for each type of FBS								
		Formal settlements - (50 kwh per indigent household per month Rands)								
		9 970 540	7 110 331	6 569 232	12 000 000	12 000 000	12 000 000	12 000 000	13 200 000	14 520 000

		Number of HH receiving this type of FBS	11 980	12 264	12 033	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	Rel	Location of households for each type of FBS									
		Formal settlements - (6 kilolitre per indigent household per month Rands)	4 366 113	4 245 870	4 392 359	8 000 000	8 000 000	8 000 000	10 000 000	10 550 000	11 130 250
		Number of HH receiving this type of FBS	11 980	12 264	12 033	11 800	11 800	11 800	11 800	11 800	11 800
		Informal settlements (Rands)	4 437 234	4 437 234	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Informal settlements targeted for upgrading (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Living in informal backyard rental agreement (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Other (Rands)	-	-	-	-	-	-	-	-	-
		Number of HH receiving this type of FBS	-	-	-	-	-	-	-	-	-
		Total cost of FBS - Water for informal settlements	4 437 234	4 437 234	-	-	-	-	-	-	-
		Location of households for each type of FBS									
Sanitation	Rel	Location of households for each type of FBS									
		Formal settlements - (free sanitation service to indigent households)	266 984	19 439 334	21 232 226	21 000 000	21 000 000	21 000 000	24 400 000	25 863 400	27 335 743
		Number of HH receiving this type of FBS	11 980	12 264	12 033	11 800	11 800	11 800	11 800	11 800	11 800
		Informal settlements (Rands)	7 229 000	10 572 000	7 016 000	9 600 000	5 658 000	5 658 000	9 600 000	10 340 000	11 117 000
		Number of HH receiving this type of FBS	407	407	407	407	407	407	407	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	7 229 000	10 572 000	7 016 000	9 600 000	5 658 000	5 658 000	9 600 000	10 340 000	11 117 000
		Location of households for each type of FBS									
Refuse Removal	Rel	Location of households for each type of FBS									
		Formal settlements - (removed once a week to indigent households)	12 444 943	13 331 455	14 442 364	14 500 000	14 500 000	14 500 000	16 000 000	16 800 000	17 724 000
		Number of HH receiving this type of FBS	11 980	12 264	12 033	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 indigent 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 SA11 Property rates summary

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Valuation:	1									
Date of valuation:		2019-01-01	2019-01-01	2000-01-01	2000-01-01					
Financial year valuation used		2019	2019	0	0			0		
Municipal by-laws s6 in place? (Y/N)	2	No	No	No	No			No		
Municipal/assistant valuer appointed? (Y/N)		No								
Municipal partnership s38 used? (Y/N)										
No. of assistant valuers (FTE)	3	-	1	1	1	1	1	1	1	2
No. of data collectors (FTE)	3	-	6	-	6	6	6	6	6	6
No. of internal valuers (FTE)	3	-	2	-	2	2	2	2	2	2
No. of external valuers (FTE)	3	-	1	1	1	1	1	1	1	1
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)		No	No	No	No			No		
Implementation time of new valuation roll (mths)		-	-	-	48			36		
No. of properties	5	-	57 855	59 220	62 181	60 154	60 154	61 357	62 584	63 836
No. of sectional title values	5	-	1 180	1 241	1 303	1 271	1 271	1 296	1 322	1 349
No. of unreasonably difficult properties s7(2)		-	-	-	-	-	-	-	-	-
No. of supplementary valuations		-	539	2 558	2 686	355	355	362	369	377
No. of valuation roll amendments		-	539	2 558	2 686	355	355	362	369	377
No. of objections by rate payers		-	3	-	800	266	266	1	2	2
No. of appeals by rate payers		-	1	-	20	34	34	-	-	-
No. of successful objections	8	-	-	-	320	116	116	1	1	1
No. of successful objections > 10%	8	-	8	-	100	52	52	1	1	1
Supplementary valuation		-	1	1	1	1	1	1	1	1
Public service infrastructure value (Rm)	5	-	129	129	132	157	157	157	157	157
Municipality owned property value (Rm)		-	1 230	1 273	1 337	1 524	1 524	1 555	1 570	1 586
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)		-	721	723	759	745	745	753	760	768
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
Total valuation reductions:		-	721	723	759	745	745	753	760	768
Total value used for rating (Rm)	5	-	35 252	35 385	37 154	39 596	39 596	40 388	41 196	42 020
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5	-	35 973	36 107	37 913	40 341	40 341	41 148	41 971	42 811
Rating:										
Residential rate used to determine rate for other categories? (Y/N)	5	No	No	Yes	Yes			Yes		
Differential rates used? (Y/N)		No	No	Yes	Yes			Yes		
Limit on annual rate increase (s20)? (Y/N)		No	No	No	No	No	No	No	No	No
Special rating area used? (Y/N)				No	No			No		
Phasing-in properties s21 (number)		0	0	0	0	0	0	0	0	0
Rates policy accompanying budget? (Y/N)		No	No	Yes	Yes			Yes		
Fixed amount minimum value (R'000)		-	-	-	-			-		
Non-residential prescribed ratio s19? (%)		0,0%	0,0%	0,0%	0,0%			0,0%		
Rate revenue:										
Rate revenue budget (R '000)	6	-	623 318	636 799	668 639	681 898	681 898	695 535	709 446	723 635
Rate revenue expected to collect (R'000)	6	-	560 986	573 119	601 775	613 708	613 708	625 982	638 502	651 272
Expected cash collection rate (%)	7	0,0%	90,0%	90,0%	90,0%	90,0%	90,0%	90,0%	90,0%	0,0%
Special rating areas (R'000)										
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)		-	3 033	2 594	2 724	2 011	2 011	2 051	2 092	2 134
Rebates, exemptions - bona fide farm. (R'000)		-	3 045	3 177	3 336	3 654	3 654	3 727	3 802	3 878
Rebates, exemptions - other (R'000)		-	17 161	17 859	18 751	16 888	16 888	17 226	17 570	17 922
Phase-in reductions/discounts (R'000)		-	-	-	-	-	-	-	-	-
Total rebates, exemptns, reductns, discs (R'000)		-	23 239	23 630	24 812	22 553	22 553	23 005	23 465	23 934

References

- All numbers to be expressed as whole numbers except FTEs and Rates in the Rand
- To give effect to rates policy
- Full Time Equivalent (FTE) should be expressed to one decimal place and takes into account full time and part time staff
- Required to implement new system (FTE)
- Provide relevant information for historical comparisons. Must reconcile to the total of Table SA12
- Current and budget year must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)
- Included in rate revenue budget
- 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 2023/24												
Valuation:												
No. of properties		2 228	177	20	48 271	419	6 875	133	464	1 567	-	-
No. of sectional title property values		82	2	-	1 185	-	2	-	-	-	-	-
No. of unreasonably difficult properties s7(2)												
No. of supplementary valuations		53	2	3	179	10	22	1	1	84	-	-
Supplementary valuation (Rm)		241 890 000	18 100 000	23 200 000	220 685 000	61 660 000	76 339 800	31 400 000	1 000	92 328 000	-	-
No. of valuation roll amendments		53	2	3	179	10	22	1	1	84	-	-
No. of objections by rate-payers		65	8	7	123	6	3	38	1	15	-	-
No. of appeals by rate-payers		23	-	5	2	2	-	-	-	2	-	-
No. of appeals by rate-payers finalised		23	-	1	2	2	-	-	-	2	-	-
No. of successful objections	5	38	5	5	53	6	3	-	-	6	-	-
No. of successful objections > 10%	5	22	2	-	20	4	-	-	-	4	-	-
Estimated no. of properties not valued												
Years since last valuation (select)		1	1	1	1		1		1			
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)		-	-	-	724	-	-	-	-	21	-	-
Valuation reductions-public worship (Rm)												
Valuation reductions-other (Rm)												
Total valuation reductions:												
Total value used for rating (Rm)	6	7 480	783	103	22 777	2 629	2 707	2 499	157	460	-	-
Total land value (Rm)	6											
Total value of improvements (Rm)	6											
Total market value (Rm)	6	7 480	783	103	23 500	2 629	2 707	2 499	157	481	-	-
Rating:												
Average rate	3	-	-	-	-	-	-	-	-	-	-	-
Rate revenue budget (R '000)		252 889	27 213	6 887	261 487	3 904	-	118 754	-	10 764	-	-
Rate revenue expected to collect (R'000)		227 600	24 492	6 199	235 338	3 513	-	106 878	-	9 688	-	-
Expected cash collection rate (%)	4	90,0%	90,0%	90,0%	90,0%	90,0%	90,0%	90,0%	90,0%	90,0%	0,0%	0,0%
Special rating areas (R'000)												
Rebates, exemptions - indigent (R'000)												
Rebates, exemptions - pensioners (R'000)		-	-	-	2 011	-	-	-	-	-	-	-
Rebates, exemptions - bona fide farm. (R'000)		-	-	-	-	3 654	-	-	-	-	-	-
Rebates, exemptions - other (R'000)		7 229	30	300	9 268	61	-	-	-	338	-	-
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 2024/25												
Valuation:												
No. of properties		2 273	181	20	49 236	427	7 013	136	473	1 598	-	-
No. of sectional title property values		84	2	-	1 209	-	2	-	-	-	-	-
No. of unreasonably difficult properties s7(2)												
No. of supplementary valuations		54	2	3	183	10	22	1	1	86	-	-
Supplementary valuation (Rm)		246 727 800	18 462 000	23 664 000	225 098 700	62 893 200	77 866 596	32 028 000	1 020	94 174 560	-	-
No. of valuation roll amendments		54	2	3	183	10	19	1	1	86	-	-
No. of objections by rate-payers		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)		2	2	2	2		2		2			
Frequency of valuation (select)		4	4	4	4		4		4			
Method of valuation used (select)		Market	Market	Market	Market		Market		Market			
Base of valuation (select)		Land & Impr.	Land & Impr.	Land & Impr.	Land & Impr.		Land & Impr.		Land & Impr.			
Phasing-in properties s21 (number)												
Combination of rating types used? (Y/N)		No	No	No	No		No		No			
Flat rate used? (Y/N)		No	No	No	No		No		No			
Is balance rated by uniform rate/variable rate?		Uniform	Uniform	Uniform	Uniform		Uniform		Uniform			
Valuation reductions:												
Valuation reductions-public infrastructure (Rm)												
Valuation reductions-nature reserves/park (Rm)												
Valuation reductions-mineral rights (Rm)												
Valuation reductions-R15,000 threshold (Rm)		-	-	-	731	-	-	-	-	22	-	-
Valuation reductions-public worship (Rm)												
Valuation reductions-other (Rm)												
Total valuation reductions:												
Total value used for rating (Rm)	6	7 630	799	105	23 232	2 681	2 762	2 549	161	469	-	-
Total land value (Rm)	6											
Total value of improvements (Rm)	6											
Total market value (Rm)	6	7 630	799	105	23 970	2 681	2 762	2 549	161	491	-	-
Rating:												
Average rate	3	-	-	-	-	-	-	-	-	-	-	-
Rate revenue budget (R '000)		257 947	27 757	7 025	266 716	3 982	-	121 129	-	10 980	-	-
Rate revenue expected to collect (R'000)		232 152	24 981	6 322	240 045	3 583	-	109 016	-	9 882	-	-
Expected cash collection rate (%)	4	90,0%	90,0%	90,0%	90,0%	90,0%	90,0%	90,0%	90,0%	90,0%	0,0%	0,0%
Special rating areas (R'000)												
Rebates, exemptions - indigent (R'000)												
Rebates, exemptions - pensioners (R'000)		-	-	-	2 051	-	-	-	-	-	-	-
Rebates, exemptions - bona fide farm. (R'000)		-	-	-	-	3 727	-	-	-	-	-	-
Rebates, exemptions - other (R'000)		7 374	30	306	9 454	62	-	-	-	-	-	-
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	2020/21	2021/22	2022/23	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
							Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Property rates (rate in the Rand)									
Residential properties	1	Residential	0,0104	0,0116	0,0116	0,0116	0,0121	0,0131	0,0140
Residential properties - vacant land			-	-	-	0,0168	0,0197	-	-
Formal/informal settlements									
Small holdings									
Farm properties - used		Agricultural farms	0,0026	0,0029	0,0029	0,0029	0,0030	0,0033	0,0035
Farm properties - not used		Agricultural business	0,0026	0,0029	0,0029	0,0029	0,0030	0,0033	0,0035
Industrial properties		Industrial	0,0332	0,0372	0,0372	0,0348	0,0364	0,0392	0,0418
Business and commercial properties		Business/Residential	0,0311	0,0349	0,0349	0,0348	0,0364	0,0392	0,0418
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									
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)									
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 (7-20kl)	28	31	31	32	34	36	39
Water usage - Block 1 (c/kl)		Residential (21-40kl)	32	34	34	36	39	41	43
Water usage - Block 2 (c/kl)		Residential (41-60kl)	34	36	36	38	41	43	46

Water usage - Block 3 (c/kl)	Residential (more than 60kl)	36	39	39	41	44	46	49
Water usage - Block 4 (c/kl)	Residential (0-6kl)	7	7	7	8	8	9	9
Water usage - Block 5 (c/kl)	(fill in thresholds)							
Water usage - Block 6 (c/kl)	(fill in thresholds)							
Other								
Waste water tariffs								
Domestic								
Basic charge/ fixed fee (Rands/month)	Basic charge	174	189	189	198	213	225	238
Service point - vacant land (Rands/month)								
Waste water - flat rate tariff (c/kl)								
Volumetric charge - Block 1 (c/kl)	(fill in structure)							
Volumetric charge - Block 2 (c/kl)	(fill in structure)							
Volumetric charge - Block 3 (c/kl)	(fill in structure)							

Volumetric charge - Block 4 (c/k)									
Other	2	(fill in structure)							
Electricity tariffs									
Domestic									
Basic charge/ fixed fee (Rands/month)		-	-	-	77	85	93	101	
Service point - vacant land (Rands/month)									
FBE						3	-	-	
Life-line tariff - meter		Indigents tariff - Block 1 (0-							
Life-line tariff - prepaid		(describe structure)							
Flat rate tariff - meter (c/kwh)		(describe structure)							
Flat rate tariff - prepaid(c/kwh)									
Meter - IBT Block 1 (c/kwh)		Block 1 (0-350Kwh)	2	2	2	3	3	3	3
Meter - IBT Block 2 (c/kwh)		Block 2 (>350Kwh)	2	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	-	-
Prepaid - IBT Block 2 (c/kwh)		Block 2 (>350Kwh)	2	-	-	3	3	-	-
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		Basic charge	124	135	135	142	149	157	167
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	2020/21	2021/22	2022/23	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
							Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Exemptions, reductions and rebates (Rands)									
<i>Residential Properties</i>		standard rebate	15 000	-	-	15 000	15 000	-	-
Water tariffs									
<i>Water Usage - Life Line Tariff</i>		Residential (0-6kl)	7	-	-	7	8	-	-
<i>Water Usage - Block 1 (C/Kl)</i>		Residential (7-20kl)	28	-	-	29	35	-	-
<i>Water Usage - Block 2 (C/Kl)</i>		Residential (21-40kl)	32	-	-	33	40	-	-
<i>Water Usage - Block 3 (C/Kl)</i>		Residential (41-60kl)	34	-	-	35	42	-	-
<i>Water Usage - Block 4 (C/Kl)</i>		Residential (more than 60kl)	36	-	-	37	45	-	-
Waste water tariffs									
<i>Basic Charge</i>		Basic charge	174	-	-	181	210	-	-
Electricity tariffs									
<i>Domestic Basic Charge</i>			-	-	-	-	-	-	-
<i>Meter - 1bt Block 1 (C/Kwh)</i>		Block 1 (0-350 Kwh)	2	-	-	2	-	-	-
<i>Meter - 1bt Block 2 (C/Kwh)</i>		Block 2 (>350Kwh)	2	-	-	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	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25 % incr.	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Rand/cent											
Monthly Account for Household - 'Middle Income Range'											
Rates and services charges:											
Property rates		533,07	574,32	597,29	595,48	595,48	595,48	4,6%	623,13	666,75	703,42
Electricity: Basic levy		-	-	-	66,57	66,57	66,57	121,2%	147,26	163,16	177,85
Electricity: Consumption		1 934,95	2 217,25	2 317,04	2 480,02	2 480,02	2 480,02	2,3%	2 536,28	2 810,20	3 063,12
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		589,42	612,99	637,51	671,30	671,30	671,30	6,5%	714,94	758,33	803,98
Sanitation		136,43	141,89	147,56	154,79	154,79	154,79	7,5%	166,40	176,62	186,69
Refuse removal		97,39	101,29	105,34	110,92	110,92	110,92	5,0%	116,47	125,45	134,37
Other		-	-	-	184,20	184,20	184,20	121,2%	407,40	444,88	485,81
sub-total		3 291,26	3 647,74	3 804,74	4 263,28	4 263,28	4 263,28	10,5%	4 711,88	5 145,39	5 555,24
VAT on Services		413,73	461,01	481,12	522,54	522,54	522,54	5,7%	552,20	605,06	654,90
Total large household bill:		3 704,99	4 108,75	4 285,86	4 785,82	4 785,82	4 785,82	10,0%	5 264,08	5 750,45	6 210,14
% increase/-decrease		-	10,9%	4,3%	11,7%	-	-	(14,3%)	10,0%	9,2%	8,0%
Monthly Account for Household - 'Affordable Range'											
Rates and services charges:											
Property rates		377,43	406,64	422,90	421,62	421,62	421,62	4,6%	441,19	472,08	498,04
Electricity: Basic levy		-	-	-	66,57	66,57	66,57	121,2%	147,26	163,16	177,85
Electricity: Consumption		860,97	986,58	1 031,00	1 142,17	1 142,17	1 142,17	6,3%	1 214,03	1 345,15	1 466,21
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		465,03	483,63	502,98	529,64	529,64	529,64	6,5%	564,06	598,30	634,32
Sanitation		136,43	141,89	147,56	154,79	154,79	154,79	7,5%	166,40	176,62	186,69
Refuse removal		97,39	101,29	105,34	110,92	110,92	110,92	5,0%	116,47	125,45	134,37
Other		-	-	-	92,10	92,10	92,10	121,2%	203,70	222,44	242,90
sub-total		1 937,25	2 120,03	2 209,78	2 517,81	2 517,81	2 517,81	13,3%	2 853,11	3 103,20	3 340,38
VAT on Services		234,00	257,01	268,03	300,61	300,61	300,61	10,2%	331,23	361,30	389,92
Total small household bill:		2 171,25	2 377,04	2 477,81	2 818,42	2 818,42	2 818,42	13,0%	3 184,34	3 464,50	3 730,30
% increase/-decrease		-	9,5%	4,2%	13,7%	-	-	(5,6%)	13,0%	8,8%	7,7%
Monthly Account for Household - 'Indigent' Household receiving free basic services											
Rates and services charges:											
Property rates		221,79	238,95	255,38	247,76	247,76	247,76	4,6%	259,26	271,91	284,50
Electricity: Basic levy		-	-	-	-	-	-	-	-	-	-
Electricity: Consumption		384,84	440,99	460,85	530,43	530,43	530,43	10,6%	586,65	650,01	708,51
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		309,44	321,82	334,69	352,43	352,43	352,43	6,5%	375,33	404,27	433,02
Sanitation		-	-	-	-	-	-	-	-	-	-
Refuse removal		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
sub-total		916,07	1 001,76	1 050,92	1 130,62	1 130,62	1 130,62	8,0%	1 221,24	1 326,19	1 426,03
VAT on Services		104,15	114,42	119,33	132,43	132,43	132,43	9,0%	144,30	158,14	171,23
Total small household bill:		1 020,22	1 116,18	1 170,25	1 263,05	1 263,05	1 263,05	8,1%	1 365,54	1 484,33	1 597,26
% increase/-decrease		-	9,4%	4,8%	7,9%	-	-	2,3%	8,1%	8,7%	7,6%

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 SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate *	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of institution & investment ID	1	Yrs/Months												
Parent municipality														
First National Bank 62776321293		6 months	Call a/c	No	Variable	5,2	0			5 500	295	5 795	-	11 590
Absa Bank 9286041059		6 months	Call a/c	No	Variable	0	0			-	-	-	-	-
Investec 1400093272500		6 months	Call a/c	No	Variable	5,35	0			600	33	633	-	1 266
Standard Bank 04846627-014		6 months	Call a/c	No	Variable	5,5	0			5 000	275	5 275	-	10 549
Absa Bank 92 7195 3033		6 months	Call a/c	No	Variable	4,3	0			5 500	263	5 763	-	11 525
Nedbank 9002324052		6 months	Call a/c	Yes	Variable	5,25	0		06 June 2019	5 001	270	5 271	-	10 541
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 048466271-086		12 months	Notice	No	Fixed	9,03%	0		10 November 2023	22 212	665	22 876	-	45 753
Municipality sub-total										43 813		45 612	-	91 225
Entities														
N/A														-
														-
														-
														-
														-
Entities sub-total										-		-	-	-
TOTAL INVESTMENTS AND INTEREST	1									43 813		45 612	-	91 225

References

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

NC091 Sol Plaatje - Supporting Table SA17 Borrowing

Borrowing - Categorised by type R thousand	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Parent municipality										
Annuity and Bullet Loans		182 267	171 517	159 430	158 166	158 166	158 166	152 895	138 107	121 419
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	182 267	171 517	159 430	158 166	158 166	158 166	152 895	138 107	121 419
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	182 267	171 517	159 430	158 166	158 166	158 166	152 895	138 107	121 419

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

References

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

NC091 Sol Plaatje - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		245 173	223 255	248 673	273 621	272 937	272 937	290 671	309 169	330 931
Local Government Equitable Share		234 642	212 328	239 158	263 135	263 135	263 135	282 104	302 569	324 431
Energy Efficiency and Demand Side Management Grant		-	-	-	-	-	-	-	-	-
Expanded Public Works Programme Integrated Grant		4 170	3 362	3 959	3 286	3 102	3 102	2 267	-	-
Infrastructure Skills Development Grant		4 661	4 901	3 856	5 500	5 000	5 000	4 500	4 800	4 500
Local Government Financial Management Grant		1 700	1 650	1 700	1 700	1 700	1 700	1 800	1 800	2 000
Municipal Disaster Relief Grant		-	1 015	-	-	-	-	-	-	-
Municipal Infrastructure Grant		-	-	-	-	-	-	-	-	-
Municipal Systems Improvement Grant		-	-	-	-	-	-	-	-	-
Provincial Government:		15 253	12 731	15 984	8 300	14 666	14 666	8 600	9 116	9 663
Capacity Building and Other Grants		8 207	8 561	9 684	8 300	9 066	9 066	8 600	9 116	9 663
Infrastructure Grant		7 046	4 170	6 300	-	5 600	5 600	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
European Union		-	-	-	-	-	-	-	-	-
Higher Education SA (HESA)		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	260 426	235 986	264 657	281 921	287 603	287 603	299 271	318 285	340 594
Capital Transfers and Grants										
National Government:		109 706	105 767	108 149	214 233	136 499	136 499	572 229	657 904	114 513
Energy Efficiency and Demand Side Management Grant		-	-	4 000	4 000	6 000	6 000	5 000	5 000	5 000
Integrated National Electrification Programme Grant		17 206	35 458	24 400	48 026	27 104	27 104	-	16 500	14 000
Integrated Urban Development Grant		50 328	54 266	70 390	74 207	63 395	63 395	75 229	60 404	65 513
Municipal Infrastructure Grant		-	-	-	-	-	-	-	-	-
Neighbourhood Development Partnership Grant		22 881	-	-	2 000	-	-	-	2 000	30 000
Regional Bulk Infrastructure Grant		-	-	-	86 000	40 000	40 000	492 000	574 000	-
Water Services Infrastructure Grant		19 291	16 043	9 359	-	-	-	-	-	-
Provincial Government:		-	76 850	3 387	-	-	-	-	-	-
Infrastructure Grant		-	76 850	3 387	-	-	-	-	-	-
District Municipality:		-	3 500	-	-	6 000	6 000	-	-	-
Specify (Add grant description)		-	3 500	-	-	6 000	6 000	-	-	-
Other grant providers:		2 856	14 400	-	-	18 850	18 850	-	-	-
European Union		2 856	14 400	-	-	18 850	18 850	-	-	-
Total Capital Transfers and Grants	5	112 562	200 517	111 536	214 233	161 349	161 349	572 229	657 904	114 513
TOTAL RECEIPTS OF TRANSFERS & GRANTS		372 988	436 504	376 193	496 154	448 952	448 952	871 500	976 189	455 107

References

- Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation
- Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)
- Replacement of RSC levies
- Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality
- Total transfers and grants must reconcile to Budgeted Cash Flows
- Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
EXPENDITURE:										
Operating expenditure of Transfers and Grants										
National Government:		111 662	109 818	123 170	141 242	233 630	233 630	229 671	244 220	261 753
Local Government Equitable Share		101 154	99 625	112 671	130 756	223 891	223 891	221 104	237 620	255 253
Expanded Public Works Programme Integrated Grant		4 170	3 362	4 943	3 286	3 103	3 103	2 267	-	-
Infrastructure Skills Development Grant		4 672	4 920	3 856	5 500	4 936	4 936	4 500	4 800	4 500
Local Government Financial Management Grant		1 666	1 650	1 700	1 700	1 700	1 700	1 800	1 800	2 000
Municipal Disaster Relief Grant		-	261	-	-	-	-	-	-	-
Provincial Government:		8 881	8 275	11 438	8 300	14 610	14 610	8 600	9 032	9 502
Capacity Building and Other Grants		5 019	6 795	8 500	8 300	9 060	9 060	8 600	9 032	9 502
Infrastructure Grant		3 862	1 480	2 938	-	5 550	5 550	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
European Union		-	-	-	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants:		120 543	118 093	134 609	149 542	248 240	248 240	238 271	253 252	271 255
Capital expenditure of Transfers and Grants										
National Government:		101 832	95 428	96 392	214 233	136 499	136 499	572 229	657 904	114 513
Energy Efficiency and Demand Side Management Grant		-	-	4 000	4 000	6 000	6 000	5 000	5 000	5 000
Integrated National Electrification Programme Grant		16 469	30 833	22 829	48 026	27 104	27 104	-	16 500	14 000
Integrated Urban Development Grant		46 175	48 552	61 424	74 207	63 395	63 395	75 229	60 404	65 513
Municipal Infrastructure Grant		-	-	-	-	-	-	-	-	-
Neighbourhood Development Partnership Grant		19 896	-	-	2 000	-	-	-	2 000	30 000
Regional Bulk Infrastructure Grant		-	-	-	86 000	40 000	40 000	492 000	574 000	-
Water Services Infrastructure Grant		19 291	16 043	8 138	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	3 500	-	-	6 000	6 000	-	-	-
Specify (Add grant description)		-	3 500	-	-	6 000	6 000	-	-	-
Other grant providers:		2 483	13 891	-	-	18 850	18 850	-	-	-
European Union		2 483	13 891	-	-	18 850	18 850	-	-	-
Total capital expenditure of Transfers and Grants		104 315	112 818	96 392	214 233	161 349	161 349	572 229	657 904	114 513
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		224 858	230 912	231 000	363 775	409 589	409 589	810 500	911 156	385 768

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	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand										
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		-	(280)	(599)	-	-	-	-	-	-
Current year receipts		(10 811)	(10 512)	(11 159)	(10 486)	(9 802)	(9 802)	(8 567)	(6 600)	(6 500)
Repayment of grants		-	280	-	-	-	-	-	-	-
Conditions met - transferred to revenue		(21 342)	(20 984)	(21 273)	(20 972)	(19 604)	(19 604)	(17 134)	(13 200)	(13 000)
Conditions still to be met - transferred to liabilities		10 531	9 913	9 515	10 486	9 802	9 802	8 567	6 600	6 500
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		-	(962)	(84)	-	-	-	-	-	-
Current year receipts		(19 071)	(22 197)	(15 900)	(8 300)	(33 516)	(33 516)	(8 600)	(9 116)	(9 663)
Conditions met - transferred to revenue		(37 180)	(45 489)	(31 968)	(16 600)	(67 032)	(67 032)	(17 200)	(18 232)	(19 326)
Conditions still to be met - transferred to liabilities		18 109	22 331	15 984	8 300	33 516	33 516	8 600	9 116	9 663
Total operating transfers and grants revenue		(58 522)	(66 473)	(53 241)	(37 572)	(86 636)	(86 636)	(34 334)	(31 432)	(32 326)
Total operating transfers and grants - CTBM	2	28 640	32 243	25 499	18 786	43 318	43 318	17 167	15 716	16 163
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		(27 126)	(5 032)	(1 042)	-	-	-	-	-	-
Current year receipts		(99 619)	(106 809)	(113 738)	(214 233)	(73 104)	(73 104)	(497 000)	(597 500)	(49 000)
Conditions met - transferred to revenue		(236 451)	(217 608)	(222 929)	(428 466)	(146 208)	(146 208)	(994 000)	(1 195 000)	(98 000)
Conditions still to be met - transferred to liabilities		109 706	105 767	108 149	214 233	73 104	73 104	497 000	597 500	49 000
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		-	-	-	-	-	-	-	-	-
Current year receipts		-	-	-	-	-	-	-	-	-
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities		-	-	-	-	-	-	-	-	-
Total capital transfers and grants revenue		(236 451)	(217 608)	(222 929)	(428 466)	(146 208)	(146 208)	(994 000)	(1 195 000)	(98 000)
Total capital transfers and grants - CTBM	2	109 706	105 767	108 149	214 233	73 104	73 104	497 000	597 500	49 000
TOTAL TRANSFERS AND GRANTS REVENUE		(294 973)	(284 082)	(276 170)	(466 038)	(232 844)	(232 844)	(1 028 334)	(1 226 432)	(130 326)
TOTAL TRANSFERS AND GRANTS - CTBM		138 347	138 011	133 648	233 019	116 422	116 422	514 167	613 216	65 163

References

- 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
- CTBM = conditions to be met
- 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	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash Transfers to other municipalities											
<i>Insert description</i>	1										
Total Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Entities/Other External Mechanisms											
	2										
Total Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Cash Transfers to other Organs of State											
	3										
Total Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Organisations											
<i>Non-Prof.Oth Inst/Grants&Don Diam & Dor</i>		-	-	-	-	-	-	-	-	-	-
<i>Non-Prof.Oth Inst/Grants&Don Oth Pub Gra</i>		270	200	169	2 000	1 000	1 000	-	1 000	2 000	2 000
<i>Non-Prof.Oth Institut/Gariep</i>		-	-	-	-	-	-	-	-	-	-
<i>Non-Prof.Oth Institut/Sport Council</i>		-	-	-	-	-	-	-	-	-	-
<i>Non-Prof.Other Institutions/Spca</i>		2 100	2 200	2 300	2 400	2 400	2 400	2 400	2 500	2 600	2 700
Total Cash Transfers To Organisations		2 370	2 400	2 469	4 400	3 400	3 400	2 400	3 500	4 600	4 700
Cash Transfers to Groups of Individuals											
<i>Hh Oth Trans: Housing - Individual Supp</i>		1	-	-	-	-	-	-	-	-	-
<i>Hh Ssp Soc Ass: Grant In Aid</i>		158	146	130	160	160	160	69	160	167	175
Total Cash Transfers To Groups Of Individuals:		159	146	130	160	160	160	69	160	167	175
TOTAL CASH TRANSFERS AND GRANTS	6	2 528	2 546	2 599	4 560	3 560	3 560	2 469	3 660	4 767	4 875
Non-Cash Transfers to other municipalities											
	1										
Total Non-Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to Entities/Other External Mechanisms											
	2										
Total Non-Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State											
	3										
Total Non-Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Non-Cash Grants to Organisations											
	4										
Total Non-Cash Grants To Organisations		-	-	-	-	-	-	-	-	-	-
Groups of Individuals											
	5										
Total Non-Cash Grants To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS		-	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS	6	2 528	2 546	2 599	4 560	3 560	3 560	2 469	3 660	4 767	4 875

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'

Senior Managers of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Senior Managers of Entities		-	-	-	-	-	-	-	-	-
% increase	4		-	-	-	-	-	-	-	-
Other Staff of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Entertainment										
Scarcity										
Acting and post related allowance										
In kind benefits										
Sub Total - Other Staff of Entities		-	-	-	-	-	-	-	-	-
% increase	4		-	-	-	-	-	-	-	-
Total Municipal Entities		-	-	-	-	-	-	-	-	-
TOTAL SALARY, ALLOWANCES & BENEFITS		756 479	803 514	853 530	917 196	945 925	945 925	987 939	1 036 880	1 089 633
% increase	4		6,2%	6,2%	7,5%	3,1%	-	4,4%	5,0%	5,1%
TOTAL MANAGERS AND STAFF	5,7	726 219	772 777	821 306	881 637	910 366	910 366	950 863	997 950	1 048 566

References

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

Column Definitions:

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

NC091 Sol Plaatje - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2022/23			Current Year 2023/24			Budget Year 2024/25		
		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	2	–	3	3	–	3	3	–
Professionals		198	51	26	198	96	31	198	96	31
Finance		13	10	2	13	10	3	13	10	3
Spatial/town planning		19	6	8	19	11	4	19	11	4
Information Technology		4	4	–	4	4	–	4	4	–
Roads		2	–	–	2	2	–	2	2	–
Electricity		13	2	4	13	5	3	13	5	3
Water		2	1	1	2	2	–	2	2	–
Sanitation		3	3	–	3	2	1	3	2	1
Refuse		–	–	–	–	–	–	–	–	–
Other		142	25	11	142	60	20	142	60	20
Technicians		275	187	17	275	211	28	275	211	28
Finance		10	6	–	10	6	4	10	6	4
Spatial/town planning		29	13	2	29	13	7	29	13	7
Information Technology		8	6	–	8	5	1	8	5	1
Roads		6	4	2	6	5	1	6	5	1
Electricity		150	103	3	150	120	5	150	120	5
Water		10	5	5	10	9	1	10	9	1
Sanitation		25	19	2	25	19	6	25	19	6
Refuse		1	–	–	1	1	–	1	1	–
Other		36	31	3	36	33	3	36	33	3
Clerks (Clerical and administrative)		429	322	44	429	337	42	429	337	42
Service and sales workers		348	192	18	348	233	–	348	233	–
Skilled agricultural and fishery workers		145	72	–	145	73	–	145	73	–
Craft and related trades										
Plant and Machine Operators		215	133	44	215	135	42	215	135	42
Elementary Occupations		1 017	533	146	1 017	581	99	1 017	581	99
TOTAL PERSONNEL NUMBERS	9	2 701	1 563	295	2 701	1 740	242	2 701	1 740	242
% increase					–	11,3%	(18,0%)	–	–	–
Total municipal employees headcount	6, 10	3 021	1 797	328	3 021	1 975	273	3 021	1 975	273
Finance personnel headcount	8, 10	306	221	31	306	221	31	306	221	31
Human Resources personnel headcount	8, 10	14	13	2	14	14	–	14	14	–

References

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

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

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
Revenue																	
Exchange Revenue																	
Service charges - Electricity		91 600	91 600	91 600	91 600	91 600	91 600	91 600	91 600	91 600	91 600	91 600	91 600	1 099 199	1 199 792	1 309 930	
Service charges - Water		28 640	28 640	28 640	28 640	28 640	28 640	28 640	28 640	28 640	28 640	28 640	28 640	343 685	364 274	387 189	
Service charges - Waste Water Management		7 991	7 991	7 991	7 991	7 991	7 991	7 991	7 991	7 991	7 991	7 991	7 991	95 890	101 631	107 153	
Service charges - Waste Management		6 023	6 023	6 023	6 023	6 023	6 023	6 023	6 023	6 023	6 023	6 023	6 023	6 023	72 271	76 467	80 948
Sale of Goods and Rendering of Services		1 330	1 330	1 330	1 330	1 330	1 330	1 330	1 330	1 330	1 330	1 330	1 330	15 955	16 689	17 457	
Agency services																	
Interest		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned from Receivables		10 002	10 002	10 002	10 002	10 002	10 002	10 002	10 002	10 002	10 002	10 002	10 003	120 030	124 551	129 463	
Interest earned from Current and Non Current Assets		750	750	750	750	750	750	750	750	750	750	750	750	9 000	12 000	15 000	
Dividends		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rent on Land																	
Rental from Fixed Assets		2 312	2 312	2 312	2 312	2 312	2 312	2 312	2 312	2 312	2 312	2 312	2 312	27 740	29 126	30 726	
Licence and permits		100	100	100	100	100	100	100	100	100	100	100	100	1 200	1 255	1 313	
Operational Revenue		314	314	314	314	314	314	314	314	314	314	314	314	3 773	3 947	4 128	
Non-Exchange Revenue																	
Property rates		57 277	57 277	57 277	57 277	57 277	57 277	57 277	57 277	57 277	57 277	57 277	57 277	687 320	740 628	790 485	
Surcharges and Taxes																	
Fines, penalties and forfeits		2 679	2 679	2 679	2 679	2 679	2 679	2 679	2 679	2 679	2 679	2 679	2 679	32 143	32 915	34 787	
Licences or permits		667	667	667	667	667	667	667	667	667	667	667	667	8 000	8 452	8 949	
Transfer and subsidies - Operational		24 939	24 939	24 939	24 939	24 939	24 939	24 939	24 939	24 939	24 939	24 939	24 939	299 271	318 285	340 594	
Interest		7 658	7 658	7 658	7 658	7 658	7 658	7 658	7 658	7 658	7 658	7 658	7 658	91 900	82 700	74 400	
Fuel Levy																	
Operational Revenue		4 242	4 242	4 242	4 242	4 242	4 242	4 242	4 242	4 242	4 242	4 242	4 242	50 900	55 787	61 132	
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Discontinued Operations																	
Total Revenue (excluding capital transfers and contributions)		246 523	246 523	246 523	246 523	246 523	246 523	246 523	246 523	246 523	246 523	246 523	246 524	2 958 278	3 168 499	3 393 664	
Expenditure																	
Employee related costs		79 239	79 239	79 239	79 239	79 239	79 239	79 239	79 239	79 239	79 239	79 239	79 239	950 863	997 950	1 048 566	
Remuneration of councillors		3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	37 077	38 930	41 068	
Bulk purchases - electricity		119 871	110 573	59 617	61 436	61 112	60 032	61 794	61 240	61 724	59 180	60 684	120 037	897 300	988 900	1 087 790	
Inventory consumed		26 634	26 634	26 634	26 634	26 634	26 634	26 634	26 634	26 634	26 634	26 634	26 632	319 605	326 914	345 465	
Debt impairment		29 604	29 604	29 604	29 604	29 604	29 604	29 604	29 604	29 604	29 604	29 604	29 604	355 246	382 156	409 005	
Depreciation and amortisation		7 475	7 475	7 475	7 475	7 475	7 475	7 475	7 475	7 475	7 475	7 475	7 475	89 700	94 510	99 811	
Interest		1 481	1 481	1 481	1 481	1 481	1 481	1 481	1 481	1 481	1 481	1 481	1 481	17 774	15 874	13 730	
Contracted services		3 394	3 394	3 394	3 394	3 394	3 394	3 394	3 394	3 394	3 394	3 394	3 394	40 731	42 744	48 700	
Transfers and subsidies		305	305	305	305	305	305	305	305	305	305	305	305	3 660	4 767	4 875	
Irrecoverable debts written off		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Operational costs		12 629	12 629	12 629	12 629	12 629	12 629	12 629	12 629	12 629	12 629	12 629	12 626	151 549	159 880	170 494	
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Losses		5 417	5 417	5 417	5 417	5 417	5 417	5 417	5 417	5 417	5 417	5 417	5 417	65 000	68 575	72 347	
Total Expenditure		289 139	279 841	228 885	230 704	230 380	229 300	231 062	230 508	230 992	228 448	229 952	289 295	2 928 505	3 121 201	3 341 849	
Surplus/(Deficit)		(42 616)	(33 318)	17 638	15 819	16 143	17 223	15 461	16 015	15 531	18 075	16 571	(42 771)	29 774	47 298	51 815	
Transfers and subsidies - capital (monetary allocations)		47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	572 229	657 904	114 513	
Transfers and subsidies - capital (in-kind)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) after capital transfers & contributions		5 070	14 368	65 324	63 505	63 829	64 909	63 147	63 701	63 217	65 761	64 257	4 914	602 003	705 202	166 328	
Income Tax																	
Surplus/(Deficit) after income tax		5 070	14 368	65 324	63 505	63 829	64 909	63 147	63 701	63 217	65 761	64 257	4 914	602 003	705 202	166 328	
Share of Surplus/Deficit attributable to Joint Venture																	
Share of Surplus/Deficit attributable to Minorities																	
Surplus/(Deficit) attributable to municipality		5 070	14 368	65 324	63 505	63 829	64 909	63 147	63 701	63 217	65 761	64 257	4 914	602 003	705 202	166 328	
Share of Surplus/Deficit attributable to Associate																	
Intercompany/Parent subsidiary transactions																	
Surplus/(Deficit) for the year	1	5 070	14 368	65 324	63 505	63 829	64 909	63 147	63 701	63 217	65 761	64 257	4 914	602 003	705 202	166 328	

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 2024/25												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		81 033	81 033	81 033	81 033	81 033	81 033	81 033	81 033	81 033	81 033	81 033	81 033	972 401	1 068 711	540 680
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		513	513	513	513	513	513	513	513	513	513	513	513	6 161	6 538	6 318
Vote 05 - Community Services		10 363	10 363	10 363	10 363	10 363	10 363	10 363	10 363	10 363	10 363	10 363	10 364	124 361	131 460	139 026
Vote 06 - Financial Services		59 176	59 176	59 176	59 176	59 176	59 176	59 176	59 176	59 176	59 176	59 176	59 176	710 111	763 510	814 726
Vote 07 - Strategy Econ Development And Planning		697	697	697	697	697	697	697	697	697	697	697	697	8 368	8 753	9 156
Vote 08 - Infrastructure And Services		142 425	142 425	142 425	142 425	142 425	142 425	142 425	142 425	142 425	142 425	142 425	142 426	1 709 105	1 847 432	1 998 271
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		294 209	294 209	294 209	294 209	294 209	294 209	294 209	294 209	294 209	294 209	294 209	294 209	3 530 507	3 826 403	3 508 177
Expenditure by Vote to be appropriated																
Vote 01 - Executive & Council		5 071	5 071	5 071	5 071	5 071	5 071	5 071	5 071	5 071	5 071	5 071	5 071	60 855	63 879	67 333
Vote 02 - Municipal And General		33 634	33 634	33 634	33 634	33 634	33 634	33 634	33 634	33 634	33 634	33 634	33 633	403 603	429 417	458 629
Vote 03 - Municipal Manager		2 321	2 321	2 321	2 321	2 321	2 321	2 321	2 321	2 321	2 321	2 321	2 321	27 854	29 208	30 665
Vote 04 - Corporate Services		6 845	6 845	6 845	6 845	6 845	6 845	6 845	6 845	6 845	6 845	6 844	6 844	82 140	77 905	81 328
Vote 05 - Community Services		28 106	28 106	28 106	28 106	28 106	28 106	28 106	28 106	28 106	28 106	28 104	28 104	337 272	353 620	373 172
Vote 06 - Financial Services		13 852	13 852	13 852	13 852	13 852	13 852	13 852	13 852	13 852	13 852	13 850	13 850	166 217	174 321	183 292
Vote 07 - Strategy Econ Development And Planning		5 651	5 651	5 651	5 651	5 651	5 651	5 651	5 651	5 651	5 651	5 650	5 650	67 813	71 151	74 831
Vote 08 - Infrastructure And Services		193 659	184 361	133 405	135 224	134 900	133 820	135 582	135 028	135 512	132 968	134 472	193 822	1 782 750	1 921 698	2 072 598
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		289 139	279 841	228 885	230 704	230 380	229 300	231 062	230 508	230 992	228 448	229 952	289 295	2 928 505	3 121 201	3 341 849
Surplus/(Deficit) before assoc.		5 070	14 368	65 324	63 505	63 829	64 909	63 147	63 701	63 217	65 761	64 257	4 914	602 003	705 202	166 328
Income Tax		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		(5 417)	(5 417)	(5 417)	(5 417)	(5 417)	(5 417)	(5 417)	(5 417)	(5 417)	(5 417)	(5 417)	59 583	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	(347)	8 951	59 907	58 088	58 412	59 492	57 730	58 284	57 800	60 344	58 840	64 498	602 003	705 202	166 328

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 2024/25												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
Revenue - Functional																	
Governance and administration		140 789	140 789	140 789	140 789	140 789	140 789	140 789	140 789	140 789	140 789	140 789	140 790	1 689 473	1 839 596	1 362 600	
Executive and council		81 033	81 033	81 033	81 033	81 033	81 033	81 033	81 033	81 033	81 033	81 033	81 033	972 401	1 068 711	540 680	
Finance and administration		59 756	59 756	59 756	59 756	59 756	59 756	59 756	59 756	59 756	59 756	59 756	59 756	717 072	770 885	821 920	
Internal audit													-	-	-		
Community and public safety		3 582	3 582	3 582	3 582	3 582	3 582	3 582	3 582	3 582	3 582	3 582	3 583	42 989	45 197	47 664	
Community and social services		1 011	1 011	1 011	1 011	1 011	1 011	1 011	1 011	1 011	1 011	1 011	1 012	12 138	12 817	13 534	
Sport and recreation		227	227	227	227	227	227	227	227	227	227	227	227	2 720	2 845	2 976	
Public safety		45	45	45	45	45	45	45	45	45	45	45	45	540	565	591	
Housing		2 292	2 292	2 292	2 292	2 292	2 292	2 292	2 292	2 292	2 292	2 292	2 292	27 501	28 876	30 464	
Health		8	8	8	8	8	8	8	8	8	8	8	8	90	94	98	
Economic and environmental services		1 581	1 581	1 581	1 581	1 581	1 581	1 581	1 581	1 581	1 581	1 581	1 581	18 976	20 017	21 116	
Planning and development		496	496	496	496	496	496	496	496	496	496	496	496	5 956	6 230	6 517	
Road transport		1 085	1 085	1 085	1 085	1 085	1 085	1 085	1 085	1 085	1 085	1 085	1 085	13 020	13 787	14 599	
Environmental protection													-	-	-		
Trading services		147 331	147 331	147 331	147 331	147 331	147 331	147 331	147 331	147 331	147 331	147 331	147 332	1 767 977	1 909 907	2 064 466	
Energy sources		97 025	97 025	97 025	97 025	97 025	97 025	97 025	97 025	97 025	97 025	97 025	97 025	1 164 299	1 270 542	1 386 849	
Water management		33 176	33 176	33 176	33 176	33 176	33 176	33 176	33 176	33 176	33 176	33 176	33 176	398 115	421 696	447 769	
Waste water management		9 857	9 857	9 857	9 857	9 857	9 857	9 857	9 857	9 857	9 857	9 857	9 858	118 290	125 375	132 203	
Waste management		7 273	7 273	7 273	7 273	7 273	7 273	7 273	7 273	7 273	7 273	7 273	7 273	87 272	92 293	97 644	
Other		924	924	924	924	924	924	924	924	924	924	924	924	11 092	11 686	12 332	
Total Revenue - Functional		294 209	294 209	294 209	294 209	294 209	294 209	294 209	294 209	294 209	294 209	294 209	294 209	3 530 507	3 826 403	3 508 177	
Expenditure - Functional																	
Governance and administration		62 967	62 967	62 967	62 967	62 967	62 967	62 967	62 967	62 967	62 967	62 967	62 962	755 594	787 029	830 821	
Executive and council		39 754	39 754	39 754	39 754	39 754	39 754	39 754	39 754	39 754	39 754	39 754	39 753	477 043	506 281	539 378	
Finance and administration		22 646	22 646	22 646	22 646	22 646	22 646	22 646	22 646	22 646	22 646	22 646	22 643	271 754	273 652	284 022	
Internal audit		566	566	566	566	566	566	566	566	566	566	566	566	6 797	7 096	7 421	
Community and public safety		17 276	17 276	17 276	17 276	17 276	17 276	17 276	17 276	17 276	17 276	17 276	17 274	207 313	216 574	228 521	
Community and social services		4 086	4 086	4 086	4 086	4 086	4 086	4 086	4 086	4 086	4 086	4 086	4 085	49 027	52 139	55 637	
Sport and recreation		5 254	5 254	5 254	5 254	5 254	5 254	5 254	5 254	5 254	5 254	5 254	5 253	63 043	64 463	67 776	
Public safety		3 828	3 828	3 828	3 828	3 828	3 828	3 828	3 828	3 828	3 828	3 828	3 827	45 933	48 189	50 648	
Housing		2 337	2 337	2 337	2 337	2 337	2 337	2 337	2 337	2 337	2 337	2 337	2 337	28 042	29 462	30 997	
Health		1 772	1 772	1 772	1 772	1 772	1 772	1 772	1 772	1 772	1 772	1 772	1 772	21 267	22 321	23 464	
Economic and environmental services		15 258	15 258	15 258	15 258	15 258	15 258	15 258	15 258	15 258	15 258	15 258	15 256	183 093	192 219	202 276	
Planning and development		4 637	4 637	4 637	4 637	4 637	4 637	4 637	4 637	4 637	4 637	4 637	4 636	55 644	58 174	60 928	
Road transport		10 546	10 546	10 546	10 546	10 546	10 546	10 546	10 546	10 546	10 546	10 546	10 545	126 551	133 103	140 358	
Environmental protection		75	75	75	75	75	75	75	75	75	75	75	75	898	942	990	
Trading services		191 235	181 937	130 981	132 800	132 476	131 396	133 158	132 604	133 088	130 544	132 048	191 399	1 753 665	1 895 103	2 048 394	
Energy sources		141 067	131 769	80 813	82 632	82 308	81 228	82 990	82 436	82 920	80 376	81 880	141 232	1 151 651	1 258 044	1 372 440	
Water management		32 951	32 951	32 951	32 951	32 951	32 951	32 951	32 951	32 951	32 951	32 951	32 950	395 412	418 711	445 661	
Waste water management		9 953	9 953	9 953	9 953	9 953	9 953	9 953	9 953	9 953	9 953	9 953	9 952	119 433	126 177	132 786	
Waste management		7 264	7 264	7 264	7 264	7 264	7 264	7 264	7 264	7 264	7 264	7 264	7 264	87 170	92 170	97 507	
Other		2 403	2 403	2 403	2 403	2 403	2 403	2 403	2 403	2 403	2 403	2 403	2 403	28 839	30 275	31 837	
Total Expenditure - Functional		289 139	279 841	228 885	230 704	230 380	229 300	231 062	230 508	230 992	228 448	229 952	289 295	2 928 505	3 121 201	3 341 849	
Surplus/(Deficit) before assoc.		5 070	14 368	65 324	63 505	63 829	64 909	63 147	63 701	63 217	65 761	64 257	4 915	602 003	705 202	166 328	
Intercompany/Parent subsidiary transactions													-	-	-	-	
Surplus/(Deficit)	1	5 070	14 368	65 324	63 505	63 829	64 909	63 147	63 701	63 217	65 761	64 257	4 915	602 003	705 202	166 328	

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 2024/25												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Multi-year expenditure to be appropriated	1															
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		-	-	-	-	-	-	-	-	-	-	-	1 500	1 500	2 113	-
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		-	-	-	-	-	-	-	-	-	-	-	5 000	5 000	5 000	5 000
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		-	-	-	-	-	-	-	-	-	-	-	2 000	2 000	2 000	30 000
Vote 08 - Infrastructure And Services		-	-	-	-	-	-	-	-	-	-	-	533 450	533 450	641 183	67 000
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	541 950	541 950	650 295	102 000
Single-year expenditure to be appropriated																
Vote 01 - Executive & Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Municipal And General		1 917	1 917	1 917	1 917	1 917	1 917	1 917	1 917	1 917	1 917	1 917	1 917	23 000	32 500	32 500
Vote 03 - Municipal Manager		196	196	196	196	196	196	196	196	196	196	196	196	2 349	2 609	2 721
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Community Services		184	184	184	184	184	184	184	184	184	184	184	184	2 210	-	4 792
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Strategy Econ Development And Planning		250	250	250	250	250	250	250	250	250	250	250	250	3 000	-	-
Vote 08 - Infrastructure And Services		3 435	3 435	3 435	3 435	3 435	3 435	3 435	3 435	3 435	3 435	3 435	3 435	41 220	4 000	4 000
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2	5 982	5 982	5 982	5 982	5 982	5 982	5 982	5 982	5 982	5 982	5 982	5 982	71 779	39 109	44 013
Total Capital Expenditure	2	5 982	5 982	5 982	5 982	5 982	5 982	5 982	5 982	5 982	5 982	5 982	547 931	613 729	689 404	146 013

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 2024/25												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital Expenditure - Functional	1															
Governance and administration		2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	24 500	34 613	32 500
Executive and council		2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	2 042	24 500	34 613	32 500
Finance and administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		601	601	601	601	601	601	601	601	601	601	601	601	7 210	5 000	9 792
Community and social services		417	417	417	417	417	417	417	417	417	417	417	417	5 000	5 000	9 792
Sport and recreation		184	184	184	184	184	184	184	184	184	184	184	184	2 210	-	-
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		4 043	4 043	4 043	4 043	4 043	4 043	4 043	4 043	4 043	4 043	4 043	4 043	48 519	48 291	79 221
Planning and development		487	487	487	487	487	487	487	487	487	487	487	487	5 849	4 609	32 721
Road transport		3 556	3 556	3 556	3 556	3 556	3 556	3 556	3 556	3 556	3 556	3 556	3 556	42 670	43 683	46 500
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		44 333	44 333	44 333	44 333	44 333	44 333	44 333	44 333	44 333	44 333	44 333	44 333	532 000	601 500	24 500
Energy sources		500	500	500	500	500	500	500	500	500	500	500	500	6 000	23 500	21 000
Water management		43 125	43 125	43 125	43 125	43 125	43 125	43 125	43 125	43 125	43 125	43 125	43 125	517 500	576 000	2 000
Waste water management		708	708	708	708	708	708	708	708	708	708	708	708	8 500	2 000	1 500
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-	-	1 500	1 500	-
Total Capital Expenditure - Functional	2	51 019	51 019	51 019	51 019	51 019	51 019	51 019	51 019	51 019	51 019	51 019	51 019	52 519	613 729	689 404
Funded by:																
National Government		47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	572 229	657 904
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and allocations (capital transfers, allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital		47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	572 229	657 904
Borrowing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds		3 458	3 458	3 458	3 458	3 458	3 458	3 458	3 458	3 458	3 458	3 458	3 458	41 500	31 500	31 500
Total Capital Funding		51 144	51 144	51 144	51 144	51 144	51 144	51 144	51 144	51 144	51 144	51 144	51 144	613 729	689 404	146 013

References

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

NC091 Sol Plaatje - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand															
Cash Receipts By Source													1		
Property rates	56 343	56 343	56 343	56 343	56 343	56 343	56 343	56 343	56 343	56 343	56 343	56 344	676 122	712 234	746 320
Service charges - electricity revenue	87 983	87 983	87 983	87 983	87 983	87 983	87 983	87 983	87 983	87 983	87 983	87 983	87 983	1 055 799	1 257 416
Service charges - water revenue	25 570	25 570	25 570	25 570	25 570	25 570	25 570	25 570	25 570	25 570	25 570	25 570	306 840	325 149	345 481
Service charges - sanitation revenue	7 136	7 136	7 136	7 136	7 136	7 136	7 136	7 136	7 136	7 136	7 136	7 136	85 626	90 754	95 689
Service charges - refuse revenue	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	65 181	68 953	72 979
Rental of facilities and equipment	2 605	2 605	2 605	2 605	2 605	2 605	2 605	2 605	2 605	2 605	2 605	2 605	31 265	32 301	33 591
Interest earned - external investments	750	750	750	750	750	750	750	750	750	750	750	750	9 000	12 000	15 000
Interest earned - outstanding debtors													-		
Dividends received													-		
Fines, penalties and forfeits	2 679	2 679	2 679	2 679	2 679	2 679	2 679	2 679	2 679	2 679	2 679	2 679	32 143	32 915	34 787
Licences and permits	767	767	767	767	767	767	767	767	767	767	767	767	9 200	9 707	10 262
Agency services													-		
Transfers and Subsidies - Operational	24 939	24 939	24 939	24 939	24 939	24 939	24 939	24 939	24 939	24 939	24 939	24 939	299 271	318 285	340 594
Other revenue	1 644	1 644	1 644	1 644	1 644	1 644	1 644	1 644	1 644	1 644	1 644	1 644	19 729	20 636	21 586
Cash Receipts by Source	215 848	215 848	215 848	215 848	215 848	215 848	215 848	215 848	215 848	215 848	215 848	215 848	2 590 176	2 774 986	2 973 705
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	47 686	572 229	657 904	114 513
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	167	167	167	167	167	167	167	167	167	167	167	167	2 000	2 500	3 000
VAT Control (receipts)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	263 700	263 700	263 700	263 700	263 700	263 700	263 700	263 700	263 700	263 700	263 700	263 701	3 164 405	3 435 390	3 091 218
Cash Payments by Type															
Employee related costs	79 239	79 239	79 239	79 239	79 239	79 239	79 239	79 239	79 239	79 239	79 239	79 235	950 863	997 950	1 048 566
Remuneration of councillors	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	37 077	38 930	41 068
Interest	1 481	1 481	1 481	1 481	1 481	1 481	1 481	1 481	1 481	1 481	1 481	1 481	17 774	15 874	13 730
Bulk purchases - electricity	126 679	117 381	66 425	68 244	67 920	66 840	68 602	68 048	68 532	65 988	67 492	126 845	979 000	1 068 900	1 167 790
Acquisitions - water & other inventory	32 050	32 050	32 050	32 050	32 050	32 050	32 050	32 050	32 050	32 050	32 050	32 050	384 605	395 489	417 812
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - other municipalities													-	-	-
Transfers and subsidies - other													-	-	-
Other expenditure	15 882	15 882	15 882	15 882	15 882	15 882	15 882	15 882	15 882	15 882	15 882	15 878	190 580	202 624	219 194
Cash Payments by Type	258 422	249 124	198 168	199 987	199 663	198 583	200 345	199 791	200 275	197 731	199 235	258 580	2 559 898	2 719 768	2 908 158
Other Cash Flows/Payments by Type															
Capital assets	51 144	51 144	51 144	51 144	51 144	51 144	51 144	51 144	51 144	51 144	51 144	51 144	613 729	689 404	146 013
Repayment of borrowing	1 232	1 232	1 232	1 232	1 232	1 232	1 232	1 232	1 232	1 232	1 232	1 232	14 788	16 688	18 832
Other Cash Flows/Payments	305	305	305	305	305	305	305	305	305	305	305	305	3 660	4 767	4 875
Total Cash Payments by Type	311 103	301 805	250 849	252 668	252 344	251 264	253 026	252 472	252 956	250 412	251 916	311 261	3 192 075	3 430 627	3 077 879
NET INCREASE/(DECREASE) IN CASH HELD	(47 403)	(38 105)	12 851	11 032	11 356	12 436	10 674	11 228	10 744	13 288	11 784	(47 560)	(27 670)	4 763	13 339
Cash/cash equivalents at the month/year begin:	100 817	53 415	15 310	28 161	39 194	50 550	62 987	73 661	84 890	95 634	108 922	120 707	100 817	73 147	77 910
Cash/cash equivalents at the month/year end:	53 415	15 310	28 161	39 194	50 550	62 987	73 661	84 890	95 634	108 922	120 707	73 147	73 147	77 910	91 249

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 - Supporting Table SA32 List of external mechanisms

External mechanism Name of organisation	Yrs/ Mths	Period of agreement 1. Number	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2. R thousand
Dbsa Loan @ 12.445%	M	240	Piped Water Inside Dwelling	30 June 2031	31
Dbsa Loan @ 12.61%	M	240	Piped Water Inside Dwelling	31 December 2028	3
Dbsa Loan @ 6.75%	M	288	Piped Water Inside Dwelling	31 December 2023	1

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 2023/24	2024/25 Medium Term Revenue & Expenditure Framework			Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Forecast 2033/34	Total Contract Value
		1,3	Total	Original Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Estimate						
Parent Municipality:														
Revenue Obligation By Contract	2													
<i>No Future Contracts Greater Than 5m</i>														
Total Operating Revenue Implication														
Expenditure Obligation By Contract	2													
<i>No Future Contracts Greater Than 5m</i>														
<i>Banking Services 5-Year Contract (Banking Fees)</i>														
Total Operating Expenditure Implication														
Capital Expenditure Obligation By Contract	2													
<i>Upgrade Stormwater Galeshewe</i>														
<i>Lerato Park Link Water And Sewer</i>														
<i>Homevale Fire Station</i>														
Total Capital Expenditure Implication														
Total Parent Expenditure Implication														
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

Community Assets	5 055	2 295	-	-	-	-	3 710	2 113	4 792	
Community Facilities	5 055	2 295	-	-	-	-	1 500	2 113	4 792	
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations	5 055	2 295	-	-	-	-	1 500	2 113	-	
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria	-	-	-	-	-	-	-	-	4 792	
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities	-	-	-	-	-	-	2 210	-	-	
Indoor Facilities										
Outdoor Facilities	-	-	-	-	-	-	2 210	-	-	
Capital Spares										
Heritage assets	-	-	-	-	-	-	-	-	-	
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties	1 437	2 457	3 296	15 000	12 395	12 395	5 500	-	-	
Revenue Generating	1 437	2 457	3 296	15 000	12 395	12 395	5 500	-	-	
Improved Property	1 437	2 457	3 296	15 000	12 395	12 395	5 500	-	-	
Unimproved Property										
Non-revenue Generating	-	-	-	-	-	-	-	-	-	
Improved Property										
Unimproved Property										
Other assets	-	-	-	-	-	-	-	-	-	
Operational Buildings	-	-	-	-	-	-	-	-	-	
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing	-	-	-	-	-	-	-	-	-	
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	
Biological or Cultivated Assets										
Intangible Assets	2 483	13 891	-	-	18 850	18 850	-	-	-	
Servitudes										
Licences and Rights	2 483	13 891	-	-	18 850	18 850	-	-	-	
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications	-	-	-	-	-	-	-	-	-	
Load Settlement Software Applications										
Unspecified	2 483	13 891	-	-	18 850	18 850	-	-	-	
Computer Equipment	1 687	3 857	2 943	4 500	6 200	6 200	6 849	7 109	7 221	
Computer Equipment	1 687	3 857	2 943	4 500	6 200	6 200	6 849	7 109	7 221	
Furniture and Office Equipment	76	184	984	3 000	3 000	3 000	500	3 000	3 000	
Furniture and Office Equipment	76	184	984	3 000	3 000	3 000	500	3 000	3 000	
Machinery and Equipment	-	-	-	-	-	-	-	-	-	
Machinery and Equipment										
Transport Assets	1 825	2 445	7 364	5 000	7 110	7 110	8 000	25 000	25 000	
Transport Assets	1 825	2 445	7 364	5 000	7 110	7 110	8 000	25 000	25 000	
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	51 665	66 116	50 768	48 980	79 435	79 435	96 593	53 721	54 013

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										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities	-	-	-	-	-	-	8 000	-	-	
Indoor Facilities										
Outdoor Facilities	-	-	-	-	-	-	8 000	-	-	
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										
Local 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	35 223	35 213	43 168	149 947	108 352	108 352	436 671	603 400	58 500
Renewal of Existing Assets as % of total capex		29.5%	27.7%	34.3%	60.1%	50.0%	50.0%	71.2%	87.5%	40.1%
Renewal of Existing Assets as % of deprecn*		55.1%	50.3%	60.1%	173.0%	125.0%	125.0%	486.8%	638.5%	58.6%

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

Total Repairs and Maintenance Expenditure	1	243 024	273 430	312 569	341 908	364 433	364 433	362 118	382 273	403 973
<i>R&M as a % of PPE & Investment Property</i>		11,7%	12,4%	14,0%	14,2%	15,4%	15,4%	13,4%	14,2%	19,7%
<i>R&M as % Operating Expenditure</i>		12,5%	12,5%	12,7%	12,7%	13,1%	13,1%	16,4%	13,1%	12,9%

References

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

Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets	-	-	-	-	-	-	-	-	-	
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage	-	-	-	-	-	-	-	-	-	
Investment properties	206	206	201	250	250	250	300	318	337	
Revenue Generating	206	206	201	250	250	250	300	318	337	
Improved Property	-	-	-	-	-	-	-	-	-	
Unimproved Property	206	206	201	250	250	250	300	318	337	
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	4 038	3 773	3 622	4 500	4 500	4 500	4 500	4 770	5 056	
Servitudes										
Licences and Rights	4 038	3 773	3 622	4 500	4 500	4 500	4 500	4 770	5 056	
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications	4 038	3 773	3 622	4 500	4 500	4 500	4 500	4 770	5 056	
Load Settlement Software Applications										
Unspecified	-	-	-	-	-	-	-	-	-	
Computer Equipment	2 024	2 152	2 447	2 400	2 400	2 400	2 700	2 862	3 034	
Computer Equipment	2 024	2 152	2 447	2 400	2 400	2 400	2 700	2 862	3 034	
Furniture and Office Equipment	912	1 936	1 401	2 200	2 200	2 200	2 000	2 120	2 247	
Furniture and Office Equipment	912	1 936	1 401	2 200	2 200	2 200	2 000	2 120	2 247	
Machinery and Equipment	1 240	1 237	1 338	1 400	1 400	1 400	1 500	1 590	1 685	
Machinery and Equipment	1 240	1 237	1 338	1 400	1 400	1 400	1 500	1 590	1 685	
Transport Assets	4 898	8 307	6 487	9 200	9 200	9 200	9 000	9 450	9 970	
Transport Assets	4 898	8 307	6 487	9 200	9 200	9 200	9 000	9 450	9 970	
Land	783	787	773	-	-	-	-	-	-	
Land	783	787	773	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals										
Living resources	-	-	-	-	-	-	-	-	-	
Mature	-	-	-	-	-	-	-	-	-	
Policing and Protection										
Zoological plants and animals										
Immature	-	-	-	-	-	-	-	-	-	
Policing and Protection										
Zoological plants and animals										
Total Depreciation	1	63 881	70 060	71 830	86 650	86 650	86 650	89 700	94 510	99 811

References

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

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 <u>2024/07/01</u> R	PROPOSED TARIFFS <u>2025/07/01</u> R	PROPOSED TARIFFS <u>2026/07/01</u> R
Residential Property	0.011591	0.012129	0.013070	0.013950
Vacant Residential Property	0.017386	0.018194	0.019605	0.020925
Industrial Property	0.034773	0.036387	0.039211	0.041850
Vacant Industrial	0.040568	0.042452	0.045746	0.048825
Business and Commercial Property	0.034773	0.036387	0.039211	0.041850
Vacant Business and Commercial Property	0.040568	0.042452	0.045746	0.048825
Agricultural Property	0.002898	0.003032	0.003268	0.003487
Mining Property	0.069545	0.072774	0.078422	0.083699
Public Service Property	0.047523	0.049729	0.053588	0.057195
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	0.011591	0.012129	0.013070	0.013950
Municipal property used for Municipal Purposes	0.000000	0.000000	0.000000	0.000000
Sports Grounds and facilities operated for gain	0.000000	0.000000	0.000000	0.000000
Average rates tariff	0.016998	0.017707	0.019081	0.020365

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)



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	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
1.2 MUNICIPAL SWIMMING POOLS & SPORTS FIELDS (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)				
1.2.1 Karen Muir Swimming Pool				
Admission fees - Children	16.00	17.00	18.00	19.00
Admission fees - Adults	21.00	22.00	24.00	26.00
Season tickets - Children	159.00	167.00	180.00	192.00
Season tickets - Adults	274.00	288.00	310.00	331.00
Hire of pool (Strictly for swimming purposes)	2,310.00	2,426.00	2,614.00	2,790.00
Key / Loss / damage / breakage deposit	1,945.00	2,042.00	2,200.00	2,348.00
1.2.2 Florianville Swimming Pool				
Admission fees - Children	16.00	17.00	18.00	19.00
Admission fees - Adults	21.00	22.00	24.00	26.00
Season tickets - Children	134.00	141.00	152.00	162.00
Season tickets - Adults	219.00	230.00	248.00	265.00
Hire of pool (Strictly for swimming purposes)	2,187.00	2,296.00	2,474.00	2,641.00
Key / Loss / damage / breakage deposit	1,945.00	2,042.00	2,200.00	2,348.00
1.2.3 Roodepan Swimming Pool				
Admission fees - Children	12.00	13.00	14.00	15.00
Admission fees - Adults	21.00	22.00	24.00	26.00
Season tickets - Children	122.00	128.00	138.00	147.00
Season tickets - Adults	195.00	205.00	221.00	236.00
Hire of pool (Strictly for swimming purposes)	2,187.00	2,296.00	2,474.00	2,641.00
Key / Loss / damage / breakage deposit	1,945.00	2,042.00	2,200.00	2,348.00
1.2.4 Galeshewe Swimming Pool				
Admission fees - Children	12.00	13.00	14.00	15.00
Admission fees - Adults	21.00	22.00	24.00	26.00
Season tickets - Children	122.00	128.00	138.00	147.00
Season tickets - Adults	195.00	205.00	221.00	236.00
Hire of pool (Strictly for swimming purposes)	2,187.00	2,296.00	2,474.00	2,641.00
Key / Loss / damage / breakage deposit	1,945.00	2,042.00	2,200.00	2,348.00
* Hire of pool for functions / commercial use (tariff applicable to all pools)	4,863.00	5,106.00	5,502.00	5,872.00
* Key / Loss / damage / breakage deposit	3,039.00	3,191.00	3,439.00	3,670.00
1.2.5 De Beers Stadium				
Hire of athletics track	1,629.00	1,710.00	1,843.00	1,967.00
Key / Loss / damage / breakage deposit	1,629.00	1,710.00	1,843.00	1,967.00
Apparatus per day	972.00	1,021.00	1,100.00	1,174.00
Key / Loss / damage / breakage deposit	1,338.00	1,405.00	1,514.00	1,616.00
Training sessions (Schools/Clubs) for athletics during the week, except public holidays from 07:00-18:00	225.00	236.00	254.00	271.00
Hire of sports field/preparation fee	876.00	920.00	991.00	1,058.00
Key / Loss / damage / breakage deposit	1,338.00	1,405.00	1,514.00	1,616.00
Preparation Fee	876.00	920.00	991.00	1,058.00
VIP Lounge	876.00	920.00	991.00	1,058.00
Lights :Fixed (plus hourly rate)	1,871.00	1,965.00	2,117.00	2,259.00
: Hourly rate	59.00	62.00	67.00	72.00
HIRE OF STADIUM				
Sport per day (soccer)	New	1,276.00	1,375.00	1,468.00
Other than sport	3,039.00	3,191.00	3,439.00	3,670.00
Key / Loss / damage / breakage deposit	2,431.00	2,553.00	2,751.00	2,936.00
Training session (max 2 hours) between Tuesday- Thursday, except public holidays from 07:00-18:00	New	236.00	254.00	271.00
Music festivals/events /commercial use	27,954.00	29,352.00	31,630.00	33,759.00
Key / Loss / damage / breakage deposit	38,893.00	40,838.00	44,007.00	46,969.00
HIRE OF HALL NO. 4				
Indoor sport	195.00	205.00	221.00	236.00
Hire of cafeteria/bar	390.00	410.00	442.00	472.00
Key / Loss / damage / breakage deposit	1,338.00	1,405.00	1,514.00	1,616.00
Season ticket for individuals	206.00	216.00	233.00	249.00
Individual per session	53.00	56.00	60.00	64.00
GROUPS:				



	PRESENT TARIFFS	PROPOSED TARIFFS 2024/07/01	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01
	R	R	R	R
1 - 10 per session	91.00	96.00	103.00	110.00
11 - 20 per session	117.00	123.00	133.00	142.00
21 - 30 per session	148.00	155.00	167.00	178.00
31 - 40 per session	182.00	191.00	206.00	220.00
41 - 60 per session	213.00	224.00	241.00	257.00
61 and more per session	310.00	326.00	351.00	375.00
1.2.6 <u>Galeshewe Stadium</u>				
Sport per day	1,215.00	1,276.00	1,375.00	1,468.00
Hire of multipurpose courts or athletic track	900.00	945.00	1,018.00	1,087.00
Key / Loss / damage / breakage deposit	1,640.00	1,722.00	1,856.00	1,981.00
Training session (max 2 hours) between Tuesday- Thursday, except public holidays from 07:00-18:00	225.00	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	206.00	216.00	233.00	249.00
Individual per session	53.00	56.00	60.00	64.00
GROUPS:				
1 - 10 per session	91.00	96.00	103.00	110.00
11 - 20 per session	117.00	123.00	133.00	142.00
21 - 30 per session	148.00	155.00	167.00	178.00
31 - 40 per session	182.00	191.00	206.00	220.00
41 - 60 per session	213.00	224.00	241.00	257.00
61 and more per session	310.00	326.00	351.00	375.00
Training sessions (schools/clubs) for athletics during the week, except public holidays from 07:00-18:00	225.00	236.00	254.00	271.00
Other than sport	5,469.00	5,742.00	6,188.00	6,604.00
Key / Loss / damage / breakage deposit	2,431.00	2,553.00	2,751.00	2,936.00
Music festivals/events /commercial use	21,877.00	22,971.00	24,754.00	26,420.00
Key / Loss / damage / breakage deposit	37,677.00	39,561.00	42,631.00	45,500.00
Lights :Fixed (plus hourly rate)	3,767.00	3,955.00	4,262.00	4,549.00
: Hourly rate	109.00	114.00	123.00	131.00
1.2.7 <u>Galeshewe Arena</u>				
Hire of arena per day	475.00	499.00	538.00	574.00
Hire of hall per day	243.00	255.00	275.00	294.00
Key / Loss / damage / breakage deposit	791.00	831.00	895.00	955.00
Music festivals/events /commercial use	7,170.00	7,529.00	8,113.00	8,659.00
Key / Loss / damage / breakage deposit	14,585.00	15,314.00	16,502.00	17,613.00
Lights :Fixed (plus hourly rate)	61.00	64.00	69.00	74.00
: Hourly rate	18.00	19.00	20.00	21.00
1.2.8 <u>West-End Indoor Facility</u>				
<u>Competitive sport -</u>				
Prior occupation per day	874.00	918.00	989.00	1,056.00
Main Hall (per day)	2,054.00	2,157.00	2,324.00	2,480.00
Key / Loss / damage / breakage deposit	2,043.00	2,145.00	2,311.00	2,467.00
Small Hall (per day)	1,275.00	1,339.00	1,443.00	1,540.00
Key / Loss / damage / breakage deposit	1,275.00	1,339.00	1,443.00	1,540.00
<u>Training sessions -</u>				
Main Hall (per hour)	212.00	223.00	240.00	256.00
Key / Loss / damage / breakage deposit	319.00	335.00	361.00	385.00
Small Hall (per hour)	153.00	161.00	173.00	185.00
Key / Loss / damage / breakage deposit	280.00	294.00	317.00	338.00
<u>Other than sport -</u>				
Prior occupation per day	1,020.00	1,071.00	1,154.00	1,232.00
Main Hall	2,551.00	2,679.00	2,887.00	3,081.00
Key / Loss / damage / breakage deposit	2,551.00	2,679.00	2,887.00	3,081.00
Small Hall	1,429.00	1,500.00	1,616.00	1,725.00
Key / Loss / damage / breakage deposit	1,531.00	1,608.00	1,733.00	1,850.00
<u>Commercial use -</u>				
Prior occupation per day	1,047.00	1,099.00	1,184.00	1,264.00
Main Hall (per day)	5,741.00	6,028.00	6,496.00	6,933.00
Key / Loss / damage / breakage deposit	16,969.00	17,817.00	19,200.00	20,492.00
Small Hall (per day)	2,551.00	2,679.00	2,887.00	3,081.00
Key / Loss / damage / breakage deposit	2,551.00	2,679.00	2,887.00	3,081.00



Kitchen (per day)
Key / Loss / damage / breakage deposit

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728.00
1,275.00

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2024/07/01

R
764.00
1,339.00

PROPOSED
TARIFFS
2025/07/01

R
823.00
1,443.00

PROPOSED
TARIFFS
2026/07/01

R
878.00
1,540.00



1.2.9

West-End ClubCommercial use -

	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
Prior occupation per day	1,123.00	1,179.00	1,270.00	1,355.00
Main Hall (per day)	5,486.00	5,760.00	6,207.00	6,625.00
Key / Loss / damage / breakage deposit	13,395.00	14,065.00	15,156.00	16,176.00
<u>Competitive sport -</u>				
Prior occupation per day	957.00	1,005.00	1,083.00	1,156.00
Main Hall (per day)	1,275.00	1,339.00	1,443.00	1,540.00
Key / Loss / damage / breakage deposit	1,275.00	1,339.00	1,443.00	1,540.00
<u>Training sessions -</u>				
Main Hall (per hour)	210.00	221.00	238.00	254.00
Key / Loss / damage / breakage deposit	344.00	361.00	389.00	415.00
Main Hall (other than specified)	2,870.00	3,014.00	3,248.00	3,467.00
Key / Loss / damage / breakage deposit	2,870.00	3,014.00	3,248.00	3,467.00
Kitchen	727.00	763.00	822.00	877.00
Key / Loss / damage / breakage deposit	1,275.00	1,339.00	1,443.00	1,540.00
Braai area	765.00	803.00	865.00	923.00
Key / Loss / damage / breakage deposit	1,275.00	1,339.00	1,443.00	1,540.00
Trog Bar	1,020.00	1,071.00	1,154.00	1,232.00
Key / Loss / damage / breakage deposit	1,275.00	1,339.00	1,443.00	1,540.00
Soccer Field	727.00	763.00	822.00	877.00
Key / Loss / damage / breakage deposit	1,020.00	1,071.00	1,154.00	1,232.00
Cricket field	727.00	763.00	822.00	877.00
Key / Loss / damage / breakage deposit	1,020.00	1,071.00	1,154.00	1,232.00
Air Conditioner	829.00	870.00	938.00	1,001.00
Deposit on hiring of facilities (Within 7 days of the request for the reservation)	50% of total amount	50% of total amount	50% of total amount	50% of total amount

Cancellation

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

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

Conditions

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



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- 14. A market related corkage fee may be charged for wine and champagne.
- 15. The playing of musical instruments, live musical performances and any other form of amplified music is prohibited outdoors. The playing of music will be allowed indoor only until 24:00.
- 16. Ignorance of any of the above can lead to: Arrest, prohibition from the facility and forfeiture of total deposit.
- 17. All reservations will be accommodated on the basis of first come first served.
- 18. Funerals to be charged as per item 1.9.5

If a request is received from a the following organizations * to use the facilities at a reduced tariff ONLY the Municipal Manager may approve a reduced tariff. The relevant deposit , which is refundable ,is payable.

* Registered Welfare Organisations

* Registered Non-profitable Organisations

* Schools and Churches

NB. Government Departments to pay full tariff.

If a contract is drawn up with a specific Provincial or National body for the hire of any of the facilities for sport (seasonal), the fee is R37 000-00 for the season

Deposit for reservation = 25% of total reservation fee to be paid within 7 days of booking.

Cancellation fee = 25% of total reservation fee.

1.2.10	<u>Open Mine Caravan Park</u>				
	Caravans - (per Caravan)	160.00	168.00	181.00	193.00
	- (per person)	83.00	87.00	94.00	100.00
	Caravan Club				
	Minimum of 20 Caravans - (per Caravan)	121.00	127.00	137.00	146.00
	- (per person)	77.00	81.00	87.00	93.00
	Pensioners - (per Caravan)	114.00	120.00	129.00	138.00
	- (per person)	77.00	81.00	87.00	93.00
	Tent (per site)	121.00	127.00	137.00	146.00
	(per person)	96.00	101.00	109.00	116.00
	Day Visitors:				
	Car (per car)	96.00	101.00	109.00	116.00
	(per person)	103.00	108.00	116.00	124.00
	Bus (per bus)	472.00	496.00	534.00	570.00
	(per person)	83.00	87.00	94.00	100.00
	Music Festival/Events?Commercial Use	New	12,225.00	13,174.00	14,061.00
	Key loss/Damage/Breakage deposit	New	14,059.00	15,150.00	16,170.00

1.3 **BURIAL PLOT FEES (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)**

1.3.1	<u>West-End and Kenilworth Cemeteries</u>				
	Re-opening (casket)	1,216.00	1,277.00	1,376.00	1,469.00
	Re-opening (adults)	990.00	1,040.00	1,121.00	1,196.00
	Re-opening (babies)	787.00	826.00	890.00	950.00
	Burial of ashes	262.00	275.00	296.00	316.00
	Grave fees (adult)	1,669.00	1,752.00	1,888.00	2,015.00
	Grave fees (children under 7)	1,275.00	1,339.00	1,443.00	1,540.00
	Special graves (casket)	2,349.00	2,466.00	2,657.00	2,836.00
	Wall of Remembrance (per niche)	2,468.00	2,591.00	2,792.00	2,980.00
	Two burials per grave	3,577.00	3,756.00	4,047.00	4,319.00
	Reserved graves	3,577.00	3,756.00	4,047.00	4,319.00
	Monument erection fee - single graves	609.00	639.00	689.00	735.00
	Monument erection fee - double graves	1,049.00	1,101.00	1,186.00	1,266.00
	Sundry payment - Saturday funerals	1,252.00	1,315.00	1,417.00	1,512.00



PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
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1.3.2	<u>Roodepan, Greenpoint and Galeshewe Cemeteries</u>				
	Re-opening (casket)	1,049.00	1,101.00	1,186.00	1,266.00
	Re-opening (adults)	799.00	839.00	904.00	965.00
	Re-opening (babies)	693.00	728.00	784.00	837.00
	Burial of ashes	262.00	275.00	296.00	316.00
	Grave fees (adult)	1,049.00	1,101.00	1,186.00	1,266.00
	Grave fees (children under 7)	465.00	488.00	526.00	561.00
	Special graves (casket)	2,027.00	2,128.00	2,293.00	2,447.00
	Pauper graves	441.00	463.00	499.00	533.00
	Two burials per grave	2,504.00	2,629.00	2,833.00	3,024.00
	Reserved graves	2,551.00	2,679.00	2,887.00	3,081.00
	Monument erection fee - single graves	609.00	639.00	689.00	735.00
	Monument erection fee - double graves	1,049.00	1,101.00	1,186.00	1,266.00
	Sundry payment - Saturday funerals	1,252.00	1,315.00	1,417.00	1,512.00
1.3.3	<u>Ritchie, Motswedimosa and Rietvale Cemeteries</u>				
	Re-opening (casket)	1,049.00	1,101.00	1,186.00	1,266.00
	Re-opening (adults)	799.00	839.00	904.00	965.00
	Re-opening (babies)	693.00	728.00	784.00	837.00
	Burial of ashes	262.00	275.00	296.00	316.00
	Grave fees (adult)	1,049.00	1,101.00	1,186.00	1,266.00
	Grave fees (children under 7)	465.00	488.00	526.00	561.00
	Special graves (casket)	2,027.00	2,128.00	2,293.00	2,447.00
	Pauper graves	441.00	463.00	499.00	533.00
	Two burials per grave	2,504.00	2,629.00	2,833.00	3,024.00
	Reserved graves	2,551.00	2,679.00	2,887.00	3,081.00
	Monument erection fee - single graves	609.00	639.00	689.00	735.00
	Monument erection fee - double graves	1,049.00	1,101.00	1,186.00	1,266.00
	Sundry payment - Saturday funerals	1,252.00	1,315.00	1,417.00	1,512.00
	<u>Phutanang Cemetery</u>				
	Re-opening (dome casket/casket)	1,049.00	1,101.00	1,186.00	1,266.00
	Re-opening (adults)-normal	799.00	839.00	904.00	965.00
	Re-opening (babies)	693.00	728.00	784.00	837.00
	Burial of ashes	262.00	275.00	296.00	316.00
	Grave fees (adult)	1,000.00	1,050.00	1,131.00	1,207.00
	Grave fees (children under 7)	465.00	488.00	526.00	561.00
	Special graves (dome casket/casket)	1,944.00	2,041.00	2,199.00	2,347.00
	Pauper graves	441.00	463.00	499.00	533.00
	Two burials per grave	1,845.00	1,937.00	2,087.00	2,227.00
	Reserved graves	2,389.00	2,508.00	2,703.00	2,885.00
	Monument erection fee - single graves	609.00	639.00	689.00	735.00
	Monument erection fee - double graves	1,049.00	1,101.00	1,186.00	1,266.00
	Sundry payment - Saturday funerals	1,252.00	1,315.00	1,417.00	1,512.00
1.3.4	Grave Fees for Deceased Indigent Accountholders	405.00	425.00	458.00	489.00
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.



PRESENT
TARIFFS
R

PROPOSED
TARIFFS
2024/07/01
R

PROPOSED
TARIFFS
2025/07/01
R

PROPOSED
TARIFFS
2026/07/01
R

Accommodation deposit

A deposit must be paid within 48 hours of the date of the request for a reservation. Deposit amount is 75% of total amount.

Preference would be given to all clients (reservations) who utilise accommodation for longer periods during high peak season. Deposits for such reservations will be the full amount of the reservation with the provision that payments being received within the month the reservation has been done.

***No free entry for Riverton residents

All Resorts - Festivals /events (see condition no 33)

as per quotation

as per quotation

as per quotation

as per quotation

1.4.1

Riverton Pleasure Resort

Chalets/Villas

Basic tariff per unit

161.00

169.00

182.00

194.00

Per bed available in the unit

226.00

237.00

255.00

272.00

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

93.00

98.00

106.00

113.00

Per bed available in the unit

161.00

169.00

182.00

194.00

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

Upgraded Rondavels : Basic tariff per unit

133.00

140.00

151.00

161.00

Upgraded Rondavels : Per bed available in the unit

177.00

186.00

200.00

213.00

Caravan Park

Caravan (per day)

133.00

140.00

151.00

161.00

Per person (per day)

62.00

65.00

70.00

75.00

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

51.00

54.00

58.00

62.00

Day visitors (1 May - 31 August)

31.00

33.00

36.00

38.00

Cars

36.00

38.00

41.00

44.00

Season ticket (minimum 100 tickets)

50% discount

50% discount

50% discount

50% discount

Boats

96.00

101.00

109.00

116.00

Hall (for period of 24 hours)

676.00

710.00

765.00

816.00

Key / Loss / damage / breakage deposit

Chalets and Villas

631.00

663.00

714.00

762.00

Rondavels

631.00

663.00

714.00

762.00

Hall

631.00

663.00

714.00

762.00

Group reservations

7,078.00

7,432.00

8,009.00

8,548.00

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

161.00

169.00

182.00

194.00

Basic tariff per unit

145.00

152.00

164.00

175.00

Per bed available in the unit

Rondavels

Basic tariff per unit

93.00

98.00

106.00

113.00

Per bed available in the unit

48.00

50.00

54.00

58.00

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

44236.00

46,448.00

50,052.00

53,420.00

(Key deposit of R19000-00 as well as payment for 15 (fifteen) security guards from a recognized security company on the day of the festival is compulsory)



PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
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Key / Loss / damage / breakage deposit

Resort	22,750.00	23,888.00	25,742.00	27,474.00
Chalets	631.00	663.00	714.00	762.00
Rondavels	631.00	663.00	714.00	762.00

Camping sites

Tent 6 persons(per day)	119.00	125.00	135.00	144.00
Per person (per day)	62.00	65.00	70.00	75.00

Caravans

Per caravan (per day)	139.00	146.00	157.00	168.00
Per person (per day)	77.00	81.00	87.00	93.00

Hall

24-hour period	1,516.00	1,592.00	1,716.00	1,831.00
Per person	45.00	47.00	51.00	54.00
Key / Loss / damage / breakage deposit	631.00	663.00	714.00	762.00

Day visitors

Per person	51.00	54.00	58.00	62.00
Cars	37.00	39.00	42.00	45.00

Group accommodation

Key / Loss / damage / breakage deposit	1,895.00	1,990.00	2,144.00	2,288.00
Per person per night (without bedding)	126.00	132.00	142.00	152.00
Per person per night (with bedding)	152.00	160.00	172.00	184.00

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 ResortsChalets : Rekaofela

Basic tariff per unit	196.00	206.00	222.00	237.00
Per bed available in the unit (Amount converted to the nearest multiple of 5).	234.00	246.00	265.00	283.00
Key / Loss / damage / breakage deposit	631.00	663.00	714.00	762.00

Chalets : Transka

Basic tariff per unit	161.00	169.00	182.00	194.00
Per bed available in the unit	161.00	169.00	182.00	194.00
Key / Loss / damage / breakage deposit	631.00	663.00	714.00	762.00

Caravan Park :Transka

Caravan (per day)	145.00	152.00	164.00	175.00
Per person (per day)	77.00	81.00	87.00	93.00

Group accommodation

Transka - per person per night (with bedding)	145.00	152.00	164.00	175.00
Key / Loss / damage / breakage deposit	1,895.00	1,990.00	2,144.00	2,288.00
Rekaofela - per person per night	171.00	180.00	194.00	207.00
Key / Loss / damage / breakage deposit	1,895.00	1,990.00	2,144.00	2,288.00



	PRESENT TARIFFS	PROPOSED TARIFFS 2024/07/01	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01
	R	R	R	R
Hall - (24-hour period) Kopano	1,327.00	1,393.00	1,501.00	1,602.00
- (48-hour period)	1,389.00	1,458.00	1,571.00	1,677.00
- (72-hour period)	1,454.00	1,527.00	1,645.00	1,756.00
- (96-hour period)	1,516.00	1,592.00	1,716.00	1,831.00
(More than 96 hours)	2,212.00	2,323.00	2,503.00	2,671.00
Key / Loss / damage / breakage deposit	1,895.00	1,990.00	2,144.00	2,288.00
<u>Training Centre - Mongano Hall</u>				
Per person per night	171.00	180.00	194.00	207.00
Key / Loss / damage / breakage deposit	1,895.00	1,990.00	2,144.00	2,288.00
Hall - (24-hour period)	2,843.00	2,985.00	3,217.00	3,434.00
- (48-hour period)	2,970.00	3,119.00	3,361.00	3,587.00
- (72-hour period)	3,160.00	3,318.00	3,575.00	3,816.00
- (96-hour period)	3,286.00	3,450.00	3,718.00	3,968.00
(More than 96 hours)	5,624.00	5,905.00	6,363.00	6,791.00
Key / Loss / damage / breakage deposit	1,895.00	1,990.00	2,144.00	2,288.00
Prior occupation	1,265.00	1,328.00	1,431.00	1,527.00
<u>Recreation Hall - Riverside Hall</u>				
Hall - (24-hour period)	7,078.00	7,432.00	8,009.00	8,548.00
- (48-hour period)	7,331.00	7,698.00	8,295.00	8,853.00
- (72-hour period)	7,457.00	7,830.00	8,438.00	9,006.00
- (96-hour period)	7,710.00	8,096.00	8,724.00	9,311.00
(More than 96 hours)	8,468.00	8,891.00	9,581.00	10,226.00
Prior occupation (per day)	721.00	757.00	816.00	871.00
Key / Loss / damage / breakage deposit	3,160.00	3,318.00	3,575.00	3,816.00
<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.	860.00	903.00	973.00	1,038.00
Daily conference tariff per person per day for less than 20 delegates,	1,011.00	1,062.00	1,144.00	1,221.00
Breakfast	64.00	67.00	72.00	77.00
	69.00	72.00	78.00	83.00
	83.00	87.00	94.00	100.00
	98.00	103.00	111.00	118.00
	111.00	117.00	126.00	134.00
	128.00	134.00	144.00	154.00
	171.00	180.00	194.00	207.00
Lunch / Dinner	83.00	87.00	94.00	100.00
	98.00	103.00	111.00	118.00
	105.00	110.00	119.00	127.00
	111.00	117.00	126.00	134.00
	105.00	110.00	119.00	127.00
	120.00	126.00	136.00	145.00
	126.00	132.00	142.00	152.00
	133.00	140.00	151.00	161.00
	139.00	146.00	157.00	168.00
	145.00	152.00	164.00	175.00
	153.00	161.00	173.00	185.00
	166.00	174.00	188.00	201.00
	177.00	186.00	200.00	213.00
	190.00	200.00	216.00	231.00
	223.00	234.00	252.00	269.00

	PRESENT	PROPOSED	PROPOSED	PROPOSED
	TARIFFS	TARIFFS	TARIFFS	TARIFFS
	2024/07/01	2025/07/01	2025/07/01	2026/07/01
	R	R	R	R
Poeding	37.00	39.00	42.00	45.00
	45.00	47.00	51.00	54.00
	57.00	60.00	65.00	69.00
<u>Additional meals</u>				
Finger lunch per person	62.00	65.00	70.00	75.00
	83.00	87.00	94.00	100.00
	90.00	95.00	102.00	109.00
	120.00	126.00	136.00	145.00
	139.00	146.00	157.00	168.00
Spitbraai per person	278.00	292.00	315.00	336.00
	321.00	337.00	363.00	387.00
	366.00	384.00	414.00	442.00
Weddings per person	298.00	313.00	337.00	360.00
	321.00	337.00	363.00	387.00
	382.00	401.00	432.00	461.00
	430.00	452.00	487.00	520.00
<u>Coffee/Tea & Refreshments</u>				
Coffee/Tea (per person)	26.00	27.00	29.00	31.00
Coffee/Tea & refreshments (per person)	63.00	66.00	71.00	76.00
Coffee/Tea & muffens (per person)	55.00	58.00	63.00	67.00
Tableclothes (weddings) each	69.00	72.00	78.00	83.00
Crockery and cutlery (per day)	417.00	438.00	472.00	504.00
Overhead projector (per day)	82.00	86.00	93.00	99.00
Video machine (per day)	77.00	81.00	87.00	93.00
Television (per day)	51.00	54.00	58.00	62.00
Flip chart	51.00	54.00	58.00	62.00
Flip chart paper (per batch)	347.00	364.00	392.00	418.00
Cool room (24-hours)	138.00	145.00	156.00	166.00
Data Projector (per day)	278.00	292.00	315.00	336.00
<u>Printing charges and phone calls</u>				
Paper prints - A4	11.00	12.00	13.00	14.00
Paper prints - A3	18.00	19.00	20.00	21.00
Fax - A4	27.00	28.00	30.00	32.00
<u>Day Visitor Tariff</u>				
Per person (Transka)	27.00	28.00	30.00	32.00
Per person Seasonal (Transka) Easter/ December till 10th of January	76.00	80.00	86.00	92.00
School children out of season (Transka)	12.00	13.00	14.00	15.00
Winter Period (1 May till 31st July	12.00	13.00	14.00	15.00
Buses (15 Seater and more) / Cars	36.00	38.00	41.00	44.00
Putt-Putt	25.00	26.00	28.00	30.00

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 2024/07/01	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01
	R	R	R	R
Hire of Lapas				
Lapa A	477.00	501.00	540.00	576.00
Lapa B	477.00	501.00	540.00	576.00
Lapa C	537.00	564.00	608.00	649.00
Key / Loss / damage / breakage deposit	596.00	626.00	675.00	720.00

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)	537.00	564.00	608.00	649.00
1-Activity introduction (per person) - instruction, refreshments, equipment	596.00	626.00	675.00	720.00

Instructor's fees

Instructor's fees per day (with OAA Level 2 training)	537.00	564.00	608.00	649.00
Instructor's fees per day (with OAA Level 3 training)	596.00	626.00	675.00	720.00
Instructor's transport costs (per Km)	6.00	6.30	6.79	7.25

Cancellation fee is 25% of the total reservation fee.

CONDITIONS:

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



PRESENT
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2024/07/01
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TARIFFS
2025/07/01
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PROPOSED
TARIFFS
2026/07/01
R

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

	505.00	530.00	571.00	609.00
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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	1,789.00	1,878.00	2,024.00	2,160.00
2 Bedroom	2,266.00	2,379.00	2,564.00	2,737.00

Hercules Court

1 Bedroom	1,968.00	2,066.00	2,226.00	2,376.00
2 Bedroom	2,385.00	2,504.00	2,698.00	2,880.00

Holland Court

1 Bedroom	2,623.00	2,754.00	2,968.00	3,168.00
2 Bedroom	3,219.00	3,380.00	3,642.00	3,887.00
3 Bedroom	3,458.00	3,631.00	3,913.00	4,176.00
Bachelor	2,325.00	2,441.00	2,630.00	2,807.00

Newton Court

1 Bedroom	2,921.00	3,067.00	3,305.00	3,527.00
2 Bedroom	3,577.00	3,756.00	4,047.00	4,319.00
3 Bedroom	4,113.00	4,319.00	4,654.00	4,967.00

Tiffany Court

2 Bedroom	3,577.00	3,756.00	4,047.00	4,319.00
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Eugenie Court

1 Bedroom	2,862.00	3,005.00	3,238.00	3,456.00
2 Bedroom	3,458.00	3,631.00	3,913.00	4,176.00

Jonker Court

1 Bedroom	2,385.00	2,504.00	2,698.00	2,880.00
2 Bedroom	2,862.00	3,005.00	3,238.00	3,456.00

Eureka Court

1 Bedroom	2,385.00	2,504.00	2,698.00	2,880.00
2 Bedroom	2,921.00	3,067.00	3,305.00	3,527.00

Krisant Court

1 Bedroom	2,266.00	2,379.00	2,564.00	2,737.00
2 Bedroom	2,921.00	3,067.00	3,305.00	3,527.00

Roodepan Flats

1 Bedroom	870.00	914.00	985.00	1,051.00
2 Bedroom	1,431.00	1,503.00	1,620.00	1,729.00
3 Bedroom	1,968.00	2,066.00	2,226.00	2,376.00



	PRESENT TARIFFS	PROPOSED TARIFFS 2024/07/01	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01
	R	R	R	R
Flamingo Court				
1 Bedroom	1,490.00	1,565.00	1,686.00	1,799.00
2 Bedroom	1,908.00	2,003.00	2,158.00	2,303.00
Bachelor	1,372.00	1,441.00	1,553.00	1,658.00
Lerato Park Communal Residential Units (CRU)				
Bachelor unit-CRU Units (Type A-30m ²)	1,800.00	1,890.00	2,037.00	2,174.00
1 Bedroom unit -CRU Units (Type B-42m ²)	2,500.00	2,625.00	2,829.00	3,019.00
2 Bedroom unit- Rental units (Type C - 42m ²)	2,500.00	2,625.00	2,829.00	3,019.00
2 Bedroom unit- Rental units (Type D - 43m ²)	2,800.00	2,940.00	3,168.00	3,381.00
2 Bedroom unit- Rental units (Type E - 52m ²)	3,500.00	3,675.00	3,960.00	4,227.00
2 Bedroom unit- Rental units (Type F - 52m ²)	3,500.00	3,675.00	3,960.00	4,227.00
2 Bedroom unit- Rental units (Type G - 52m ²)	3,500.00	3,675.00	3,960.00	4,227.00
NB: Rental charges are inclusive of Sewerage and Refuse removal as per Council approved tariffs.				
Carports				
Carport with locking facility (per month)	132.00	139.00	150.00	160.00
Carport without locking facility (per month)	59.00	62.00	67.00	72.00
Key deposit	179.00	188.00	203.00	217.00
Administration fee	202.00	212.00	228.00	243.00
By-pass houses				
7 Villiers street	2,206.00	2,316.00	2,496.00	2,664.00
9 Villiers street	2,027.00	2,128.00	2,293.00	2,447.00
27a St Augustines road	2,206.00	2,316.00	2,496.00	2,664.00
28 St Augustines road	2,504.00	2,629.00	2,833.00	3,024.00
29 St Augustines road	1,968.00	2,066.00	2,226.00	2,376.00
20 Auction	2,206.00	2,316.00	2,496.00	2,664.00
4 Marriott	2,027.00	2,128.00	2,293.00	2,447.00
21 Diebel	2,682.00	2,816.00	3,035.00	3,239.00
13 Fuller	1,789.00	1,878.00	2,024.00	2,160.00
49 Jacobson	2,981.00	3,130.00	3,373.00	3,600.00
183 Barkly	1,252.00	1,315.00	1,417.00	1,512.00
185 Barkly	2,742.00	2,879.00	3,102.00	3,311.00
30 Meyer	4,054.00	4,257.00	4,587.00	4,896.00
West end Nursery house	2,206.00	2,316.00	2,496.00	2,664.00
Pioneer cemetery house	584.00	613.00	661.00	705.00
104a Waterworks street	2,504.00	2,629.00	2,833.00	3,024.00
Administration fee	179.00	188.00	203.00	217.00
Santa centre				
Rental units	86.00	90.00	97.00	104.00
Dingaan family units				
Bachelor	345.00	362.00	390.00	416.00
1 Bedroom	382.00	401.00	432.00	461.00
Selling Scheme				
Administration charges	119.00	125.00	135.00	144.00
Insurance	54.00	57.00	61.00	65.00
Informal housing				
Occupation fee	142.00	149.00	161.00	172.00
MARK (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)				
Hire				
Office (per m2) per month	36.00	38.00	41.00	44.00
Cold rooms per month				
Outsdie	3578.00	3,757.00	4,049.00	4,321.00
Inside	9114.94	9,571.00	10,314.00	11,008.00
Outside buildings (per m2) per month	45.00	47.00	51.00	54.00
Parking per month	77.00	81.00	87.00	93.00
Transaction fees per transaction	1.18	1.24	1.34	1.43
Ripening fees per pallet per day	24.00	25.00	27.00	29.00
Ripening fees per box per day	6.00	6.30	6.79	7.25
Hiring of the Lapa	1,516.00	1,592.00	1,716.00	1,831.00
Small trollies per day				
Trolley	7.00	7.35	7.92	8.45
Pallet jack	32.00	34.00	37.00	39.00
Storage (per m2) per month	12.00	13.00	14.00	15.00

1.6

Big trollies (plus refundable deposits of R10.00)



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	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
1.7 <u>SIDEWALK AND ROAD TARIFFS (SERVICES & INFRASTRUCTURE)</u>				
Lowered curbing per meter	289.00	303.00	327.00	349.00
Per safety pole on sidewalk	260.00	273.00	294.00	314.00
Tar patching work per m2 - area ÷ 30mm thickness installed	435.00	457.00	492.00	525.00
Application fee for upgrading of sidewalk per square meter	2.25	2.36	2.55	2.72
Application and advertisement for closure of road	6,320.00	6,636.00	7,151.00	7,632.00
Lowered kerbs inspections	102.00	107.00	115.00	123.00
Erf peg inspections (per inspection)	171.00	180.00	194.00	207.00
Wayleave applications:				
Once-off fee				
a) Application of a wayleave (to offset the cost of the documentation and inspection costs),	2,812.00	2,953.00	3,182.00	3,396.00
b) A Non-refundable deposit per road crossing shall be apply.	2,250.00	2,363.00	2,546.00	2,717.00
c) Residential access without ingeneering drawings	1,500.00	1,575.00	1,697.00	1,811.00
d) Residential access with ingeneering drawings	1,800.00	1,890.00	2,037.00	2,174.00
e) Encroachment of sidewalk per m² per month	300.00	315.00	339.00	362.00
Recurring fee				
f) An additional cost per linear metre per annum, in lure of a rental fees of use of the municipal infrastructure.	2.25	2.36	2.55	2.72
g) Failure to comply with the stipulated request as per (f) above will result in a fixed cost per annum being applied.	224,973.00	236,222.00	254,553.00	271,684.00
1.8 <u>URBAN PLANNING (STRATEGY, ECONOMIC DEVELOPMENT & PLANNING SERVICES)</u>				
1.8.1 <u>Building Control Section</u>				
<u>Building Plan Inspection Fees</u>				
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	849.00	891.00	960.00	1,025.00
Minor building work as defined in the definitions of the NBR	849.00	891.00	960.00	1,025.00
Swimming Pool	849.00	891.00	960.00	1,025.00
Boundary Wall - Plan Submission	849.00	891.00	960.00	1,025.00
Cellphone Mast - Plan Submission	1,180.00	1,239.00	1,335.00	1,425.00
Re-inspection of defective work (every inspection more than two)	801.00	841.00	906.00	967.00
Re-submission of lapsed plans	1,530.00	1,607.00	1,732.00	1,849.00
Alterations to drainage systems	696.00	731.00	788.00	841.00
For all new buildings per m2	22.00	23.00	25.00	27.00
For all as-built buildings, completed or under construction	104.00	109.00	117.00	125.00
For new buildings over 500m2 (per m2)	20.00	21.00	23.00	25.00
For all new buildings per m2 exceeding 1000m2	19.00	20.00	22.00	23.00
Per Government subsidized house	84.00	88.00	95.00	101.00
For additions to any existing building per m2	22.00	23.00	25.00	27.00
For additions over 500m2 (per m2)	20.00	21.00	23.00	25.00
For additions of buildings per m2 exceeding 1000m2	19.00	20.00	22.00	23.00
For business temporary structure/s per square meter	11.00	12.00	13.00	14.00
For any government building/s per square meter	22.00	23.00	25.00	27.00
For residential temporary structure per square meter	6.00	6.30	6.79	7.25
<u>For internal alterations to existing buildings.</u>				
Between 0 & 250m2 any existing building	1,276.00	1,340.00	1,444.00	1,541.00
Between 250 & 500m2 any existing building	1,448.00	1,520.00	1,638.00	1,748.00
Between 500 & 750m2 any existing building	2,465.00	2,588.00	2,789.00	2,977.00
Between 750 & 1000m2 any existing building	4,727.00	4,963.00	5,348.00	5,708.00
Between 1000 & 5000m2 any existing building	8,999.00	9,449.00	10,182.00	10,867.00
Between 5000 & 10000m2 any existing building	14,857.00	15,600.00	16,811.00	17,942.00
Private Contractors - Council supervision per house type (over and above inspection fees)	171.00	180.00	194.00	207.00
Postage of Plans less than weigh 1Kg	254.00	267.00	288.00	307.00
Postage of Plans less than weigh 2Kg	510.00	536.00	578.00	617.00
Postage of Plans less than weigh 5Kg	1,019.00	1,070.00	1,153.00	1,231.00
Postage of Plans less than weigh 7Kg	2,037.00	2,139.00	2,305.00	2,460.00
Postage of Plans exceeding weigh 7Kg	3,398.00	3,568.00	3,845.00	4,104.00



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1.8.1.2	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
Building Control Penalty and Fine schedule for Law-Enforcement (New)				
Demolition Permit	1,250.00	1,313.00	1,415.00	1,510.00
Temporary Occupancy	1,250.00	1,313.00	1,415.00	1,510.00
Section 7 (6) Approval	6,951.00	7,299.00	7,865.00	8,394.00
Accumulative daily fine CIB	171.00	180.00	194.00	207.00
Under construction illegal work per m2	104.00	109.00	117.00	125.00
Submission fee for completed illegal work per m2	104.00	109.00	117.00	125.00
Dumping building rubble exceed 30days per m3	341.00	358.00	386.00	412.00
Dumping building rubble exceed 60days per m3	511.00	537.00	579.00	618.00
Encroachment to council land (per day)	171.00	180.00	194.00	207.00
Failing to display building permit onsite	849.00	891.00	960.00	1,025.00
Aggressive FDBP (per day)	171.00	180.00	194.00	207.00
Structure as nuisance in terms of Section 10	171.00	180.00	194.00	207.00
Aggressive structure as nuisance	1,699.00	1,784.00	1,922.00	2,051.00
Unauthorised erected public tent 500-1000m2	849.00	891.00	960.00	1,025.00
Unauthorised erected public tent 1000-5000m2	1,699.00	1,784.00	1,922.00	2,051.00
Unauthorised erected public tent 2000-10000m2	3,398.00	3,568.00	3,845.00	4,104.00
Unauthorised erected public tent 10000-above	8,494.00	8,919.00	9,611.00	10,258.00
Unauthorised erected artist stage	2,548.00	2,675.00	2,883.00	3,077.00
Unauthorised demolishing of structure/s	8,494.00	8,919.00	9,611.00	10,258.00
Unauthorised occupying building/s	4,246.00	4,458.00	4,804.00	5,127.00
Amendment fee	849.00	891.00	960.00	1,025.00
Additional Occupancy per certificate	179.00	188.00	203.00	217.00
Services rendered: Application in terms of the Sol Plaatje Land Use By-Laws 2015 read together with SPLUM Act (Act 16 of 2013): Basic fee plus	3,567.00	3,745.00	4,036.00	4,308.00
Rezoning	1,308.00	1,373.00	1,480.00	1,580.00
Consent use / Conditional uses	1,308.00	1,373.00	1,480.00	1,580.00
Phasing of Layout Plan	709.00	744.00	802.00	856.00
All departures included in applications submitted for council approval(basic fee included)	1,308.00	1,373.00	1,480.00	1,580.00
Consolidation	709.00	744.00	802.00	856.00
Subdivision:				
Basic subdivision fee	1,308.00	1,373.00	1,480.00	1,580.00
Thereafter:				
3-10 erven an additional payment (per erf)	141.00	148.00	159.00	170.00
11-50 erven an additional payment (per erf)	72.00	76.00	82.00	88.00
51 and above erven an additional payment (per erf)	16.00	17.00	18.00	19.00
Advertising deposit per application (Local Newspapers)	2,548.00	2,675.00	2,883.00	3,077.00
Removal, Suspension or Amendment of Title Deed	1,308.00	1,373.00	1,480.00	1,580.00
Advertising: Government Gazette	6,452.00	6,775.00	7,301.00	7,792.00
Advertising: Local Newspaper (two placements)	4,246.00	4,458.00	4,804.00	5,127.00
Amendment of condition of approval/layout plan of previous Council decision without the basic fee	1,308.00	1,373.00	1,480.00	1,580.00
Extension of Council approval without basic fee	1,308.00	1,373.00	1,480.00	1,580.00
Cancellation Fee	512.00	538.00	580.00	619.00
Delegated Departures as per Zoning Scheme:				
Delegated departures (coverage: Erven less than 600m² not exceeding 60%)	764.00	802.00	864.00	922.00
Delegated departures (second dwelling: max 75m²) (excluding electrical contribution fees)	764.00	802.00	864.00	922.00
Delegated departures (garages/carports: not exceeding 6m on Street Building Lines except title conditions for garages)	764.00	802.00	864.00	922.00
All departures excluding the above for Council approval	2,212.00	2,323.00	2,503.00	2,671.00



1.8.1.3

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

	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
Home business registration	935.00	982.00	1,058.00	1,129.00
Home business registration (Galeshewe)	935.00	982.00	1,058.00	1,129.00
Other:				
Information (without copy costs)	44.00	46.00	50.00	53.00
Zoning Certificate	135.00	142.00	153.00	163.00
CUP Reports/SDF/LUMS/IDP/GURP	1,530.00	1,607.00	1,732.00	1,849.00
Building Plan research (without copy costs)	44.00	46.00	50.00	53.00
Building statistics - Monthly	254.00	267.00	288.00	307.00
- Annually	1,871.00	1,965.00	2,117.00	2,259.00
Scanning of plans - any size	30.00	32.00	34.00	36.00

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)	2,527.00	2,653.00	2,859.00	3,051.00
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	1,265.00	1,328.00	1,431.00	1,527.00
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	1,265.00	1,328.00	1,431.00	1,527.00
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)	631.00	663.00	714.00	762.00
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	1,265.00	1,328.00	1,431.00	1,527.00
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	2,527.00	2,653.00	2,859.00	3,051.00
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	2,527.00	2,653.00	2,859.00	3,051.00
Any person who contravenes or fails to comply with this: Retails sales: There shall be no sales of services or products on the premises which are not produced on the premises, except those sales which are incidental to the business.	4.1	2,527.00	2,653.00	2,859.00	3,051.00
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	2,527.00	2,653.00	2,859.00	3,051.00
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	1,265.00	1,328.00	1,431.00	1,527.00
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	2,527.00	2,653.00	2,859.00	3,051.00
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	2,527.00	2,653.00	2,859.00	3,051.00
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	1,265.00	1,328.00	1,431.00	1,527.00
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	1,265.00	1,328.00	1,431.00	1,527.00
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	1,265.00	1,328.00	1,431.00	1,527.00
Amendment of a land development application prior to approval in terms of Section 42 of SPLUMA		2,028.00	2,129.00	2,294.00	2,448.00
Registration of servitudes in terms of section 15		988.00	1,037.00	1,117.00	1,192.00



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:		2,527.00	2,653.00	2,859.00	3,051.00
The premises must provide: access to bedrooms and bathrooms at all the times for registered guests;	2.2 (a)	2,527.00	2,653.00	2,859.00	3,051.00
Any person who contravenes or fails to comply with this: an area where breakfast can be served , adequate for the use of, and easily accessible to any guest on the premises	2.2 (c)	1,895.00	1,990.00	2,144.00	2,288.00
Any person who contravenes or fails to comply with this: A bathroom and toilet for each lettable room suitably placed in a separate compartment which is close to the lettable room and is easily accessible to the guest/s of a lettable room and separate to that of the owner of the facility;	2.2 (d)	1,895.00	1,990.00	2,144.00	2,288.00
Any person who contravenes or fails to comply with this: No kitchen facility may be provided to guests in the lettable rooms;	2.3	1,895.00	1,990.00	2,144.00	2,288.00
Any person who contravenes or fails to comply with this: The operation of the facility may not detract from the residential character and amenities of the property or the immediate surroundings;	2.4	1,895.00	1,990.00	2,144.00	2,288.00
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	1,265.00	1,328.00	1,431.00	1,527.00
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	1,265.00	1,328.00	1,431.00	1,527.00
Any person who contravenes or fails to comply with this: At least 40% of the commercial guest houses' site must be attributed to a garden area for common usage.	2.8	1,895.00	1,990.00	2,144.00	2,288.00
Any person who contravenes or fails to comply with this: Effective, paved parking, together with the necessary maneuvering area shall be providing on the erf to the satisfaction of the municipality, in accordance to the following ratios:	2.9	1,895.00	1,990.00	2,144.00	2,288.00
(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;	5 (a) – (g)				
(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.					
		2,000.00	2,100.00	2,263.00	2,415.00



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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.

2.1

2,527.00 2,653.00 2,859.00 3,051.00

Any person who contravenes or fails to comply with this: A license shall not be granted in terms of subsection (1) unless a crèche, child care centre or crèche-cum-nursery school complies with the provisions of these by-laws to the satisfaction of the municipality's officer of health

2.2

2,527.00 2,653.00 2,859.00 3,051.00

Any person who contravenes or fails to comply with this: A person, or in the case of crèche or crèches-cum-nursery school administered by a body of persons, such body, licensed in terms of subsection (1), shall be responsible for the care and supervision of the children specified in such license and shall at all times be responsible to the municipality for the satisfactory performance of his obligations in terms of such license.

2.3

2,527.00 2,653.00 2,859.00 3,051.00

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

2.4

1,265.00 1,328.00 1,431.00 1,527.00

Any person who contravenes or fails to comply with this: A license issued in the form of a certificate of approval must be displayed at all times on the inside of the main door of the child care facility, crèche or crèche-cum-nursery school.

2.5

631.00 663.00 714.00 762.00

Any person who contravenes or fails to comply with this: The following minimum accommodation and facilities shall be provided in respect of crèche, child care centres and crèches-cum-nursery schools admitting for all-day care children aged 3 years and over but under school-going age.

3.1 (a) - (e)

(a) An office

631.00 663.00 714.00 762.00

(b) A staff room provided that one room may, subject to the approval of the officer of health, be used as an office and staff room combined;

631.00 663.00 714.00 762.00

(c) An isolation room with a minimum floor area of 2m x 3m, fitted with a built-in wash-hand basin with hot and cold running water and equipped with a first-aid cupboard and equipment and bed or stretcher

631.00 663.00 714.00 762.00

(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.

631.00 663.00 714.00 762.00

(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

1,265.00 1,328.00 1,431.00 1,527.00

(ii) The kitchen shall be provided with a double compartment sink, wash-hand basin, vegetable washing sink and where the officer of health deems it necessary; an approved pot-washing sink shall be installed on the premises

631.00 663.00 714.00 762.00

(iii) In the discretion of the municipality and after due consideration having being given to the manner, amount and nature of cooking undertake on the premises, there shall be provided, immediately above every cooking stove, oven or similar apparatus, a hood or canopy of adequate size, having a flue at 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;

1,265.00 1,328.00 1,431.00 1,527.00

(iv) The washbasins mentioned in paragraph (5)(b) shall be made of stainless steel or other approved impervious material and shall have an adequate and wholesome supply of hot and cold running water effectively distributed and laid over the sinks and wash-hand basins

631.00 663.00 714.00 762.00

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

253.00 266.00 287.00 306.00

(vi) The draining boards of the sinks shall be fitted with 150 mm splash screens and installed 100mm from any wall surface, and every part of a wall surface within 600mm from any part of the sink or draining board so installed, shall be tiled or given some other approved finish having similar properties to a tiled surface, to a height at least 1.5 m from the floor.

1,265.00 1,328.00 1,431.00 1,527.00

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

631.00 663.00 714.00 762.00

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

1,011.00 1,062.00 1,144.00 1,221.00

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

1,265.00 1,328.00 1,431.00 1,527.00



	PRESENT TARIFFS	PROPOSED TARIFFS 2024/07/01	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01
	R	R	R	R
(x) Ceilings shall be dust proof	631.00	663.00	714.00	762.00
(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;	1,011.00	1,062.00	1,144.00	1,221.00
(xii) All worktables shall be constructed of metal with a stainless steel top;	631.00	663.00	714.00	762.00
(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;	631.00	663.00	714.00	762.00
(xiv) Facilities for the storage of vegetables shall be provided;	631.00	663.00	714.00	762.00
(xv) There shall be provided suitable refrigeration facilities for the storage of perishable foodstuffs	1,265.00	1,328.00	1,431.00	1,527.00
(xvi) There shall be provided a sufficient number of metal bins with covers for the temporary storage of refuse pending disposal	1,265.00	1,328.00	1,431.00	1,527.00
1.8.2 Advertising				
Application fee	430.00	452.00	487.00	520.00
Directional sign board single once off	1,678.00	1,762.00	1,899.00	2,027.00
Directional sign board double once off	3,288.00	3,452.00	3,720.00	3,970.00
LED - Digital Billboard displayed on municipal property per month	2,523.00	2,649.00	2,855.00	3,047.00
Per banner	402.00	422.00	455.00	486.00
Per Illegal Boards	503.00	528.00	569.00	607.00
Per Illegal Boards Additional fee if not removed within 2 (two) weeks	335.00	352.00	379.00	405.00
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	1,678.00	1,762.00	1,899.00	2,027.00
Political poster deposit upfront and if the posters are removed within a week, the deposit is 100% refundable, if it is not removed within a week Council will be liable to clean the city and the deposit is then non-refundable	8,389.00	8,808.00	9,492.00	10,131.00
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	11.00	12.00	13.00	14.00
Size A3	12.00	13.00	14.00	15.00
Size A2	19.00	20.00	22.00	23.00
Size A1	70.00	74.00	80.00	85.00
Size A0	103.00	108.00	116.00	124.00
<u>Opaque Film Prints & Transparent Prints</u>				
Size A4	27.00	28.00	30.00	32.00
Size A3	51.00	54.00	58.00	62.00
Size A2	134.00	141.00	152.00	162.00
Size A1	187.00	196.00	211.00	225.00
Size A0	289.00	303.00	327.00	349.00
<u>Plans plotted by REGIS System</u>				
Size A4	58.00	61.00	66.00	70.00
Size A3	79.00	83.00	89.00	95.00
Size A2	157.00	165.00	178.00	190.00
Size A1	233.00	245.00	264.00	282.00
Size A0	276.00	290.00	313.00	334.00



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
<u>Paper prints: Color</u>				
Size A4	6.00	6.00	6.00	6.00
Size A3	4.00	5.00	5.00	5.00
Size A2	16.00	17.00	18.00	19.00
Size A1	76.00	80.00	86.00	92.00
Size A0	93.00	98.00	106.00	113.00
<u>Opaque Film Prints & Transparent Prints Color</u>				
Size A4	31.00	33.00	36.00	38.00
Size A3	60.00	63.00	68.00	73.00
Size A2	165.00	173.00	186.00	199.00
Size A1	225.00	236.00	254.00	271.00
Size A0	339.00	356.00	384.00	410.00
<u>Plans plotted by REGIS System - Color</u>				
Size A4	63.00	66.00	71.00	76.00
Size A3	116.00	122.00	131.00	140.00
Size A2	196.00	206.00	222.00	237.00
Size A1	315.00	331.00	357.00	381.00
Size A0	334.00	351.00	378.00	403.00
<u>Other</u>				
Information (without copy cart)	33.00	35.00	38.00	41.00
CUP Reports/SDF/LUMS/IDP/GURP	162.00	170.00	183.00	195.00
Building Plan search fee (without copy cart)	1,694.00	1,779.00	1,917.00	2,046.00
Building Statistics - Monthly	162.00	170.00	183.00	195.00
- Annually	1,694.00	1,779.00	1,917.00	2,046.00
Building Occupancy Certificate	985.00	1,034.00	1,114.00	1,189.00
Temporary Occupancy	985.00	1,034.00	1,114.00	1,189.00
Hoarding on Municipal property per square meter	162.00	170.00	183.00	195.00
Compulsory (removal executed by Municipal) of Building rubble per m3 load	847.00	889.00	958.00	1,022.00
Penalty on illegal building structure/s, per day and to be attached to account	254.00	267.00	288.00	307.00
Penalty on illegal encroaching to adjacent erf/erven, per day and to be attached to account	254.00	267.00	288.00	307.00
Penalty on illegal usage of property other than as zoned, per day and to be attached to account	254.00	267.00	288.00	307.00
Penalty on illegal closing of adjacent neighbour access, per day and to be attached to account	254.00	267.00	288.00	307.00
Penalty on illegal closing for storm water flow allowance, per day and to be attached to account	254.00	267.00	288.00	307.00
Penalty on deviation from approved building plan/s, per day and to be attached to account	254.00	267.00	288.00	307.00
Penalty on illegal encroaching to municipality land or property, per day and to be attached to account	254.00	267.00	288.00	307.00
Unauthorised sewer connection	1,699.00	1,784.00	1,922.00	2,051.00
Unauthorised water connection	1,699.00	1,784.00	1,922.00	2,051.00
Unauthorised electrical connection	1,699.00	1,784.00	1,922.00	2,051.00
Commencing building work or statutory stages controlled without council authorisation	848.00	890.00	959.00	1,024.00
Unauthorised erection of structures for event	25,278.00	26,542.00	28,602.00	30,527.00
Any other application that is not mentioned above but linked to Sol Plaatje Land Use By-Law	1,040.00	1,092.00	1,177.00	1,256.00
1.9 <u>PARKS & RECREATION (COMMUNITY & SOCIAL DEVELOPMENT SERVICES)</u>				
1.9.1 <u>TARIFFS FOR RECREATION HALL</u>				
<u>Development Sport</u>				
Training sessions (Monday - Thursday)				
07:45 - 16:30 (per hour)	57.00	60.00	65.00	69.00
Key / Loss / damage / breakage deposit	140.00	147.00	158.00	169.00



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
<u>* Monday - Friday</u>				
07:00 - 12:00 (per session)	409.00	429.00	462.00	493.00
12:00 - 17:00 (per session)	409.00	429.00	462.00	493.00
17:00 - 07:00 (per hour)	511.00	537.00	579.00	618.00
<u>* Saturdays</u>				
A basic fee is charged for 4 hours or part thereof	841.00	883.00	952.00	1,016.00
For every additional hour which the facility is used an additional tariff is payable	409.00	429.00	462.00	493.00
<u>* Sundays & Public Holidays</u>				
A basic fee is charged for 4 hours or part thereof	893.00	938.00	1,011.00	1,079.00
For every additional hour which the facility is used an additional tariff is payable	421.00	442.00	476.00	508.00
<u>* All Dances (Music festivals Excluded)</u>				
A basic fee is charged for 4 hours or part thereof	3,190.00	3,350.00	3,610.00	3,853.00
For every additional hour which the facility is used an additional tariff is payable	841.00	883.00	952.00	1,016.00
<u>* Funerals - for 4 hours</u>				
For every additional hour	415.00	436.00	470.00	502.00
Preparation fee (per hour)	511.00	537.00	579.00	618.00
<u>* Key / Loss / damage / breakage deposit</u>				
	1,404.00	1,474.00	1,588.00	1,695.00
1.9.2	<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)	57.00	60.00	65.00	69.00
Key / Loss / damage / breakage deposit	140.00	147.00	158.00	169.00
<u>* Monday - Friday</u>				
07:00 - 12:00 (per session)	409.00	429.00	462.00	493.00
12:00 - 17:00 (per session)	290.00	305.00	329.00	351.00
17:00 - 07:00 (per hour)	511.00	537.00	579.00	618.00
<u>* Saturdays</u>				
A basic fee charged for 4 hours or part thereof	829.00	870.00	938.00	1,001.00
For every additional hour which the facility is used an additional tariff is payable	421.00	442.00	476.00	508.00
<u>* Sundays & Public Holidays</u>				
A basic fee is charged for 4 hours or part thereof	893.00	938.00	1,011.00	1,079.00
For every additional hour which the facility is used an additional tariff is payable	421.00	442.00	476.00	508.00
<u>* All Dances (Music festivals Excluded)</u>				
A basic fee is charged for 4 hours or part thereof	3,190.00	3,350.00	3,610.00	3,853.00
For every additional hour which the facility is used an additional tariff is payable	841.00	883.00	952.00	1,016.00
<u>* Funerals - for 4 hours</u>				
For every additional hour	415.00	436.00	470.00	502.00
Preparation fee (per hour)	511.00	537.00	579.00	618.00
<u>* Key / Loss / damage / breakage deposit</u>				
	1,404.00	1,474.00	1,588.00	1,695.00



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1.9.3 **TARIFFS FOR FLORIANVILLE HALL**

Development Sport

Training sessions (Monday - Thursday)

07:45 - 16:30 (per hour)

Key / Loss / damage / breakage deposit

57.00	60.00	65.00	69.00
140.00	147.00	158.00	169.00

* Monday - Friday

07:00 - 12:00 (per session)

12:00 - 17:00 (per session)

17:00 - 07:00 (per hour)

409.00	429.00	462.00	493.00
409.00	429.00	462.00	493.00
511.00	537.00	579.00	618.00

* 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

831.00	873.00	941.00	1,004.00
421.00	442.00	476.00	508.00

* 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

893.00	938.00	1,011.00	1,079.00
885.00	929.00	1,001.00	1,068.00

* 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

3,190.00	3,350.00	3,610.00	3,853.00
841.00	883.00	952.00	1,016.00

* Funerals - for 4 hours

For every additional hour

Preparation fee (per hour)

765.00	803.00	865.00	923.00
415.00	436.00	470.00	502.00
511.00	537.00	579.00	618.00

* Key / Loss / damage / breakage deposit

1,404.00	1,474.00	1,588.00	1,695.00
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1.9.4 **GARDNER WILLIAMS HALL, GREENPOINT HALL
AND GALESHEWE CENTRE (BATHO BANTU HALL)**

Development Sport

Training sessions (Monday - Thursday)

07:45 - 16:30 (per hour)

Key / Loss / damage / breakage deposit

57.00	60.00	65.00	69.00
140.00	147.00	158.00	169.00

* Monday - Friday

07:00 - 12:00 (per session)

12:00 - 17:00 (per session)

17:00 - 07:00 (per hour)

275.00	289.00	311.00	332.00
275.00	289.00	311.00	332.00
275.00	289.00	311.00	332.00

* 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

765.00	803.00	865.00	923.00
383.00	402.00	433.00	462.00

* 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

790.00	830.00	894.00	954.00
421.00	442.00	476.00	508.00
1,404.00	1,474.00	1,588.00	1,695.00

* 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

3,190.00	3,350.00	3,610.00	3,853.00
841.00	883.00	952.00	1,016.00



	PRESENT TARIFFS	PROPOSED TARIFFS 2024/07/01	PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01
* Funerals - for 4 hours	R 765.00	R 803.00	R 865.00	R 923.00
For every additional hour	415.00	436.00	470.00	502.00
Preparation fee (per hour)	511.00	537.00	579.00	618.00
* Key / Loss / damage / breakage deposit	1,404.00	1,474.00	1,588.00	1,695.00
1.9.5 CITY HALL				
<u>* Monday - Friday</u>				
07:00 - 12:00 (per session)	1,226.00	1,287.00	1,387.00	1,480.00
12:00 - 17:00 (per session)	1,226.00	1,287.00	1,387.00	1,480.00
17:00 - 07:00 (per hour)	738.00	775.00	835.00	891.00
<u>* Saturdays</u>				
A basic fee charged for 4 hours or part thereof	1,914.00	2,010.00	2,166.00	2,312.00
For every additional hour which the facility is used an additional tariff is payable	511.00	537.00	579.00	618.00
<u>* Sundays & Public Holidays</u>				
A basic fee is charged for 4 hours or part thereof	2,105.00	2,210.00	2,381.00	2,541.00
For every additional hour which the facility is used an additional tariff is payable	738.00	775.00	835.00	891.00
* Key / Loss / damage / breakage deposit	1,531.00	1,608.00	1,733.00	1,850.00
<u>* All Dances (Music festivals Excluded)</u>				
A basic fee is charged for 4 hours or part thereof	3,190.00	3,350.00	3,610.00	3,853.00
For every additional hour which the facility is used an additional tariff is payable	880.00	924.00	996.00	1,063.00
** Key / Loss / damage / breakage deposit	1,914.00	2,010.00	2,166.00	2,312.00
<u>*** Supper Room</u>				
07:00 - 12:00 (per session)	957.00	1,005.00	1,083.00	1,156.00
12:00 - 17:00 (per session)	957.00	1,005.00	1,083.00	1,156.00
17:00 - 07:00 (per hour)	703.00	738.00	795.00	849.00
*** Funerals - for 4 hours	1,914.00	2,010.00	2,166.00	2,312.00
For every additional hour	415.00	436.00	470.00	502.00
<u>*** Key / Loss / damage / breakage deposit</u>	1,275.00	1,339.00	1,443.00	1,540.00
Preparation fee (per hour) applicable to all activities	562.00	590.00	636.00	679.00
Aircon \ 8 hour session	1,275.00	1,339.00	1,443.00	1,540.00
If a request is received from a the following organizations * to use the facilities at a reduced tariff ONLY the Municipal Manager may approve a reduced tariff. The relevant deposit, which is refundable, is payable.				
* Registered Welfare Organisations				
* Registered Non-profitable Organisations				
* Schools				
* Churches				
NB. Government Departments to pay full tariff.				
1.9.6 PROPERTY SERVICES				
Administration costs for the sale of land (once-off) - 15% of the sale / hire price:				
* Minimum	714.00	750.00	808.00	862.00
* Maximum	2,159.00	2,267.00	2,443.00	2,607.00
Administration costs for the leasing of land/property (with each renewal of contract)	714.00	750.00	808.00	862.00
Advertising for alienation or leasing of land	954.00	1,002.00	1,080.00	1,153.00



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
Laminates:				
A4	10.00	11.00	12.00	13.00
A3	19.00	20.00	22.00	23.00
85mm x 60	5.00	5.00	5.00	5.00
A5	6.00	6.00	6.00	6.00
Inter library loans	109.00	114.00	123.00	131.00
Books rebinding	100.00	105.00	113.00	121.00
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)	36.00	38.00	41.00	44.00
Fax facility:				
Local per page	8.00	8.00	9.00	10.00
National per page	16.00	17.00	18.00	19.00
International per page	42.00	44.00	47.00	50.00
Faxes received per page	5.00	5.00	5.00	5.00
Fax to mail (all 086 numbers) per page	15.00	16.00	17.00	18.00
MAIN- AND GALESHEWE LIBRARIES				
<u>Non-profitable Organisations and Cultural Activities</u>				
Per session	210.00	221.00	238.00	254.00
Kitchen facilities	80.00	84.00	91.00	97.00
Key / Loss / damage / breakage deposit	600.00	630.00	679.00	725.00
<u>Commercial Institutions and Political Parties</u>				
Per session	490.00	515.00	555.00	592.00
Kitchen facilities	80.00	84.00	91.00	97.00
Key / Loss / damage / breakage deposit	580.00	609.00	656.00	700.00
Audio visual material (per item)	100.00	105.00	113.00	121.00
Data Projector (Main Library only) per session	380.00	399.00	430.00	459.00
HALL RENTALS				
SONNY LEON/ BEACONSFIELD/JUDY SCOTT LIBRARY				
<u>Non-profitable organisations and Cultural Activities</u>				
Per session	125.00	131.00	141.00	150.00
Kitchen facilities	80.00	84.00	91.00	97.00
Key / Loss / damage / breakage deposit	580.00	609.00	656.00	700.00
<u>Commercial Institutions and Political Parties</u>				
Per session	320.00	336.00	362.00	386.00
Kitchen facilities	80.00	84.00	91.00	97.00
Key / Loss / damage / breakage deposit	580.00	609.00	656.00	700.00
Audio visual material (per item)	100.00	105.00	113.00	121.00
AFRICANA LIBRARY				
<u>Research fees</u>				
* National	1,060.00	1,113.00	1,199.00	1,280.00
* International	1,350.00	1,418.00	1,528.00	1,631.00
* Pro rata fees will be levied for partially research request				
1.9.9 EMERGENCY SERVICES				
Km Turnout fees				
(Calculated per vehicle per Km traveled from turnout to the incident to return to the Fire Station)				
* Fire fighting vehicle	52.00	55.00	59.00	63.00
* Assistance vehicle	10.00	11.00	12.00	13.00
Turnout fees for the fire fighting vehicles, portable pumps and assistance vehicles				
(Calculated per fire fighting vehicle, portable pump or assistance vehicle for the first two (2) hours from turnout to the incident to the time the vehicle return to the Fire Station)				
Fire fighting vehicles / Rescue pumper	2,466.00	2,589.00	2,790.00	2,978.00
Portable pump	1,233.00	1,295.00	1,395.00	1,489.00
Assistance vehicle	1,233.00	1,295.00	1,395.00	1,489.00
Hazmat Pumps	2,466.00	2,589.00	2,790.00	2,978.00



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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)

	PRESENT R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
Fire fighting vehicles / Rescue pumper	1,233.00	1,295.00	1,395.00	1,489.00
Portable pump	617.00	648.00	698.00	745.00
Assistance vehicle	617.00	648.00	698.00	745.00
Hazmat Pumps	193.00	203.00	219.00	234.00

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	669.00	702.00	756.00	807.00
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Specialized equipment

(Calculated per unit used)

Chemical extinguisher	512.00	538.00	580.00	619.00
CO ² extinguisher	512.00	538.00	580.00	619.00
Breathing apparatus	355.00	373.00	402.00	429.00
Refill of SCBA/SCUBA cylinder : per cylinder	40.00	42.00	45.00	48.00
* Jaws of Life rescue equipment - per incident / use	1,061.00	1,114.00	1,200.00	1,281.00
* Rollgliss rescue equipment - per incident / use	1,061.00	1,114.00	1,200.00	1,281.00
* Medical equipment (consumables) - per patient	512.00	538.00	580.00	619.00
* Pneumatic Equipment - per incident / use	1,061.00	1,114.00	1,200.00	1,281.00
* Chemical suites - per suit per incident	Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement
* Hazmat equipment (consumables) - per incident / use	Replacement cost+20%	Replacement cost+20%	Replacement cost+20%	Replacement

Fire extinguishing material

(Calculated per unit state or part thereof)

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



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
Inspection fees (Calculated per inspection or plan approved)				
Fire prevention inspection per project	617.00	648.00	698.00	745.00
Site inspection per project	617.00	648.00	698.00	745.00
Inspection of flammable liquids, solids and gasses installations:				
* 1 liter - 2000 liter	714.00	750.00	808.00	862.00
* 2001 liter - 5000 liter	925.00	971.00	1,046.00	1,116.00
* 5001 liter - 50000 liter	1,128.00	1,184.00	1,276.00	1,362.00
* 50001 litre and more	1,334.00	1,401.00	1,510.00	1,612.00
*Tankers - irrespective the size and inspected at the Emergency Services - per registration certificate	681.00	715.00	770.00	822.00
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)	275.00	289.00	311.00	332.00
Training As per Prospectus - calculated in terms of time and material used.				
1.9.10 DEVELOPMENT SERVICES				
Tram				
Single trip (Adults) (Return Trip 2x single)	10.00	11.00	12.00	13.00
Single trip (Children - Primary School) (Return Trip 2x single)	10.00	11.00	12.00	13.00
Regional Tourism Centre				
Kiosk:				
Minimum tender price/month - 12 month period	1,490.00	1,565.00	1,686.00	1,799.00
Cubicles:				
Minimum tender price/month - 12 month period	1,073.00	1,127.00	1,214.00	1,296.00
Exhibition space per m ² per day	21.00	22.00	24.00	26.00
Hawkers shelter per day	37.00	39.00	42.00	45.00
Informal Trade facilities				
Informal trade permits with storage facilities	420.00	441.00	475.00	507.00
Informal trade permits without storage facilities	201.00	211.00	227.00	242.00
Fruits and Vegetable Structures	274.00	288.00	310.00	331.00
Pension Pay Points (Card Carrying Pensioners)	80.00	84.00	91.00	97.00
Caravans within CBD	531.00	558.00	601.00	641.00
Caravans outside CBD	266.00	279.00	301.00	321.00
Informal car wash operations (under 36sq metres)	400.00	420.00	453.00	483.00
Trading from shipping containers	600.00	630.00	679.00	725.00
1.9.11 POUND SERVICES				
Impounding:				
Horses, donkey's, cattle and pigs (each, once off payment)	191.00	201.00	217.00	232.00
Sheep and goat (each, once off payment)	77.00	81.00	87.00	93.00
Maintenance				
Horses, donkey's, cattle and pigs (each per day)	77.00	81.00	87.00	93.00
Sheep and goat (each per day)	38.00	40.00	43.00	46.00
G.W.K rent tariff				
Large stock unit	77.00	81.00	87.00	93.00
Small stock unit	47.00	49.00	53.00	57.00

The tariff per kilometre will be applicable for animals brought to the pound by an individual with a (LCV) light commercial vehicle. The tariff paid will be in accordance with the AA Vehicle Rates Calculator.



PRESENT
TARIFFS
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PROPOSED
TARIFFS
2024/07/01
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PROPOSED
TARIFFS
2025/07/01
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PROPOSED
TARIFFS
2026/07/01
R

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

Chemical Analysis

Digester samples	713.00	749.00	807.00	861.00
Waste activated sludge	202.00	212.00	228.00	243.00
Sludge volume index	103.00	108.00	116.00	124.00
Nitrates	162.00	170.00	183.00	195.00
Potassium	194.00	204.00	220.00	235.00
Sulfates	194.00	204.00	220.00	235.00
Phosphate	194.00	204.00	220.00	235.00
Fluoride	194.00	204.00	220.00	235.00
Total solids	194.00	204.00	220.00	235.00
Free Residual Chlorine	103.00	108.00	116.00	124.00
Magnesium	222.00	233.00	251.00	268.00
COD	177.00	186.00	200.00	213.00
TKN = Total Kjeldahl Nitrogen	222.00	233.00	251.00	268.00
NH-3/Ammonia	222.00	233.00	251.00	268.00
Zinc	222.00	233.00	251.00	268.00
Iron	222.00	233.00	251.00	268.00
Manganese	222.00	233.00	251.00	268.00
Plate Count	202.00	212.00	228.00	243.00
Suspended solids	202.00	212.00	228.00	243.00
Hardness	202.00	212.00	228.00	243.00
Alkalinity	202.00	212.00	228.00	243.00
Total Chloride	202.00	212.00	228.00	243.00
Aluminium	202.00	212.00	228.00	243.00
PH	88.00	92.00	99.00	106.00
Conductivity	88.00	92.00	99.00	106.00
Turbidity	88.00	92.00	99.00	106.00
Dissolved Oxygen	88.00	92.00	99.00	106.00

Packets

Water Bacteriological E. coli and coli	409.00	429.00	462.00	493.00
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1.11 **MISCELLANEOUS (FINANCIAL SERVICES)**

1.11.1 Furnishing of information

(a) Search of any account	107.00	112.00	121.00	129.00
(b) For the inspection of any Deed document or diagram or any details relating thereto	107.00	112.00	121.00	129.00
(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)	107.00	112.00	121.00	129.00
(d) For the handling of Clearance figures an admin fee will be applicable	50.00	53.00	57.00	61.00
(e) For the issuing of a Clearance certificate	120.00	126.00	136.00	145.00
(f) For incorrect payment allocations a fee will be applicable	50.00	53.00	57.00	61.00
(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).	238.00	250.00	269.00	287.00

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

1.11.2 Water - Reconnection fees	1,192.00	1,252.00	1,349.00	1,440.00
Water - Disconnection fees	1,192.00	1,252.00	1,349.00	1,440.00
Water - Temporary consumption (Funerals, etc.)	238.00	250.00	269.00	287.00
1.11.3 Special meter reading	238.00	250.00	269.00	287.00
1.11.4 Meter test - Electricity	714.00	750.00	808.00	862.00
Electricity - Temporary consumption (Funerals, etc.)	358.00	376.00	405.00	432.00
1.11.5 Electricity - Non-payment penalty:				
* For Conventional meters	776.00	815.00	878.00	937.00
* For Prepaid meters	477.00	501.00	540.00	576.00



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
1.11.6	Electricity - Reconnection fees (Controller Wire)	835.00	877.00	945.00
	Tampering administration fee	2,027.00	2,128.00	2,293.00
	Tamper disconnection fee	3,875.00	4,069.00	4,385.00
	Tamper reconnection fee	3,875.00	4,069.00	4,385.00
1.11.7	<u>Informal Housing - Erven with pails</u>			
	Bulk refuse	35.00	37.00	40.00
	Pails	See sanitation	See sanitation	See sanitation
	High Mast	33.00	35.00	38.00
	Gravel road	31.00	33.00	36.00
	Stand pipe	35.00	37.00	40.00
1.11.8	<u>Informal Housing - Sewered Erven</u>			
	Bulk refuse	35.00	37.00	40.00
	Sewerage	See sanitation	See sanitation	See sanitation
	High Mast	33.00	35.00	38.00
	Gravel road	31.00	33.00	36.00
	Stand pipe	35.00	37.00	40.00
1.11.9	Electricity availability	298.00	313.00	337.00
1.11.10	Water availability	298.00	313.00	337.00
1.11.11	Fixed electricity (limited supply - 2Amps)	298.00	313.00	337.00
1.11.12	<u>Deposits - Electricity and Water Supply</u>			
	<u>Flats:</u>			
	1-Bedroom	1,578.00	1,657.00	1,786.00
	2-Bedroom	1,893.00	1,988.00	2,142.00
	3-Bedroom	2,399.00	2,519.00	2,714.00
	<u>Townhouses:</u>			
	2-Bedroom	1,893.00	1,988.00	2,142.00
	3-Bedroom	2,399.00	2,519.00	2,714.00
	<u>Domestic Houses:</u>			
	2-Bedroom	1,893.00	1,988.00	2,142.00
	3-Bedroom	2,399.00	2,519.00	2,714.00
	More than 3-bedrooms	3,409.00	3,579.00	3,857.00
	Builders water deposit	3,219.00	3,380.00	3,642.00
	<u>Business/Industries:</u>			
	Small power users	3,409.00	3,579.00	3,857.00
	Large power users	8,205.00	8,615.00	9,284.00
	<u>Rural consumers</u>			
	Informal housing	95.00	100.00	108.00
	<u>Businesses/Industries:</u>			
	Bulk water supply	8,205.00	8,615.00	9,284.00
	Indigents - Water deposit	88.00	92.00	99.00
1.11.13	Valuation Roll (CD or Disk)	5,663.00	5,946.00	6,407.00
1.11.14	Address List (CD or Disk)	5,663.00	5,946.00	6,407.00



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
1.11.15 <u>Penalty for an unmetered</u> (official)				
Water connection	14,308.00	15,023.00	16,189.00	17,279.00
Thereafter a daily penalty until meter is installed (per day)	1,550.00	1,628.00	1,754.00	1,872.00
Consumption per house	7,751.00	8,139.00	8,771.00	9,361.00
1.11.16 Electricity and water availability for Business/Industries/State.	298.00	313.00	337.00	360.00
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	417.00	438.00	472.00	504.00
1.11.18 A basic tariff for services which are impractical to be metered as per the Tariff Policy	179.00	188.00	203.00	217.00
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	10,565.80	11,252.58	11,938.99
25	20	10,981.74	11,695.55	12,408.98
40	32	21,688.64	23,098.40	24,507.41
50	40	25,525.77	27,184.95	28,843.23
80	50	41,644.04	44,350.91	47,056.31
		Additional costs	Additional costs	Additional costs
100	75	48,573.84	51,731.14	54,886.74
		Additional costs	Additional costs	Additional costs
150	100	57,569.62	61,311.64	65,051.65
		Additional costs	Additional costs	Additional costs
250	150	57,569.62	61,311.64	65,051.65
		Additional costs	Additional costs	Additional costs
300	150	57,569.62	61,311.64	65,051.65
		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.	1,553.18	1,654.13	1,755.03	1,865.60
1.12.2 <u>Testing of Water Meters</u>				
Tariff per meter tested	1,578.45	1,681.05	1,783.59	1,895.96
1.12.3 <u>Exposure of Services</u>				
Tariff per service exposure	783.43	834.36	885.25	941.02
1.12.4 <u>Water</u> (Normal tariff structure)				
Schools, Sports fields and Parks	23.20	24.71	26.22	27.87
Charities/Churches	23.20	24.71	26.22	27.87
Business - Commercial	39.39	41.95	44.51	47.31
Business - Industrial	32.18	34.27	36.36	38.65
Indigents (0 - 6 Kl)	7.57	8.06	8.55	9.09
Residential (0 - 6 Kl)	7.57	8.06	8.55	9.09
Residential (7 - 20 Kl)	32.17	34.26	36.35	38.64
Residential (21 - 40 Kl)	36.20	38.56	40.91	43.49
Residential (41 - 60 Kl)	38.29	40.78	43.27	46.00
Residential (more than 60 Kl)	40.91	43.57	46.23	49.14



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
Flats (0 - 6 Kl)	7.57	8.06	8.55	9.09
Flats (7 - 20 Kl)	32.18	34.27	36.36	38.65
Flats (21 - 40 Kl)	36.20	38.56	40.91	43.49
Flats (more than 40 Kl)	40.91	43.57	46.23	49.14
Prepaid water per Kl Households	19.47	20.73	22.00	23.38
Builders Water	45.30	48.24	51.19	54.41
Rural consumers: as above plus	4.00%	4.00%	4.00%	4.00%

1.12.5 **Water restriction tariffs**

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

level 1 - 20% saving

Residential/Indigents (0 - 6 Kl)	7.57	8.06	8.55	9.09
Residential (7 - 20 Kl)	33.79	35.98	38.18	40.58
Residential (21 - 40 Kl)	39.83	42.42	45.01	47.84
Residential (41 - 60 Kl)	44.04	46.90	49.76	52.90
Residential (more than 60 Kl)	49.10	52.29	55.48	58.97
Flats (0 - 6 Kl)	7.57	8.06	8.55	9.09
Flats (7 - 20 Kl)	33.79	35.98	38.18	40.58
Flats (21 - 40 Kl)	39.83	42.42	45.01	47.84
Flats (more than 40 Kl)	49.10	52.29	55.48	58.97
Schools,sport, parks	26.67	28.41	30.14	32.04
Churches	26.67	28.41	30.14	32.04
Builders water	52.09	55.47	58.86	62.57
Industries	45.30	48.24	51.19	54.41
Commercial	37.00	39.40	41.80	44.44

level 2 - 40% saving

Residential/Indigents (0 - 6 Kl)	7.57	8.06	8.55	9.09
Residential (7 - 20 Kl)	35.39	37.69	39.99	42.50
Residential (21 - 40 Kl)	43.46	46.29	49.11	52.20
Residential (41 - 60 Kl)	47.86	50.97	54.08	57.49
Residential (more than 60 Kl)	57.28	61.00	64.72	68.80
Flats (0 - 6 Kl)	7.94	8.46	8.97	9.54
Flats (7 - 20 Kl)	38.61	41.12	43.62	46.37
Flats (21 - 40 Kl)	43.46	46.29	49.11	52.20
Flats (more than 40 Kl)	57.28	61.00	64.72	68.80
Schools,sport, parks	27.83	29.64	31.44	33.43
Churches	27.83	29.64	31.44	33.43
Builders water	54.35	57.88	61.41	65.28
Industries	47.26	50.33	53.40	56.76
Commercial	38.61	41.12	43.62	46.37

level 3 - 70% saving



	PRESENT	PROPOSED	PROPOSED	PROPOSED
	TARIFFS	TARIFFS	TARIFFS	TARIFFS
	2024/07/01	2025/07/01	2025/07/01	2026/07/01
	R	R	R	R
Residential/Indigents (0 - 6 Kl)	8.33	8.87	9.41	10.00
Residential (7 - 20 Kl)	38.61	41.12	43.62	46.37
Residential (21 - 40 Kl)	45.26	48.21	51.15	54.37
Residential (41 - 60 Kl)	49.78	53.02	56.25	59.79
Residential (more than 60 Kl)	61.38	65.37	69.35	73.72
Flats (0 - 6 Kl)	8.33	8.87	9.41	10.00
Flats (7 - 20 Kl)	38.61	41.12	43.62	46.37
Flats (21 - 40 Kl)	47.08	50.14	53.20	56.55
Flats (more than 40 Kl)	61.38	65.37	69.35	73.72
Schools,sport, parks	30.15	32.11	34.07	36.21
Churches	30.15	32.11	34.07	36.21
Builders water	58.88	62.70	66.53	70.72
Industries	51.20	54.53	57.85	61.50
Commercial	41.83	44.55	47.26	50.24
level 4 - survival				
Residential/Indigents (0 - 6 Kl)	8.33	8.87	9.41	10.00
Residential (7 - 20 Kl)	48.27	51.40	54.54	57.98
Residential (21 - 40 Kl)	54.32	57.85	61.38	65.25
Residential (41 - 60 Kl)	68.92	73.40	77.88	82.79
Residential (more than 60 Kl)	73.66	78.44	83.23	88.47
Flats (0 - 6 Kl)	8.33	8.87	9.41	10.00
Flats (7 - 20 Kl)	48.27	51.40	54.54	57.98
Flats (21 - 40 Kl)	65.18	69.42	73.66	78.30
Flats (more than 40 Kl)	73.66	78.44	83.23	88.47
Schools,sport, parks	41.75	44.47	47.18	50.15
Churches	41.75	44.47	47.18	50.15
Builders water	81.53	86.83	92.12	97.93
Industries	70.89	75.50	80.11	85.15
Commercial	57.92	61.68	65.44	69.57
level 5 - emergency				
Residential/Indigents (0 - 6 Kl)	8.33	8.87	9.41	10.00
Residential (7 - 20 Kl)	64.34	68.53	72.71	77.29
Residential (21 - 40 Kl)	72.43	77.14	81.84	87.00
Residential (41 - 60 Kl)	76.59	81.57	86.54	91.99
Residential (more than 60 Kl)	81.84	87.16	92.47	98.30
Flats (0 - 6 Kl)	8.33	8.87	9.41	10.00
Flats (7 - 20 Kl)	64.34	68.53	72.71	77.29
Flats (21 - 40 Kl)	72.43	77.14	81.84	87.00
Flats (more than 40 Kl)	81.84	87.16	92.47	98.30
Schools,sport, parks	46.39	49.41	52.42	55.72
Churches	46.39	49.41	52.42	55.72
Builders water	90.59	96.47	102.36	108.81
Industries	78.77	83.89	89.01	94.62
Commercial	64.34	68.53	72.71	77.29

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 834.53 876.26 927.08 981.41

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 834.53 876.26 927.08 981.41

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 3,132.55 3,289.18 3,479.95 3,683.87

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 508.66 534.10 565.07 598.19
6,0m³ container hire 733.18 769.84 814.49 862.22

(e) Where special garden refuse is removed the tariff per per m² applicable shall be 81.27 85.33 90.28 95.57

(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. 834.53 876.26 927.08 981.41

(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 421.80 442.89 468.58 496.04

1.13.2 Residential

Payable by the owner for one regular removal of refuse per week - the tariff shall be 141.74 148.82 157.46 166.68

1.13.3 Non -Residential

Payable by the owner for one regular removal of refuse per week - the tariff shall be 834.54 876.26 927.09 981.41

1.13.4 Flats

Tariff only applicable to Municipal flats 70.87 74.41 78.73 83.34

1.13.5 Availability charge

A basic monthly charge - Residential 70.87 74.41 78.73 83.34

- Non - Residential 421.80 442.89 468.57 496.03

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 197.79 212.63 225.38 237.78

Basic monthly charge (two sanitary convenience) 197.79 212.63 225.38 237.78

Additional monthly charge (each additional connection, excluding private dwellings) 118.69 127.60 135.25 142.69

Flats and semi-detached dwellings:

Basic monthly charge (first living unit) 197.79 212.62 225.38 237.78

Additional monthly charge (each additional unit) 118.69 127.60 135.25 142.69

Hotel, Boarding Houses, Lodging Houses and Hostels

Basic monthly charge (two sanitary conveniences) 197.79 212.62 225.38 237.78



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
Additional monthly charge (each additional connection)	118.69	127.60	135.25	142.69
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	173.72	186.75	197.96	208.85
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 5Kl)	328.78	353.44	374.65	395.25
Additional charge (per 1Kl or part thereof)	54.26	58.33	61.83	65.23
Vacuum tanker transport charge (per call)	271.30	291.65	309.15	326.15
B. Within 10km of CBD (After hours, Monday - Friday & Saturdays)				
Basic charge (first 5Kl)	514.78	553.39	586.59	618.86
Additional charge (per 1Kl or part thereof)	87.41	93.97	99.61	105.09
Vacuum tanker transport charge (per call)	376.55	404.79	429.08	452.68
C. Within 10km of CBD (Sundays and Public Holidays)				
Basic charge (first 5Kl)	677.23	728.02	771.70	814.14
Additional charge (per 1Kl or part thereof)	105.13	113.02	119.80	126.39
Vacuum tanker transport charge (per call)	534.11	574.17	608.62	642.10
D. Further than 10km from CBD (Per km further)				
As above (A to C) plus km charge				
Any tanker/km	61.30	65.90	69.86	73.70
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)	154.48	166.06	176.03	185.71
Additional monthly charge (each additional pail removal, five times per fortnight)	84.78	91.14	96.61	101.92
Occasional hire of bucket (per day per bucket)	42.39	45.57	48.30	50.96
Removal of night-soil from building premises and contractor's sites (surcharge not applicable)				
Basic monthly charge (one pail, three times a week)	1,065.43	1,145.33	1,214.05	1,280.83
Basic monthly charge (one pail, six times a week)	1,580.13	1,698.64	1,800.56	1,899.59
1.14.3				
<u>Blockages and Portable Toilets</u>				
<u>Internal sewer blockages:</u>				
Basic charge (Monday - Friday between 08:00 - 16:00)	652.81	701.77	743.88	784.79
Basic charge after hours (Monday - Saturdays)	796.93	856.69	908.10	958.04
Basic charge (Sundays and Public holidays)	1,186.92	1,275.94	1,352.50	1,426.89
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	296.72	318.97	338.11	356.71
Transport charge (per vehicle)	635.85	683.54	724.55	764.40
<u>Sewer Connections:</u>				
Sewer connection (100mm)	3,687.93	3,964.52	4,202.39	4,433.52
Sewer connection (150mm)	4,281.39	4,602.49	4,878.64	5,146.97
Public convenience (Craven Street)				
Shower plus usage of towel (per person)	17.08	18.36	19.46	20.53



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 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)	77,445.07	83,253.45	88,248.66	93,102.33
Plus per KI	0.2190	0.2355	0.2496	0.2633
Basic Charge (Use LESS than 1 Megalitre per billing cycle of approximately 30 days)				
Plus per KI	0.7316	0.7864	0.8336	0.8795
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	34,900.00	38,599.00	42,150.00	46,028.00
* 9m single cantilever	55,467.00	61,347.00	66,991.00	73,154.00
* 9m double cantilever	56,167.00	62,121.00	67,836.00	74,077.00
* 12m single cantilever	59,543.00	65,855.00	71,914.00	78,530.00
<u>SINGLE PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u>				
Disconnection fee for an O/H supply system	3,820.00	4,225.00	4,614.00	5,038.00
Disconnection fee for an U/G supply system	9,200.00	10,175.00	11,111.00	12,133.00
Reconnection fee for an P/H supply system	3,882.00	4,293.00	4,688.00	5,119.00
Reconnection fee for an U/G supply system	508.00	562.00	614.00	670.00
<u>3-PHASE DIS- & RECONNECTION FEE WHEREBY AN ELECTRICIAN IS INVOLVED</u>				
Disconnection fee for an O/H supply system	5,445.00	6,022.00	6,576.00	7,181.00
Disconnection fee for an U/G supply system	9,481.00	10,486.00	11,451.00	12,504.00
Reconnection fee for an O/H supply system	7,512.00	8,308.00	9,072.00	9,907.00
Reconnection fee for an U/G supply system	9,481.00	10,486.00	11,451.00	12,504.00
<u>CALL OUT TO CONSUMER</u>				
Call out to a fault on consumer's installation	770.00	852.00	930.00	1,016.00
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	27,586.00	30,510.00	33,317.00	36,382.00
Airdac connection from O/H supply system with prepayment meter only	24,220.00	26,787.00	29,251.00	31,942.00
Cable connection from U/G supply system with prepayment meter	38,475.00	42,553.00	46,468.00	50,743.00
Cable connection from U/G supply system with conventional meter	34,118.00	37,735.00	41,207.00	44,998.00
<u>60AMP STANDARD 3-PHASE</u>				
Airdac connection from O/H supply system with prepayment meter & ready board	33,559.00	37,116.00	40,531.00	44,260.00
Airdac connection from P/H supply system with prepayment meter only	30,193.00	33,393.00	36,465.00	39,820.00
Cable connection from U/G supply system with prepayment meter	41,774.00	46,202.00	50,453.00	55,095.00
Cable connection from U/G supply system with conventional meter	49,991.00	55,290.00	60,377.00	65,932.00
<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 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			
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			
<u>CONNECTION ON CONDITION OF</u>				



**PRESENT
TARIFFS**

**PROPOSED
TARIFFS
2024/07/01**

**PROPOSED
TARIFFS
2025/07/01**

**PROPOSED
TARIFFS
2026/07/01**

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)

R	R	R	R
As per quote and stipulated conditions			
As per quote and stipulated conditions			
As per quote	As per quote	As per quote	As per quote
Bin price + VAT			
13,417.00	14,839.00	16,204.00	17,695.00

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

CABLES AND VARIOUS

Installation of public address system	7,196.00	7,959.00	8,691.00	9,491.00
Meter test	1,455.00	1,609.00	1,757.00	1,919.00
Special meter reading	472.00	522.00	570.00	622.00

1.16.4 **ELECTRICITY TARIFFS (POWER USERS)**

(Subject to the approval of the NERSA)

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

A. The customer groupings are as follows:

Domestic Consumers: Defined as residential use.

Indigent Consumers: Defined as consumers registered as indigent with the Municipality and who consume for residential purposes.

Public Benefit Activity Consumers: Defined as churches, schools, halls, old age homes and other charitable and non profit organisations.

Small Power Consumers: Defined as all other consumers not on the Time of Use Billing Structure and not defined as "Domestic" or "Public Benefit Activities".

Time of Use Consumers: Defined as all consumers who have installed TOU capable metering to SPM's standards. Such metering to be installed at their own costs.

TARIFF DESCRIPTION	APPROVED TARIFFS 2023/24		PROPOSED TARIFFS 2024/25		PROPOSED TARIFFS 2025/07/01	PROPOSED TARIFFS 2026/07/01
	excl VAT	incl VAT	excl VAT	incl VAT		
1.16.4.1 Domestic Tariff (Conventional and Prepaid) = 20 Amps						
Block 1 (0 - 350 Kwh)	2.1925	2.5214	2.5031	2.8786	3.1434	3.4326
Block 2 (> 350 Kwh)	2.9111	3.3478	3.1651	3.6399	3.9747	4.3404
Indigents Tariff (Prepaid) = 20 Amps						
Block 1 (0 - 50 Kwh) (subsidised)	2.1217	2.4400	2.3466	2.6986	2.9469	3.2180
Block 2 (51 - 350 Kwh)	2.1217	2.4400	2.3466	2.6986	2.9469	3.2180
Block 3 (> 351 Kwh)	2.9604	3.4045	3.2742	3.7653	4.1117	4.4900
Domestic Tariff (Conventional and Prepaid) > 20 Amps						
Basic charge (Rand per month)	66.57	76.56	147.26	169.35	184.93	201.94
Capacity charge (Rand/Amp/phase/month)	3.07	3.53	6.79	7.81	8.53	9.31
Block 1 (0 - 350 Kwh)	2.1166	2.4341	2.3353	2.6856	2.9327	3.2025
Block 2 (> 350 Kwh)	2.6757	3.0771	2.6445	3.0412	3.3210	3.6265
1.16.4.2 Business Tariff						
Commercial (Conventional and Prepaid)						
Basic Charge per month	337.95	388.64	310.37	356.93	389.76	425.62
Capacity charge per Kwhr	3.07	3.53	6.79	7.81	8.53	9.31
<u>Winter</u>						
Block 1 (0 - 1200 Kwh)	2.8872	3.3203	2.8402	3.2662	3.5667	3.8949
Block 2 (> 1200 Kwh)	2.8872	3.3203	2.8402	3.2662	3.5667	3.8949
<u>Summer</u>						
Block 1 (0 - 1200 Kwh)	2.7408	3.1519	2.6463	3.0432	3.3232	3.6290
Block 2 (> 1200 Kwh)	2.7408	3.1519	2.6463	3.0432	3.3232	3.6290
1.16.4.3 Public Benefit and Schools (Conventional and Prepaid)						
Basic Charge per month	324.53	373.21	280.68	322.78	352.48	384.91
Capacity charge per Kwhr	3.57	4.11	7.89	9.07	9.91	10.82
Winter Energy Charge	2.7759	3.1923	2.9343	3.3744	3.6849	4.0239
Summer Energy Charge	2.6699	3.0704	2.7485	3.1608	3.4516	3.7691



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R
1.16.4.4 TIME OF USE CONSUMERS				
1.16.4.4.1 TOU: NPO, NGO, SCHOOLS: LV< 200 KVA				
Basic charge per month (LV<200)	1,369.94	1,575.43	1,087.26	1,250.35
Network Demand Charge R/kVA	174.71	200.92	194.22	223.35
Network Access Charge R/kVA	67.05	77.11	83.14	95.61
Energy Charges R/Kwh				
High Demand Season: (June - August) Winter				
Peak (LV < 200)	4.9973	5.7469	6.0551	6.9634
Standard (LV < 200)	2.1071	2.4232	2.4296	2.7940
Off-peak (LV < 200)	1.4962	1.7206	1.6892	1.9426
Low Demand Season: (September - May) Summer				
Peak (LV < 200)	2.2844	2.6271	2.5954	2.9847
Standard (LV < 200)	1.7260	1.9849	1.9908	2.2894
Off-peak (LV < 200)	1.3687	1.5740	1.5544	1.7876
TOU: NPO, NGO, SCHOOLS : LV > 200 < 500 KVA (Exception 800 KVA)				
Basic charge per month	2,719.54	3,127.47	2,129.55	2,448.98
Network Demand Charge R/kVA	174.71	200.92	194.22	223.35
Network Access Charge R/kVA	67.05	77.11	83.14	95.61
Energy Charges R/Kwh				
High Demand Season: (June - August) Winter				
Peak (LV>200<500)	5.0378	5.7935	6.0957	7.0101
Standard (LV>200<500)	2.1449	2.4666	2.4687	2.8390
Off-peak (LV>200<500)	1.5072	1.7333	1.7135	1.9705
Low Demand Season: (September - May) Summer				
Peak (LV>200<500)	2.3695	2.7249	2.6607	3.0598
Standard (LV>200<500)	1.7700	2.0355	2.0334	2.3384
Off-peak (LV>200<500)	1.3974	1.6070	1.5885	1.8268
TOU: NPO, NGO, SCHOOLS: MV (Medium voltage)				
Basic charge per month (MV)	3,695.54	4,249.87	2,669.28	3,069.67
Network Demand Charge R/kVA	155.01	178.26	150.65	173.25
Network Access Charge R/kVA	58.49	67.26	64.20	73.83
Energy Charges R/Kwh				
High Demand Season: (June - August) Winter				
Peak (MV)	5.0675	5.8276	6.1121	7.0289
Standard (MV)	2.2256	2.5594	2.5133	2.8903
Off-peak (MV)	1.6146	1.8568	1.7729	2.0388
Low Demand Season: (September - May) Summer				
Peak (MV)	2.4879	2.8611	2.7261	3.1350
Standard (MV)	1.8471	2.1242	2.0760	2.3874
Off-peak (MV)	1.4774	1.6990	1.6327	1.8776
1.16.4.4.2 INDUSTRIAL AND BUSINESSES TOU: LV< 200 KVA				
Basic charge per month (LV<200)	1,760.34	2,024.39	1,303.16	1,498.63
Network Demand Charge R/kVA	195.45	224.77	205.69	236.54
Network Access Charge R/kVA	65.50	75.33	68.08	78.29
Energy Charges R/Kwh				
High Demand Season: (June - August) Winter				
Peak (LV < 200)	6.1107	7.0273	6.6708	7.6714
Standard (LV < 200)	2.2146	2.5468	2.4891	2.8625
Off-peak (LV < 200)	1.7219	1.9802	1.8140	2.0861
Low Demand Season: (September - May) Summer				
Peak (LV < 200)	2.5155	2.8928	2.7232	3.1317
Standard (LV < 200)	1.7825	2.0499	2.0221	2.3254
Off-peak (LV < 200)	1.5738	1.8099	1.6678	1.9180
Reactive Energy Charge (P&S)	0.2199	0.2529	0.2479	0.2851
INDUSTRIAL AND BUSINESSES TOU : LV > 200 < 500 KVA (Exception 800 KVA)				
Basic charge per month	2,963.54	3,408.07	2,264.48	2,604.15
Network Demand Charge R/kVA	175.75	202.11	162.11	186.43
Network Access Charge R/kVA	65.50	75.33	68.08	78.29



	PRESENT TARIFFS R	PROPOSED TARIFFS 2024/07/01 R	PROPOSED TARIFFS 2025/07/01 R	PROPOSED TARIFFS 2026/07/01 R		
<u>Energy Charges R/Kwh</u>						
<u>High Demand Season: (June - August) Winter</u>						
Peak (LV>20<500)	6.1611	7.0853	6.7169	7.2244	8.4351	9.2111
Standard (LV>20<500)	2.2337	2.5688	2.5178	2.8955	3.1619	3.4527
Off-peak (LV>20<500)	1.8968	2.1813	1.9290	2.2184	2.4224	2.6453
<u>Low Demand Season: (September - May) Summer</u>						
Peak (LV>20<500)	2.4731	2.8441	2.7179	3.1256	3.4131	3.7271
Standard (LV>20<500)	1.8557	2.1341	2.0807	2.3928	2.6129	2.8533
Off-peak (LV>20<500)	1.6549	1.9031	1.7309	1.9905	2.1737	2.3736
Reactive Energy Charge (P&S)	0.2199	0.2529	0.2479	0.2851	0.3113	0.3400
<u>INDUSTRIAL AND BUSINESSES TOU: MV (Medium Voltage)</u>						
Basic charge per month (MV)	4,384.00	5,041.60	3,738.77	4,299.59	4,695.15	5,127.10
Network Demand Charge R/kVA	172.41	198.27	139.25	160.14	174.87	190.96
Network Access Charge R/kVA	64.01	73.61	64.79	74.51	81.36	88.85
						-
<u>Energy Charges R/Kwh</u>						
<u>High Demand Season: (June - August) Winter</u>						
Peak (MV)	6.2407	7.1768	6.6975	7.7021	8.4107	9.1845
Standard (MV)	2.2381	2.5738	2.4568	2.8253	3.0852	3.3691
Off-peak (MV)	1.9680	2.2632	1.9048	2.1905	2.3920	2.6121
<u>Low Demand Season: (September - May) Summer</u>						
Peak (MV)	2.4590	2.8279	2.6467	3.0437	3.3237	3.6295
Standard (MV)	1.9150	2.2023	2.0501	2.3576	2.5745	2.8114
Off-peak (MV)	1.6541	1.9022	1.6670	1.9171	2.0934	2.2860
Reactive Energy Charge (P&S)	0.2199	0.2529	0.2479	0.2851	0.3113	0.3400
<u>Small Scale Embedded Generation TOU</u>						
Basic charge per month - payable by the generator	202.02	232.32	223.43	256.94	280.58	306.40
Capacity charge R/Amp/phase	9.71	11.17	10.73	12.34	13.47	14.71
Energy Charges R/Kwh - payable to the generator						
<u>High Demand Season: (June - August)</u>						
Peak	7.4483	8.5655	8.2378	9.4735	10.3450	11.2968
Standard	2.2562	2.5946	2.4954	2.8697	3.1337	3.4220
Off-peak	1.2251	1.4089	1.3550	1.5583	1.7016	1.8582
<u>Low Demand Season: (September - May)</u>						
Peak	2.4297	2.7942	2.6873	3.0904	3.3747	3.6852
Standard	1.6722	1.9230	1.8494	2.1268	2.3225	2.5361
Off-peak	1.0605	1.2196	1.1729	1.3488	1.4729	1.6084
1.16.4.5	<u>Electricity Feedback Tariffs - Small Scale Embedded Generation Photovoltaic Policy</u>					
	No more electricity may be fed back into the system than what is consumed by said consumer. Consequently the accountholder must be a net consumer of electricity					
	Only Domestic/Residential consumers are liable for the basic charge and this cost is already included in the sale of kVA					
	Any liability for amounts payable to the generator for electricity fed back into the grid by SPM is subject to full compliance with the SSEG Policy and concomitant laws.					
	198.56	228.34	219.61	252.55	275.79	301.16
	Basic charge per month - payable by the generator					
	Capacity charge R/kVa					
	Energy Charges R/Kwh - payable to the generator					
<u>High Demand Season: (June - August)</u>						
Peak	4.4865	5.1595	5.0572	5.8158	6.3508	6.9351
Standard	1.3590	1.5629	1.5319	1.7617	1.9238	2.1007
Off-peak	0.7380	0.8487	0.8318	0.9566	1.0446	1.1407
<u>Low Demand Season: (September - May)</u>						
Peak	1.4635	1.6830	1.6497	1.8972	2.0717	2.2623
Standard	1.0072	1.1583	1.1353	1.3056	1.4257	1.5569
Off-peak	0.6388	0.7346	0.7200	0.8280	0.9042	0.9874
1.16.4.6	<u>Streetlights</u>					
	40.5418	46.6231	89.6785	103.1303	112.62	122.98
	1.3101	1.5066	0.7245	0.8332	0.9098	0.9935
	Basic Charge light per month					
	Energy charge/kWh					
1.16.4.7	<u>Vacant Land/Availability</u>					
	415.14	477.41	485.46	558.2738	609.64	665.72
	Fixed Basic charge (R/month)					



PRESENT
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SECTION 3:

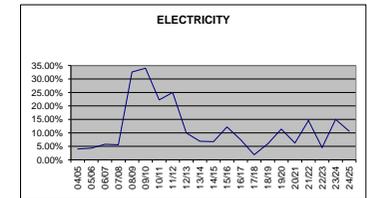
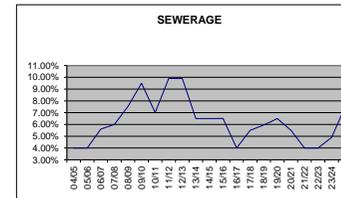
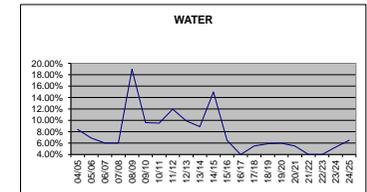
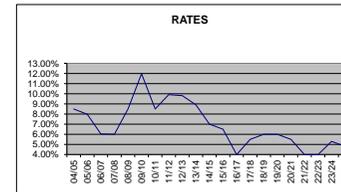
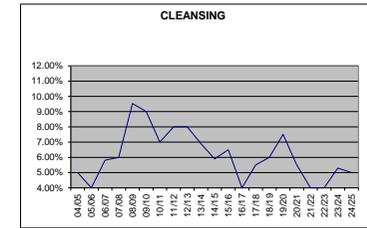
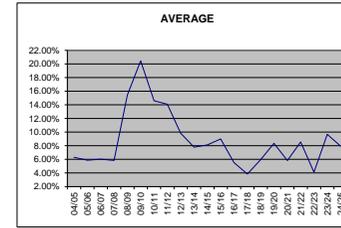
**HISTORY OF
TARIFFS**

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
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%	7.76%	6.73%
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%	5.99%	5.44%
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%	5.81%	5.86%
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%	5.99%	6.29%
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%	9.19%	9.21%
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%	6.94%	6.71%

SOL PLAATJE MUNICIPALITY



SECTION 4:

INTEGRATED DEVELOPMENT PLAN OVERVIEW



Sol Plaatje Municipality

Integrated Development Plan

2022-2027

SECOND REVIEW

This document:

Final Draft Integrated Development Plan,

**a second review (2023/24) Planning for 2024/25 of
the 5th Generation Integrated Development Plan**

2022 – 2027

For Council approval: 31 May 2024

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FOREWORD BY THE MAYOR

FOREWORD BY MAYOR:

MR K SONYONI

The Sol Plaatje Municipality strives towards being a Cleaner Growing City. We, as elected Council, will continue to strengthen this vision statement by (1) reclaiming the city that sparkles, (2) building public confidence and trust, (2) providing economic infrastructure to foster private sector investment and (3) delivering sustainable uninterrupted services to all residents. This can only be achieved when we as Council contribute to the work of municipal officials in an oversight capacity, and by consulting key stakeholders and through interactive engagements with our communities.



Mr Kagisho Sonyoni
*Executive Mayor of
Sol Plaatje Municipality*

During our first period as elected councillors, we embarked on a vigorous journey to identify, address and deliver on community needs. However, we acknowledge that huge service delivery gaps remain. Part of bridging these gaps will be the continued support and trust of the community, enabling us to perform better as councillors. As elected head of the Council, my imperative is to listen to what can and must be addressed, and to guide the Council and officials in performing their respective duties towards the community with unbiased diligence. Many factors impact on the sustainability and effectiveness of service delivery by this Municipality, none more so than the lack of funds due to declining revenue collection rates, smaller transfers from the other tiers of government, and ever-increasing financial obligations. In this regard, we need to improve the effectiveness of our revenue management processes and procedures and have identified several revenue-raising strategies.

We are also confronted by critical staff vacancies, ageing municipal infrastructure and the lack of infrastructure master plans. We have prioritised these issues to be addressed in the following budget cycles and have intensified our search for other sources of funding. The creation of sustainable job opportunities for the youth is one of our concerns, with a youth unemployment rate of over 50%. In this context, we need to be aware of the environment within which the Municipality operates. Here I also refer to other indicators such as an 11% growth in the population since 2015, and declining growth in the secondary and tertiary economic sectors. There has been a tad increase in the building activity of new residential and new non-residential space in Kimberley. Positives also include increased number of households receiving municipal services and those living in formal housing.

The approval of an Integrated Development Plan stands central to the delivery of sustainable municipal services to the entire Sol Plaatje community. In this regard, I emphasise the role of the community in the annual review of the IDP and thank each community member who participated in the review process.

Lastly, I reiterate the invitation to all communities to participate in the ongoing public participation process of the integrated development planning by registering comments on the municipal website and to comment on the successes and failures of the Sol Plaatje Municipality so that we can learn, improve, and act together.

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER:

MR BS MATLALA



Mr BS Matlala

*Municipal Manager
Sol Plaatje Municipality*

The Integrated Development Plan (IDP) of the Sol Plaatje Municipality must be strategic, respond to the extent that changing circumstances demand, and track progress in municipal service delivery. These imperatives have, in very trying circumstances, been achieved throughout this IDP review process. I believe that as municipal administration, we are geared to continue this path and improve where necessary.

With this IDP, we place emphasis on *doing the basics right* but also to move from a service delivery perspective to a development planning perspective. In this regard, the municipality's strategic agenda is informed by prioritised ward-based needs and the development context within which the Sol Plaatje Municipality operates. This approach, however, requires a better understanding of the elements that shaped our current realities and the financial, economic, and social consequences of decision making by Government. Hence, we did a thorough analysis of the internal and external factors that impact on the operations of the Sol Plaatje Municipality.

The most fundamental imperative for a credible IDP is the extent to which it incorporates achievable and measurable outcomes. Therefore, in determining the feasibility of a project, the Municipality first and foremost considered whether adequate human capital and financial resources are available for implementation. In this regard, we are prioritising a review of the municipal organogram and long-term financial plan.

We also adopted, *for the first time*, an approach to quantitatively assess and report on the local development context and municipal performance. We did this to ensure appropriate responses to the needs of our communities and to measure service delivery outcomes and whether we achieve our strategic objectives. Thus, we will continue to measure qualitative outcomes in quantified terms using appropriate indicators. In this regard, the successful implementation of the IDP requires exceptional leadership, a competent workforce and a combination of good governance, dedication, and professionalism.

Furthermore, we acknowledge that more still needs to be done to meet the needs of our community effectively and efficiently. During the 2023/24 review the following resolutions were adopted as part of our initiatives to improve as an institution:

- Forward planning to support project management and implementation.
- Overall understanding and distinction of roles and responsibilities.
- Improved coordination and reporting of activities performed by different departments towards the same goal.
- Innovative ways to respond to needs with limited funds.

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER

- Improved intergovernmental relations to ensure a coordinated approach to developmental planning and implementation.
- Improved Public Private Partnerships.
- Benchmarking.
- Proactive approach to implementation

I am proud to present to Council for approval, the IDP 2024/25 as second review (of four) prepared as part of the five-year planning and implementation cycle which started in July 2022 and ends in June 2027. After approval, the IDP will be presented to relevant government departments to seek their support by making known our service delivery challenges, needs and developmental strategies.

I, once again, wish to thank each community member who participated in the planning process to date. Please do continue to participate in the process by contacting your ward councillor or make use of the digital public participation form on the municipal website. I would also like to thank each municipal official that contributed to the consultation processes and in preparing this document. This is to also remind ourselves that integrated development planning never ends and demands total commitment from all municipal officials all the time.

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY: IDP 2024/25

This document represents the *Integrated Development Plan (IDP) 2023/24* of the Sol Plaatje Municipality. It is the *second of four reviews* of the IDP 2022-2027 which documents the current five-year planning and implementation cycle. This five-year cycle of municipality-wide developmentally-oriented planning started in July 2022 and ends in June 2027.

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

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

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

EXECUTIVE SUMMARY

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

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

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

EXECUTIVE SUMMARY

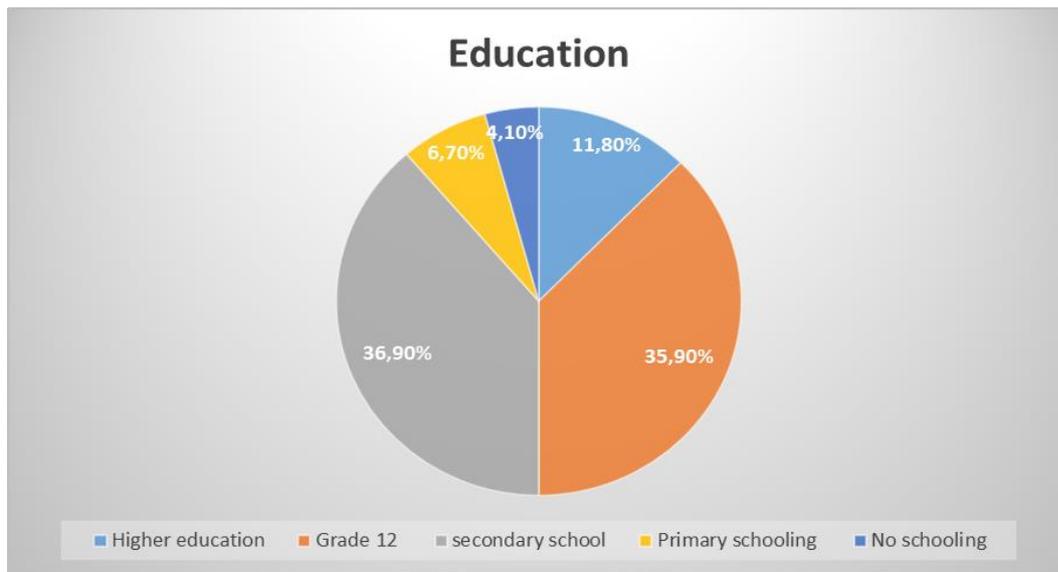
MUNICIPALITY AT A GLANCE

Total municipal area	3 145 km ² (about 5% within urban edge)	Demographics (in 2022)					
		Population	270 078	Households	68 314	Average household size	4.0
Source: Statssa, 2022							
Household income (in 2022 and current rand prices)							
Gini Coefficient (in 2021)	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	86.1%	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							

EXECUTIVE SUMMARY

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)	
<i>Source: Quantec</i>					

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

STATEMENT OF VISION

VISION

“Towards a Cleaner Growing City “

MISSION

The mission of the Sol Plaatje Municipality is to:

Reclaim the city that sparkles

Build public confidence and trust

Provide economic infrastructure to foster private-sector investment

Deliver sustainable uninterrupted services to all residents

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

CHAPTER 1: INTRODUCTION

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

INTEGRATED DEVELOPMENT PLANNING

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

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

PURPOSE OF THE INTEGRATED DEVELOPMENT PLAN

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

This document represents the *Integrated Development Plan (IDP) 2024/25* of the Sol Plaatje Municipality. It is the *second of four reviews* of the IDP 2022-2027 which documents the current five-year planning and implementation cycle. This five-year cycle of municipality-wide developmentally-oriented planning started in July 2022 and ends in June 2027.

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 second *review* considers the implementation of the IDP 2022-2027 and is documented as the *IDP 204/25*. The following are the key elements of preparing an IDP and of the annual review — a process led by the Municipality:

Analysis of development trends and institutional realities to better understand the context within which the IDP is prepared.

Collaboration and work sessions between councillors and officials of all tiers of government.

Stakeholder involvement, and community consultation and reporting on the planning and implementation of prioritised needs.

CHAPTER 1

Formulating strategies and making changes to planning and implementation based on (1) changed circumstances (2) municipal performance in achieving IDP targets and strategic objectives, and (3) changes to relevant government policy directives.

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

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

Municipal commitments

Ensuring compliance with relevant legislation and policy.

Planning to ensure effective allocation and optimum use of resources.

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

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

Commitment of National and Provincial Government

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

STRUCTURE OF THIS IDP DOCUMENT (IDP 2024/25)

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 2024/25 (as second 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 2024/25 financial year PLUS projects by other tiers of government and the private sector
7	-	Municipal financial planning: Providing an overview of municipal financial viability and management as well as capital and operational expenditure
8	-	Municipal institutional development and transformation
9	Outcomes 88	Municipal performance

Structure of IDP Document

CHAPTER 1

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

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

IDP STRUCTURES

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

IDP Budget and Steering Committee

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

IDP Representative Forum

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

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

CHAPTER 1

Ward Committees

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

Description of Wards	
Wards	Suburbs
1	Roodepan, Sunset Manor, Begonia Shacks, Platfontein
2	Roodepan
3	Homevale, Homelite
4	Homestead, Vergenoeg Ext 3, Vergenoeg Ext 4, Vergenoeg Ext 9
5	Thusanong, Redirile, Vergenoeg Ext 2
6	Vergenoeg Ext 2, Vergenoeg Ext 9, Vergenoeg Ext 10, Boikhutsong
7	Vergenoeg, Vergenoeg Ext 1, Vergenoeg Ext 2, Ubuntu
8	Donkerhoek, Kirstenhof, Riviera, Verwoerd Park
9	Retswelele, Ipopeng
10	Tshwaragona, Vergenoeg Ext 5, Vergenoeg Ext 6, Vergenoeg Ext 7
11	Vergenoeg Ext 6, Vergenoeg Ext 8, Agisanang
12	Galeshewe Ext 2, Galeshewe Ext 3, Vergenoeg Ext 6, KwaNobantu, Galeshewe Proper, China Square
13	Galeshewe Ext 1, Galeshewe Proper, Galeshewe Ext 6, China Square
14	Homestead, North view, Colville, Gemdene, Floors, Square Hill Park, Utility, Ashburnham, Moghul Park
15	Phutanang, Phomolong, Ipeleng
16	Promise Land, Lindelani, Snake Park, Tsweleng
17	Ipeleng, Tlhageng, John Mampe, 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, Kimindustria, 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

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.

LEGISLATIVE AND POLICY CONTEXT

The next section describes, in brief, the legislative and policy context within which the Sol Plaatje Municipality prepares this first review as the IDP 2023/2024. 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

National Development Plan 2030

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

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

Medium Term Strategic Framework 2019-2024

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

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

Medium Term Expenditure Framework: Intermediate 2024 Targets (National)

Back To Basics

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

District Development Model

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

State of the Nation Address (SONA)²

President Cyril Ramaphosa delivered the State of the Nation Address (Sona) on 9 February 2023 and made it clear that with the challenges the country faces, it cannot be business as usual. The President stated that the energy crisis is an existential threat to our economy and social fabric while violent crime is taking its toll on every South African. In this regard, he focussed on finding solutions for the following four key issues, i.e. (1) the load shedding crisis, (2) reducing unemployment, (3) poverty and the rising cost of living as well as (4) combating crime and corruption³.

In solving the energy crisis, a National State of Disaster has been declared, while poverty and unemployment will be addressed through several programmes e.g. Social Employment Fund and the National Youth Service, ensuring that young people were introduced to the world of work. The Social Employment Fund is recruiting 50,000 participants in its next phase to undertake work for the common good, and the revitalised National Youth Service will create a further 36,000 opportunities through non-profit and community-based organisations.

The rising cost of living are to be addressed by increasing social grants, targeted basic income support for the most vulnerable and by mitigating the impact of load shedding on food prices. Around 7.8 million people currently receives the Social Relief of Distress Grant. The government is, to combat crime, considering more funding for the police service, ensuring the safety of whistle-blowers, and partnering with the private sector in responding to emergency calls to the 10111 call centre. In response to the State Capture Commission and in line with the framework for the professionalisation of the public service, integrity

²<https://www.cgcsa.co.za/summary-of-the-state-of-the-nation-address-by-president-ramaphosa-10-february-2022/>.

³ Four key takeaways from Ramaphosa's State of the Nation Address, Daily Maverick, viewed on 10 February 2023.

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assessments would become a mandatory requirement for recruitment to the public service and entry exams would be introduced.

Concerning the Sol Plaatje Municipality, the following matters were discussed in the Sona as relevant to municipal operations:

To restore energy security by, for example, proceeding and introducing tax incentives with the roll-out of rooftop solar.

To accelerate energy projects and limit regulatory requirements while maintaining rigorous environmental protections, procurement principles and technical standards.

Stimulate the emergence of new sectors in the economy, such as major green hydrogen and renewable energy. The Northern Cape has already attracted well over R100 billion in investments in renewable energy projects.

Concluding a comprehensive social compact that would join all social partners in a common programme to rebuild our economy and enable higher growth. This would include actions to, for example, develop master plans in sectors of the economy such as automotives, clothing and textiles, poultry, sugar, agriculture and global business services.

Invest in major infrastructure projects to ensure water security.

Adding pace to the infrastructure build programme through the work of the Infrastructure Fund and Infrastructure South Africa, which has been established to support strategic infrastructure projects.

Strengthening the bounce-back loan scheme administered by banks and other financial institutions, and guaranteed by government, to assist small and medium enterprises and businesses in the informal sector.

Expanding the Employment Tax Incentive to address the challenge of youth unemployment by encouraging businesses to hire more young people in large numbers.

Licensing the PostBank to create a state bank that will provide financial services to SMMEs, youth- and women-owned businesses and underserved communities.

Providing R800 million through the National Skills Fund to develop skills in the digital and technology sector through an innovative model that links payment for training to employment outcomes.

Unlocking massive value for poor households by expediting the provision of title deeds for subsidised houses and finalising the transfer of 14,000 hectares of state land for housing.

Implementing a number of interventions to address failures at local government level and improve basic service delivery. These include enhancing the capacity of public representatives and officials, maintaining and upgrading local infrastructure, and invoking the powers of national government to intervene where municipalities fail to meet their responsibilities.

Fight gender-based violence and femicide by strengthening the National Strategic Plan by, for example, affording greater protection to survivors of gender-based violence and ensuring that perpetrators are no longer able to use legislative loopholes to evade prosecution. A key aspect of the National Strategic Plan is the economic empowerment of women.

National Government Budget Speech 2020⁴

The Finance Minister's 2023-24 Budget Speech on 22 February 2023 is according to commentators, as good as we could have hoped for, given current economic conditions. Eradicating poverty, inequality and unemployment were (again) identified as priorities, and a growing economy was identified as key to achieving these objectives. The Budget acknowledges that the pursuit of higher growth remained anchored on three pillars:

Ensuring a stable macroeconomic framework to create a conducive environment for savings, investment and growth.

Implementing growth-enhancing reforms in key sectors, particularly in energy and transport.

Strengthening the capacity of the state to deliver quality public services, invest in infrastructure and fight crime and corruption.

Good news was the overall growth of South Africa's economy by an estimated 2.5% in 2022, and the fiscal consolidation strategy restraining growth in consumption expenditure bringing the fiscal deficit down. However, the medium-term economic growth outlook has deteriorated with real GDP growth projected to average 1.4% from 2023 to 2025, compared with 1.6% estimated in October 2022.

The growth-enhancing reforms in the energy sector include two tax measures to encourage businesses and individuals to invest in renewable energy and increase electricity generation, i.e. possible changes to local electricity demand and supply. Municipal operations will also be impacted by increased spending on community development (R230 billion in 2022/2023) including (1) municipal equitable share, (2) human settlements, water and electrification programmes, (3) public transport and (4) other human settlements and municipal infrastructure. The function of community development is the fastest growing function averaging 8% annually over the medium term, mainly due to the additional funds for local government equitable share and for infrastructure.

The Integrated Urban Development Framework (IUDF) is the response by government to present-day urbanisation trends and is a product of the NDP. It is regarded as Government's policy position to guide the future growth and management of urban areas by addressing the increasing numbers of the urban population through proper planning and providing the necessary infrastructure to support this growth. The IUDF's overall outcome – spatial transformation – marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of *compact, connected* and *coordinated* cities and towns. The word 'retrofitting' is also used and explained as a directed alteration of the built environment with the aim of improving efficiencies. To achieve this transformative vision, the IUDF sets four strategic goals:

Spatial integration: To forge new spatial forms in settlement, transport, social and economic areas,

Inclusion and access: To ensure people have access to social and economic services, opportunities and choices,

Growth: To harness urban dynamism for inclusive, sustainable economic growth and development, and

Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

⁴ Source: <https://www.moneyweb.co.za/financial-advisor-views/budget-speech-review-2022/>.

NORTHERN CAPE PROVINCE

State of the Province Address 2024 (SOPA)⁵

The Premier of the Northern Cape stated in the State of the Province Address (SOPA) 2024 that the provincial government identified the following five key areas for the Northern cape for 2024:

- Prioritising a better education
- Prioritising quality health care
- Modernising the NC to accelerate service delivery
- Growing the economy for the creation of jobs
- Making the province successful in intensifying fight against poverty
- Catalytic projects and investment in the infrastructure

The Premier also reflected on goals set in the previous SOPA such the 6th Administration, which started their term of office in 2019, articulated a vision aimed at

Modernising the Province in an effort to accelerate service delivery, Growing the economy making it Successful. The 6th Administration also placed Education and Health as its Apex Priorities. In 2021, the Northern Cape joined 5 other Provinces, who have recorded a High Human Development Index, with a an HDI of 0,70, making the Province 1 of 6 Provinces with a High Human Development Index. Furthermore, the Premier reiterated the importance of remembering 30 years of democracy, by acknowledging the challenges faced, but we also acknowledge and celebrate the many successes have achieved. The state of the province address was a reflection and report back on the 5years of the term of office.

The challenges that are faced by Sol Plaatje Municipality in the recent years were also reflected on. One amongst them, is the water interruptions due to backlogs in the maintenance of ageing and inadequate infrastructure. Over the years, the Municipality was faced with an inadequate budget and that hindered its ability to properly maintain, repair or refurbish its water infrastructure.

The Municipality has put in place a plan of action to address these challenges. We are happy to announce that this year the National Treasury has approved funding of R2.5 billion through the Budget Facility for Infrastructure (BFI). This allocation is aimed at addressing infrastructure challenges. This funding will enable the municipality to embark on a comprehensive plan to upgrade the infrastructure, reduce water losses, and enhance water quality.

Linked to this, is the provincial programme to accelerate housing delivery in Sol Plaatje Municipality. In addition to the R 365

⁵ State of the Province Address (SOPA) by the Premier of the Northern Cape.

million Hull Street Housing Project that I announced in the 2022 SOPA and is now under construction; an additional 1,000 houses will be built in this municipality for our people.

In partnership with Ekapa Mining; Sol Plaatje Municipality is working on the implementation of a 120MW combined Renewable Energy Project amounting to R2.4 Billion creating about 400 job opportunities.

Sol Plaatje Municipality is host to the Sol Plaatje University, a new university; which just celebrated its 10th Anniversary. SPU is the iconic landmark in Kimberley and continues to play a very important role in providing quality higher education, training, research and innovation in the province and the country at large.

This year, SPU experienced the largest intake of first-year students since its inception, with more than 2,000 first-year students. From an initial intake of 124 students in 2014, enrolment has now grown to over 5,000 students this year. What distinguishes this university from other universities in the country is the fact that it is an investment made by this democracy. This investment makes it possible for Kimberley to diversify its economic outlook from a mining city to a university city.

For the full speech visit the Northern Cape Provincial Government Website

Northern Cape Provincial Growth and Development Strategy

The Northern Cape Growth and Development Strategy identify the following primary development objectives to be achieved province-wide:

Promoting the growth, diversification and transformation of the provincial economy.

Poverty reduction through social development.

Northern Cape Spatial Development Framework, 2018⁶

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

⁶ Northern Cape, Draft Spatial Development Framework, September 2018.

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

Frances Baard District Growth and Development Strategy

The Frances Baard District Growth and Development Strategy aims to achieve growth and development within the district by setting the following three strategies:

Providing basic services in all municipal areas in the district through joint programmes by all tiers of government.

Strengthening human capital through education and training.

Create a new economy by establishing partnerships, nurturing networks, and building interconnected regions that can compete globally for jobs and services.

District IDP Framework

The District IDP Framework is being prepared by the Frances Baard District Municipality. However, it is stated that the preparation of the Sol Plaatje Municipality's IDP is aligned to the district-wide planning process.

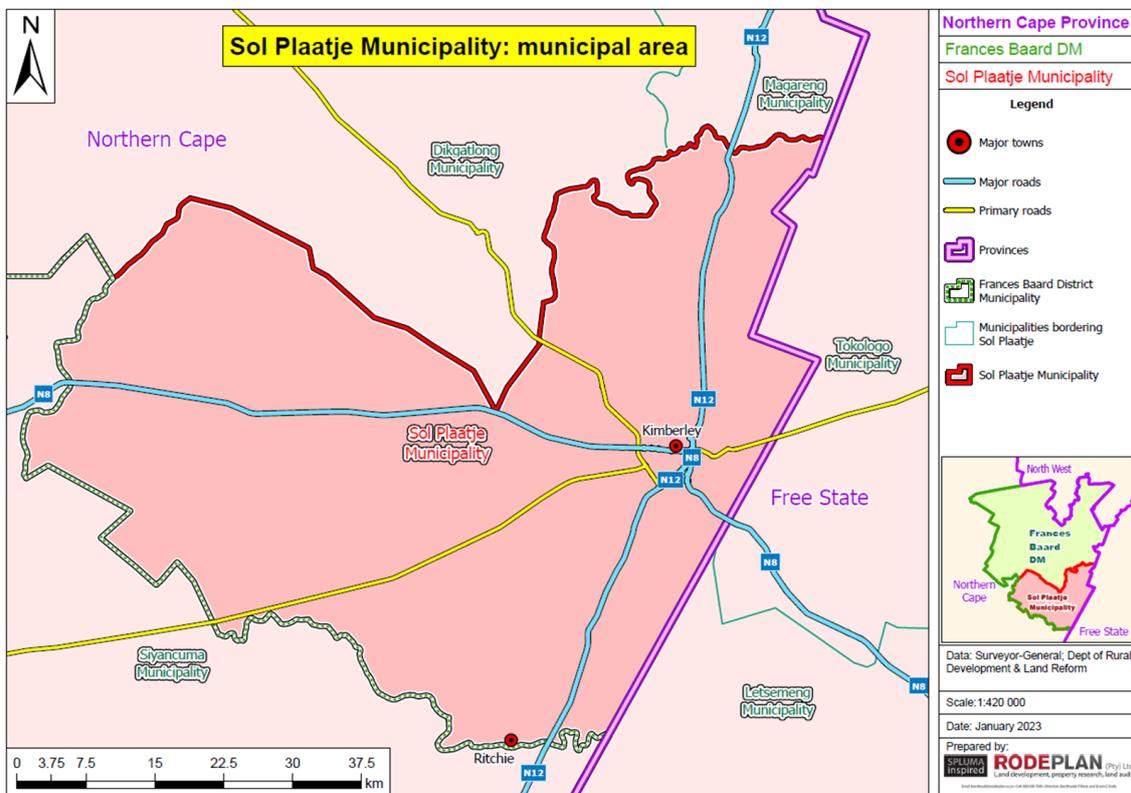
CHAPTER 2: PROFILE OF THE MUNICIPAL AREA

This chapter includes a detailed analysis of spatial, social, environmental and economic elements that shaped the pattern of development in the municipal area. *We used 2022 Quantec data unless otherwise indicated.*

The purpose of profiling the municipal area is threefold: (a) to serve as reference framework for integrated development planning, (b) to better understand and report on the urban and rural context, and (c) to track, measure and consider change over time. The work done includes a situational analysis which informed our understanding of the environment within which government operates.

GEOGRAPHIC CONTEXT

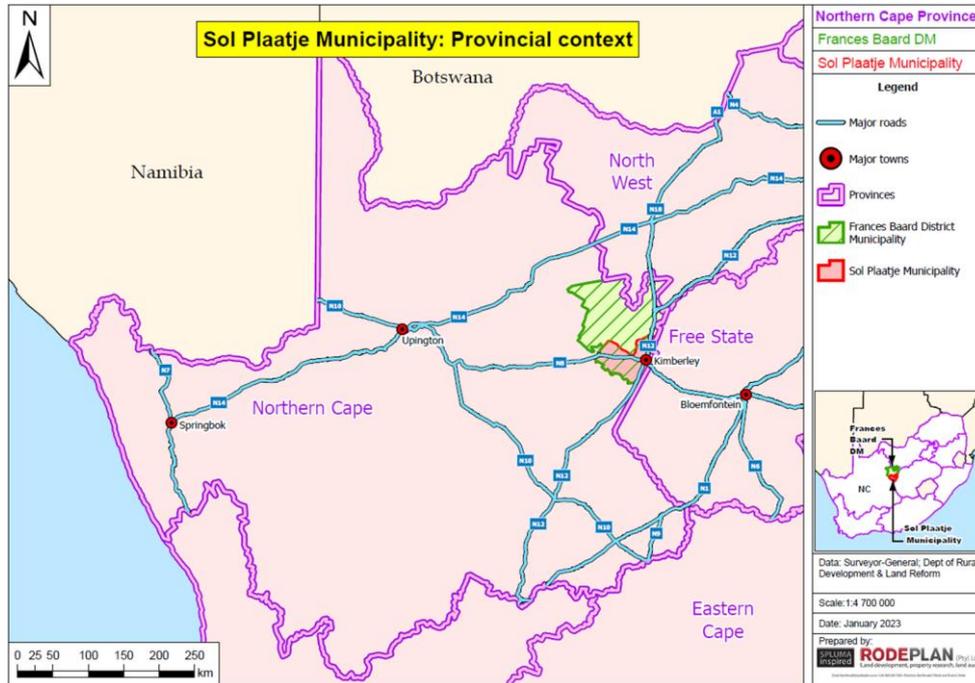
The Sol Plaatje municipal area is one of the ‘pearls’ of the Northern Cape sub-regions, characterised by a mix of unique and high-quality assets. A key challenge is to conserve and enhance these assets in a changing setting. The land extent of the Sol Plaatje municipal area is about 3145 km² and includes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



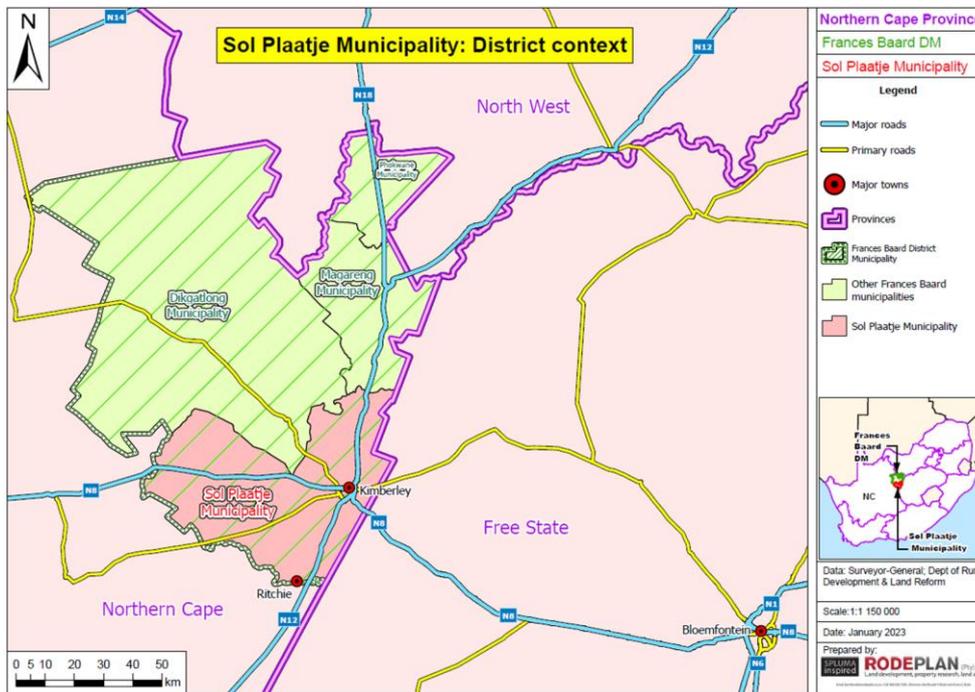
Municipal Area

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

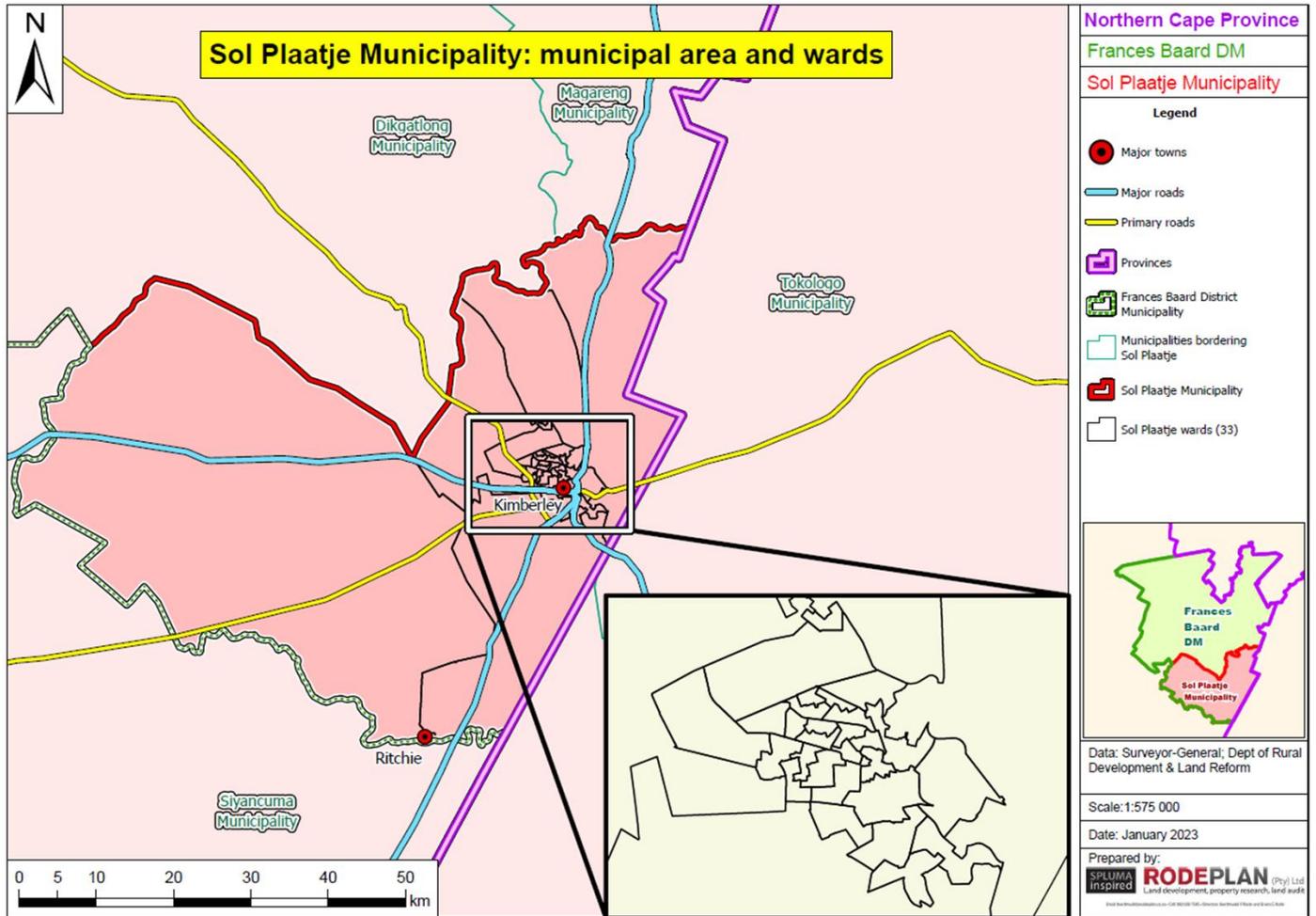


District Context

Ward Delineation

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



Ward Delineation

POPULATION

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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 ⁷
Number of people	248 680	262 049	275 614
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).⁸ About 20% of the number of people living in the province in 2020 lived in the Sol Plaatje Municipality. This share increased to almost 21% in 2022 if the projected population totals are considered, i.e. significantly more people live in the municipal area as a result of in-migration and organic population growth. Note that the primary driver of migration is the perception of employment, attracting hopeful jobseekers to nodes with higher economic activity, who then generally do not find a job. The population growth rate in Sol Plaatje Municipality for the 2015–2022 period was 11%, with a marginally lower increase (7,7%) in the number of households over the same period. This increase in the number of households is coupled with an increase in people per household in recent years, i.e. more people live together as a single household. Interestingly, in 2022, only 1,4% or 896 of all households lived in non-urban areas which also represents a 12% increase since 2015.

Population by Race Grouping

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

Population by Race Grouping

The Black-African population grouping comprised 64% of the Municipality's population in 2015, increasing to 67% in 2022. The percentage share of the Coloured and White population groupings decreased over this period while the share of the Asian grouping remained the same. Hence, there are structural changes occurring in the demographic structure of Sol Plaatje Municipality. Urban planning and management should cater not only for increased numbers, but also for changes in the

⁷ Population total projected for Sol Plaatje Municipality.

⁸ The 2022 population total for the Northern Cape Province is projected.

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composition of the population, with specific reference to the Black-African grouping. Together, the Black-African and Coloured groupings comprise 93% of the total population in 2022. In 2010, the share of these groupings of the total population was 90%.

Population by Age Grouping

Population by Age Grouping		
Indicator	2015	2022
Age grouping: 0-14	73 408	76 404
Proportional share of total population (rounded)	30%	28%
Age grouping: 15-64	160 724	180 477
Proportional share of total population (rounded)	65%	65%
Dependency ratio	35%	34%

Population by Age Grouping

Comparing the number of persons in the age group 0-14 and the proportional share of the total population in 2015 and 2022, there was an increase in numbers but a slight decrease in proportional share. For the 15-64 age group (or working age population), the numbers increased but the proportional share of the total population remained 65%. The dependency ratio, which is an indicator of the potential dependency burden of children and elderly on those who are of an economically productive age, was 35% in 2015 and 34% in 2022 (the lower, the better).

HOUSEHOLD INCOME

The *Gini Coefficient* for the Sol Plaatje Municipality (and for South Africa) in 2021 was stubbornly high at 0,676 (current income per capita). A Gini Coefficient of 1 represents perfect income inequality and perfect equality has a value of 0. Thus, relative income inequality exists in the municipal area with the general long-term trend from 2010 (0,681) until 2019 (0,671) being positive but a worsening situation in 2020 (0,679) with a slight recovery in 2021. Interestingly, the Frances Baard district and the Northern Cape Province have lower income inequality measurements for 2021, i.e. 0,651 and 0,643 respectively. These measurements are also slightly better than in 2020.

In Sol Plaatje Municipality, the average household income (current rand prices) is about R350 000.⁹ This compares well with a household income of between R250 000 and R300 000 for all households in South Africa (R286 738), the Northern Cape Province (R256 365) and the Frances Baard district (R295 848) respectively. The household income in Sol Plaatje has increased by 36% over the 7-year period since 2015 (R259 607), but not surprisingly, in 2020 the income decreased from the previous year due to the impact of the COVID-19 pandemic. However, in 2021 and 2022 there were year-on-year increases of 8% and 6% respectively.

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

⁹ 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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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.¹⁰

HEALTH

Health care facilities

In 2019, there were 57 health facilities in the municipal area which is fewer than in 2016 (60). The health care facilities in the municipal area are indicated in the table below.

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

¹⁰ Poor municipal management erodes willingness to pay for... (dailymaverick.co.za), viewed on 23.11.2022.

CHAPTER 2

Health Care Facilities (in 2019)	
Indicator	Number
Specialised TB Hospitals	1
Other Hospitals	2
Private Hospital	2
Community Health Centre	1
Clinics	13
Satellite Clinic	1
Other Primary Health Care Centres	7
EHS Provincial Service	1
Mobile Service	2
Non-medical site	4
Other Health Facilities	31
Correctional Centre	1
EMS Station	3
General Practitioner	4
Nurse Practitioner	19
Pharmacy	1
Pharmacy/Clinic	4
Private Clinic	1

Health Care Facilities (in 2019)

Persons with AIDS / HIV

The 2022 estimation is that 27 155 persons (all genders) or 10% of the total population in Sol Plaatje Municipality are HIV positive. Most of these persons (23 982) are between the ages of 20 and 54. It is estimated that there will be 265 AIDS-related deaths (all genders) in 2022 which is fewer than the number of similar deaths in previous years.

SAFETY AND SECURITY

The table below provides a summary of the crime statistics in the Sol Plaatje Municipality in 2019 and 2021 respectively.¹¹ The crime situation can be described as volatile due to the number of certain crimes committed in 2021 being higher than the year before and others lower than in 2019.

Interestingly, the percentage share of any specific crime committed in the Sol Plaatje Municipality in 2021 of the totals of that specific crime committed in the province in the same year varies significantly. For example, 69 of the 343 murders in the

¹¹ Statistics for 2022 were not analysed although statistics for the first two quarters in 2022 were available.

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

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

Safety and Security: Sol Plaatje Municipality

EDUCATION

In 2022, 29,4% of the population in the Sol Plaatje municipal area have either matric or higher education, while 8,9% have no schooling. There has been an improvement in the number of persons with matric, and as a proportional share of the total population since 2015 (see table below). The biggest success, however, is the number of functionally illiterate persons as a share of the total population, which for each of the last 7 years was below 29% (79 537 persons in 2022), while the functional literacy rate increased from 60,4% in 2015 to 61,9 % in 2022.

Education		
Indicator	2015	2022 ¹²
Number of persons with Grade 12/Matric	49 072	58 057
Proportional share of total population (rounded)	20%	21%
Number of functionally illiterate persons	70 918	79 537

Education

ACCESS TO SERVICES AND HOUSING

¹² Projected number for the Sol Plaatje Municipality.

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

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

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

Access to Services and Housing

GRANT DEPENDENCY

The number of social grants allocated in the Northern Cape Province in 2021 represents 497 773 cases. The number of grants allocated by type was as follow:

Social Relief of Distress: 16

Adult and Old-age Grants: 157 503

Children's Grants: 340 254

Considering that the current average household income for 50% of all households in Sol Plaatje is less than R100 000, it is estimated that the bulk of this population segment rely on grants as major source of income. Please note that the statistics for Sol Plaatje Municipality were not available.

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ECONOMIC OVERVIEW

The economy in the Sol Plaatje Municipality contributed 24% of the 2021 Gross Value Added (GVA) in the Northern Cape Province — down from 27% in 2015 and 28% in 2010. In comparison, the //Khara Hais Municipality (Upington) contributed 8% of the 2021 GVA in the Northern Cape Province, also down from a 9% contribution in 2015.

The percentage share contribution by the *tertiary sector* in 2021 to the total GVA generated in the Sol Plaatje municipal area was 85% or R24 424 million compared to 87% or R13 697 million in 2010 and 86% or R19 004 in 2015. The *primary sector* contributed about 5% or R1 563 million in 2021 (an increased contribution by one per cent from the 2010 and 2015 levels) and the *secondary sector* 10% or R2 722 million (also an increased contribution by one per cent from the 2010 and 2015 levels). In comparison, the 2021 percentage share by sector to the GVA generated in the //Khara Hais Municipality (Upington) was 71% by the *tertiary sector*, 16% by the *secondary sector* and the *primary sector* contributed 11%.

The table below provides a summary by subsector of the Municipality's GVA in 2010 (combined contribution by all sectors was R15 779 million), 2015 (R22 071 million) and 2021 (R28 709 million). Also included are percentage growth rates by subsector for the 5-year increment between 2010 and 2015 and the 6-year increment between 2015 and 2021.

Economy of Sol Plaatje Municipality: Gross value added at basic prices (R millions current prices)					
Industry	2010	2015	% change (2010 to 2015)	2021	% change (2015 to 2021)
Primary sector	628	897	43%	1 563	74%
Agriculture, forestry and fishing	174	250	44%	369	48%
Mining (and quarrying)	454	647	43%	1 194	85%
Secondary sector	1 453	2 170	49%	2 722	25%
Manufacturing	688	874	27%	1 081	24%
Electricity, gas and water	391	793	103%	1 193	50%
Construction	373	503	35%	448	-11%
Tertiary sector	13 697	19 004	39%	24 424	29%
Wholesale and retail trade, catering and accommodation	2 075	2 776	34%	3 614	30%
Transport, storage and communication	2 612	3 544	36%	3 604	2%
Finance, insurance, real estate and business services	4 511	5 977	32%	8 024	34%
General government	1 443	2 272	57%	3 113	37%
Community, social and personal services	3 054	4 434	45%	6 067	37%

Economy of Sol Plaatje Municipality: GVA

The percentage growth rates for the 6-year period between 2015 and 2021 of all subsectors in the secondary and tertiary economic sectors, except the financials subsector, were substantially lower than the preceding 5-year period. This reflects an economy in decline when considering that the combined share of the *secondary* and *tertiary sectors* is more than 95% of the

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economy. Notably, the financials subsector is by far the largest subsector in the *tertiary sector* – almost a third in 2021 and up from 31% in 2015. Also notable is the decline in the contribution of the construction sector to the *secondary sector* economy, which was significantly less in rand value in 2021 (R448 million) than in 2015 (R503 million). The *primary sector* experienced exceptional growth between 2015 and 2021, with the contribution by the mining subsector almost doubling in rand value, but still the sector contributed only around 5% to the Municipality's GVA in 2021.

A **Location Quotient** is a measure of a comparative advantage for a specific economic area. It indicates that a relatively more (or less) competitive production function for a product or service exists in a specific local economy compared to the aggregate economy. The next paragraph considered the *Location Quotient* for the Sol Plaatje Municipality relative to the Frances Baard district, Northern Cape Province and South Africa for the primary, secondary and tertiary sectors.

Sol Plaatje Municipality has a *comparative disadvantage* in the primary sector compared to the district (0,6), Northern Cape (0,2) and South Africa (0,6). The comparison with the country has improved from the previous year while the other two remained the same during the previous decade. At the secondary level, Sol Plaatje also has a *comparative disadvantage* relative to the district (0,9) and South Africa (0,5) with an equal competitive production function in this sector if compared to the Northern Cape Province. An assessment of the tertiary sector suggests that Sol Plaatje has a *comparative advantage* when compared to Frances Baard district, Northern Cape Province and South Africa.

A **Tress analysis** determines the level of diversification or concentration of the economy for a geographical area. A Tress Index of zero represents a totally diversified economy, while an Index of closer to 100 indicates a more concentrated or vulnerable economy to exogenous variables, such as adverse climatic conditions, commodity price fluctuations, etc. The 10 Industry Tress Index (in 2021) for the Sol Plaatje economy hovers around 52, which suggests an economy that is neither diversified nor concentrated but has diversification among certain economic sectors and concentration among others. The inclusion of additional subsectors to represent either 22 or 50 industries (78 and 79 respectively), results in rather different outcomes, whereby the local economy is concentrated and vulnerable and/or susceptible to exogenous factors. The district's Tress Index of around 46 as measured by 10 industries suggests that in the district economy there is slight diversification among certain economic sectors. Over the 22 and 50 industries, largely the same pattern applies as in the local economy.

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

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Employment/Unemployment			
Indicator	2015	2020	2022
Working age population: 15-64	160 724	169 266	180 477
Proportional share of total population (rounded)	65%	65%	65%
Labour force participation rate (%)	59.6%	55.5%	60.6%
Employed - formal	51 801	52 621	55 743
Employed - informal	19 443	13 717	12 249
Unemployment rate (%)	25.6%	29.4%	36.3%

Employment Status of the Working-age Population

The unemployment rate of the youth (persons aged between 15 and 34) in 2021 was a massive 52,2%, which is a drastic increase from 37,6% in 2015 (see **Table 15**). In this regard, the number of employed persons in the same age grouping in 2021 (21 601) was significantly fewer than in 2015 when 28 374 persons were employed, and as can be expected, the number of unemployed persons has increased almost every year since 2015.

Youth Employment/Unemployment		
Indicator	2015	2021
Working age population: 15-64	160 724	170 645
Working age population: Youth 15-34	86 888	90 364
Employed (15-34)	28 374	21 601
Unemployed (15-34)	17 060	23 881
Not economically active (15-34)	38 495	43 925
Unemployment rate (%)	37.6%	52.5%

Youth Employment/Unemployment

BUILDING ACTIVITY

Please note that statistics on building plans passed do not represent actual building activity in the Sol Plaatje Municipality, hence, buildings completed are used.

The square metreage of *new residential building space* completed in the municipal area over the period 2015 to 2021 averaged around 6 036m² per annum. As illustration of the variance between the two sets of data, the square metreage for building plans passed was 21 871m² per annum over the same period. No *new residential building space or units erected* were registered as completed in 2020 although several plans (330 in total) were passed during 2020. An annual average of 38 *new residential units* was erected over this period, with substantial building activity occurring in 2016 (69 units) and in 2019 (60 units) when compared to the other years measured as part of this 7-year period. Given this very low annual average of *new residential units*, it is unlikely that large-scale developments of low-cost housing have occurred since 2015.

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

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

INVESTMENT TYPOLOGY

The Provincial Spatial Development Framework (PSDF) categorises the Sol Plaatje Municipality as having low social needs and high development potential. In addition, the PSDF identifies Kimberley as the only high-order regional economic centre and growth area in the Northern Cape, lending the municipal area to targeted and prioritised (public and private) investment in economic infrastructure.

The following initiatives to bolster development in the municipal area have been identified in the PSDF:

Strengthen development corridors to Vryburg, Upington (N8 corridor through Groblershoop) and De Aar.

Protect and expand the municipal tax base.

Develop priority investment areas and liaise with the business community.

Expand the nodal hierarchy and urban property markets.

Diversify the local economy by focusing on forward and backward linkages.

Consider investor sentiment in decision making to drive up business confidence.

Ensure effective municipal management and service delivery excellence.

Uphold public sector commitment, for example maintain and expand existing public infrastructure and amenities.

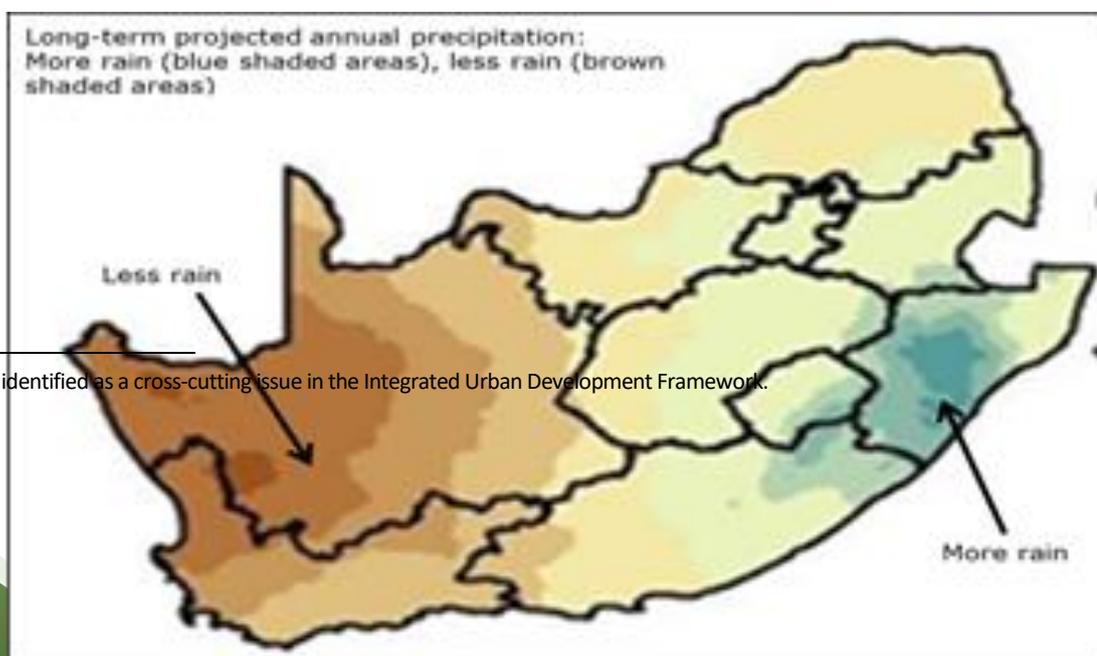
CLIMATE CHANGE

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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.¹³

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

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



¹³ Urban resilience is identified as a cross-cutting issue in the Integrated Urban Development Framework.

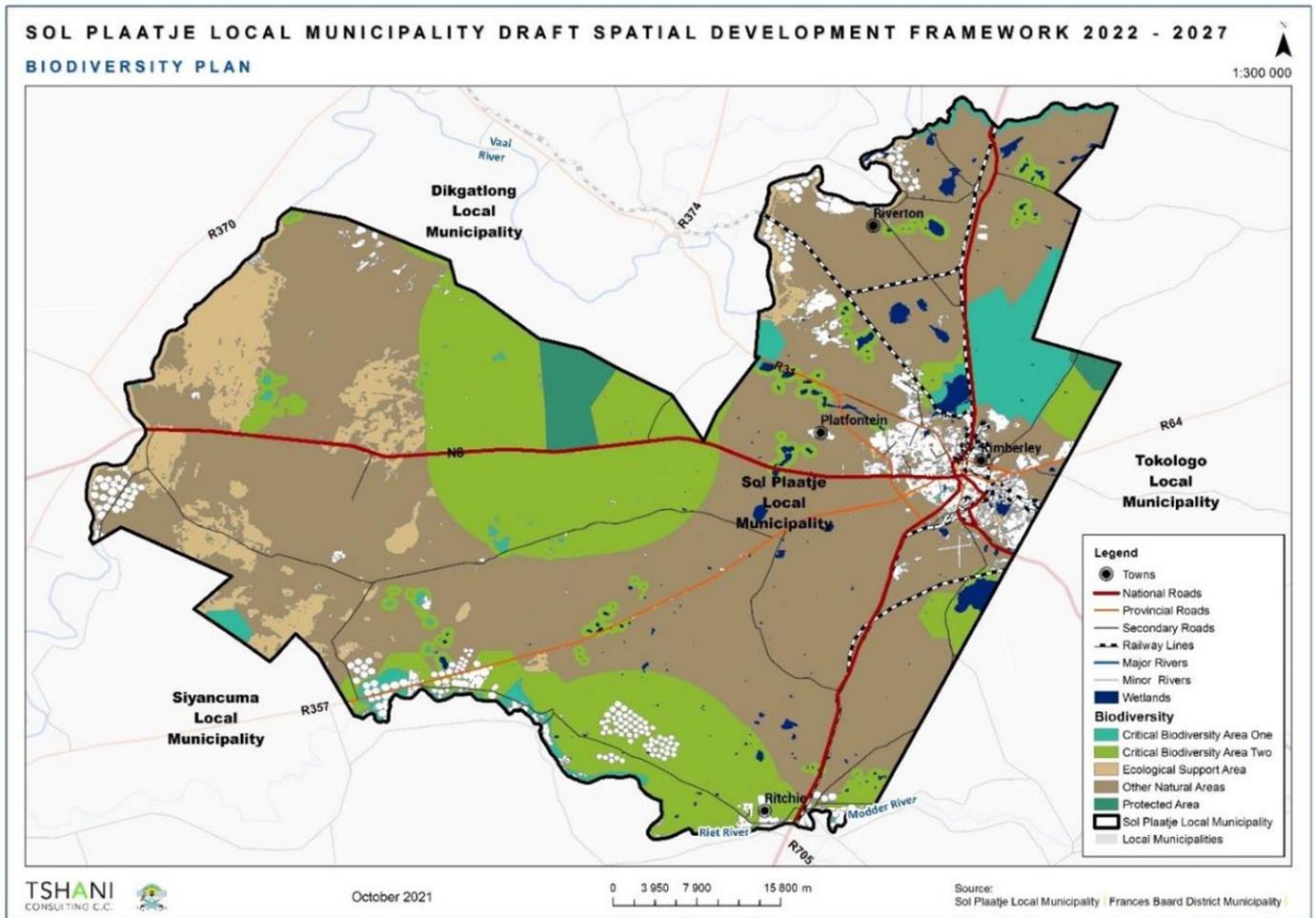
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Climate Change

BIODIVERSITY

The municipal area is situated in the Savanna biome as the Eastern Kalahari Bushveld with Kimberley Thornveld and Vaalbos Rocky Schrubland the dominant vegetation. This type of vegetation is characterised by landscapes consisting of flat to slightly undulating plains with some smaller outcrops and occasional surface intrusions of dolerites and andesitic lavas. The Municipality falls within the catchment areas of the Vaal and Upper Orange rivers with the Vaal River flowing through the northern part of the municipal area with the Riet and Modder rivers to the south. There are numerous dams and wetlands across the jurisdiction area with significant wetlands in the Vaal River catchment area. The map below illustrates the Critical Biodiversity Areas as well as other areas of ecological significance within the municipal area.

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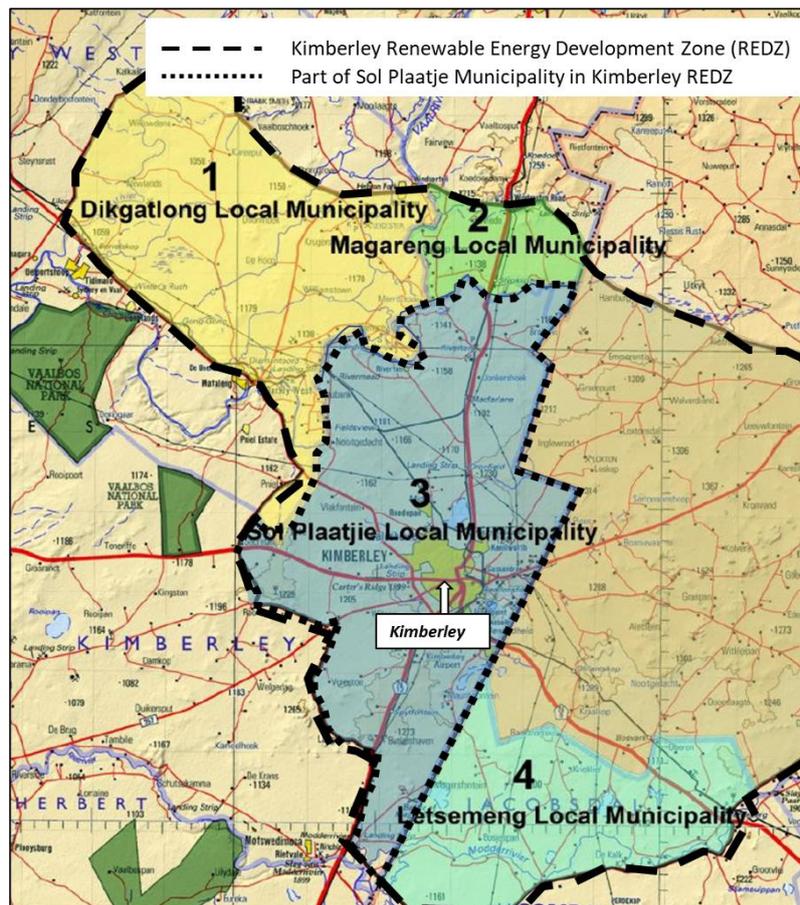


Biodiversity

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.

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.¹⁴ The REDZs were ‘demarcated’ based on high level integrated spatial analysis of the best available environmental, technical and social data. Eight zones were gazetted in 2018 as areas where certain procedural arrangements apply to renewable energy developments within these areas. Also in 2018, the (then) national Department of Environmental Affairs commissioned a Phase 2 Strategic Environmental Assessment for identifying more renewable energy development zones adding to the identified 8 (eight) areas. Part of the Sol Plaatje municipal area falls in the Kimberley REDZ that was one of the initial eight preferred areas. In this regard, parts of the municipal area lend itself to the land use of renewable energy generation, transmission and distribution with several approved and operational renewable energy facilities in the northern part of the municipal area. It is however, stated that suitable wind and solar PV development is also promoted outside the REDZ and any proposed development must be considered on its own merit.



Renewable energy development zone

¹⁴ Strategic Environmental Assessment for wind and solar photovoltaic in South Africa, 2105 as published in Government Gazette No.41445, 16 February 2018.

CHAPTER 3: INSTITUTIONAL ANALYSIS OF THE MUNICIPALITY

This chapter provides a synopsis of the institutional profile of the municipality and baseline information on its capacity to deliver mandatory services as local government.¹⁵ Please see IDP 2022-2027 for additional information regarding the current state of municipal infrastructure.

DEPARTMENTAL FUNCTIONING

The Sol Plaatje Municipality comprises five (5) directorates with the offices of the Municipal Manager and the Executive Mayor in the Directorate Corporate Services. The next section focusses on customer satisfaction, human resources, and the performance of each directorate.

Customer Satisfaction

The municipality has established various methods to receive and respond to community queries related to municipal services. A total of 31 108 calls were officially logged during the 2020/21 financial year with the calls per services shown in the table below. More than 80% of queries were related to electricity and water services.

Customer Calls per Service		
Service	No of calls	Weighting per Service
Community & Social Development	2	0.006%
Properties and Structures	6	0.028%
Electricity Distribution	8 890	28.66%
Metering & testing (Traffic lights & geysers)	181	0.58%
Potable water	6 282	20.25%
Prepaid metering	2 766	8.91%
Roads & potholes	656	2.11%
Stores Call-out (fuel, material, tyre bay, mechanical workshop, fitter and turner)	555	1.78%
Storm water	23	0.10%
Wastewater	11 657	37.58%
Grand Total	31 018	100%

Customer Calls per Service

¹⁵ Most of the information obtained from the 2020/2021 (Draft) Annual Report.

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Human Resources

The table below shows the number of employees and vacancies by directorate in 2020/2021. 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 ¹⁶	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%

¹⁶ 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.

Reporting on overall performance by directorate

The Municipality received a qualified audit opinion for 2020/21 meaning the financial statements contain material misstatements in specific amounts, or there is insufficient evidence to conclude that specific amounts included in the financial statements are not materially misstated. The overall performance by directorate is reported in the table below.

Reporting on Overall Performance by Directorate	
Description	2020/21
Infrastructure and Services	
Water	The Municipality is making inroads in the maintenance and upgrading of the water network. In this regard, the percentage of households with piped water inside dwelling or yard are increasing year on year. However, key concerns are ageing infrastructure and water losses through leakages and water provided but unaccounted for.
Sanitation	The key objectives are the upgrading of the Homevale WWTW by 15ML, upgrading of the Gogga outfall sewer line from Galeshewe to Homevale WWTW, the Lerato Park link sanitation project and the construction of the Carters Ridge sewer pump station. Critical work includes maintenance projects to extend the operational life of the existing infrastructure.
Electricity Services	This directorate focusses on electrification (i.e. installing 11kV/400V/230V electrical network and infrastructure) and bulk upgrades of substations (66/11kV) to cater for expansion and growth within the electrical network. The Municipality has electrified 1,743 houses in townships and 750 in suburban areas between 2019 and 2021.

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Reporting on Overall Performance by Directorate	
Description	2020/21
Sustainable Energy and Climate Change Unit	Sustainable Energy and Climate Change Unit is not functional. All SSEG applications are being processed by the Electrical Directorate. Biodiversity: The Biodiversity Section works with different stakeholders to ensure the environment and the natural resources are protected by raising awareness and through educational campaigns using social media, radio, flyers, banners, and pamphlets.
Housing	The Municipality targeted to construct 500 BNG houses (Breaking New Ground) with a total of 133 houses build under difficult conditions due to the COVID-19 pandemic
Roads & Storm Water	The Municipality is making inroads in the maintenance and upgrading of roads and the storm water system.
Free basic services	The challenge is to determine the number of eligible households for free basic services based on a (surprisingly high) R3750 monthly income per household (R4500 in 2023/2024 – see Table 34). The number of indigent households is estimated to be 11 784 (in March 2023) with the persons per household expected to be higher than the national norm.
Strategy, Economic Development and Planning (SEDP)	
SEDP	Strategy and Planning: The implementation of the Integrated Urban Development Framework (IUDF) programme and the Urban Renewal Programme (URP) led to the municipality receiving an IUDF grant. Key performance indicators regarding the URP in the SDBIP were achieved. A tender template for municipal owned land was approved while lease income improved significantly. Economic Development: About 158 jobs, including the Expanded Public Works Programme and Inner-City Revitalisation, were created as part of local economic development. Job opportunities are 'created' through the issuing of informal trading permits.
Community Services	
Clinics	A total of 170 226 patients were seen during 2020/2021 with this number decreasing due to patient hesitancy because of the COVID-19 pandemic. Other services rendered are childcare, reproductive health, maternal- and mental health, prevention of mother-to-child transmission, oral health, dispensing, communicable diseases, anti-retroviral therapy, and health education.
Emergency Services	The Sol Plaatje Municipal Disaster Management Advisory Forum and the Fire Protection Association are functional, and the Homevale Satellite Fire Station was completed. Also, the personnel were part of an international evaluation of the Kimberley Airport Emergency plan through the simulation of a full-scale air disaster.
Environmental Health	The COVID-19 pandemic increased the workload of this section and with personnel shortage the following functions were prioritised: (1) ensuring food safety, (2) water quality monitoring and (3) compliance (of, in particular, tuckshops) due to complaints and/or transgressions. An Service Level Agreement between the Municipality and the Frances Baard District Municipality is in place.
Library Services	The COVID-19 pandemic impacted negatively on both the opening hours and circulation statistics for all libraries. In addition, insufficient revenue because of the closures further restricted operations at all libraries as did cable theft at some libraries. However, the online service to library users continued.
Motor Vehicle Licensing & Registration	The directorate has been able to achieve the set performance objectives with limited resource availability. This achievement is largely due to the filling of critical vacancies and the improvement of staff morale to due to innovative team building exercises.
Parks & Recreation	All sport and recreational facilities, except cemeteries, were closed during the COVID-19 pandemic. This resulted in the loss of revenue and increased theft and vandalism leading to costly upgrades of security at most venues, including the appointment of controllers/security on a contractual basis. The section also manages the repair of infrastructure that was vandalised. The Municipality also created recreational infrastructure funded by national government as part of national incentive schemes.
Social Development HIV/Aids	Prevention programmes, awareness, counselling and testing is conducted with the assistance of non-governmental organisations. However, obtaining accurate statistics remains a challenge. All targets were met as set.
Traffic Law Enforcement	The COVID-19 pandemic and certain vacancies impacted negatively on the work of this section as well as training of personnel.

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Reporting on Overall Performance by Directorate	
Description	2020/21
Waste Management	The Integrated Waste Management Plan is approved with the filling of vacant posts, ageing infrastructure and vehicle and equipment shortages the key challenges. Cleaning programmes were launched but a lack of funds hindered the reach of these programmes. A weekly refuse collection service and effective commercial collection service are provided. Some newly developed residential areas are serviced through communal waste collections.
Corporate Services	
Corporate Services	The Municipality is meeting its objectives with sound policy and strategy implementation that are continually monitored with timeously corrective measures where required.
Human Resources	The Municipality has managed to achieve an improving targeted ratio (33.52% in 2021) of employee costs against total expenditure.
Financial Services	
Finance	The municipality renders trading- and rates-related services. Trading services are provided through a cost recovery tariff structure with cross subsidisation and contributions to the rates funded services in line with the municipality's budget policy. The major revenue source is service charges, with sale of electricity being the largest contributor, followed by revenue from rates and taxes. The major cost drivers are bulk purchases and employee costs. Close monitoring of these cost drivers is done to ensure that over-spending does not occur. The municipality faces major challenges with cash flow being the most critical. In this regard, cost containment measures and strategies are implemented to collect outstanding debt. The Municipality receives the following grant funding: (1) Integrated Urban Development Grant, (2) Water Services Infrastructure Grant, and the (3) Neighbourhood Development Partnership Grant. Outstanding debtors point to a worrying trend and debt collection measures need to be put in place along with the implementation of the Credit Control and Debt Collection Policy. Also worryingly, the number of creditors has also increased.
ICT	The ICT section performed admirably during the COVID-19 pandemic despite personnel shortages with 47% more incident and service requests attended to during 2019/20, and several upgrades to ICT related infrastructure, e.g. to the Geographic Information System.
Supply Chain Management	A priority of the Supply Chain Management unit is to promote Section 4 of the PPPF Regulation. In 2020/2021, an amount of R219,256,210 was paid to suppliers of which R156,403,450 was paid to local SMMEs according to BBBEE guidelines. This reflects 72% of procurement and exceeds the set target of 60%. Other priorities include working towards a clean audit report and meeting the target of less than 4% annual stock losses.
Asset Management	Repair and Maintenance: The 2020/21 financial year was characterised by underspending partly because of the downscaling of operations during the COVID-19 national lockdown. Such spending can be improved with adequate maintenance plans in place, but the lack thereof impact negatively on service delivery and the availability of funds for routine and planned maintenance. This also leads to crises management which is exacerbated by ageing infrastructure. This urgently needs to be addressed to ensure the surety and sustainability of services.

Reporting on Overall Performance by Directorate

SWOT ANALYSIS (DIRECTORATES)

The following *Institutional SWOT analysis* relates to the Sol Plaatje Municipality and was discussed and completed at the strategic session in March 2023.¹⁷

¹⁷ SWOT: Strengths, Weaknesses, Opportunities and Threats.

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Description	Assessment of Impact ¹⁸
STENGHTS	
Personnel adequately skilled with further training opportunities available.	
Capable, competent professionals and technical teams at management level, across directorates.	
Policies and bylaws are in place, albeit some need review.	
Professionals registered with relevant Councils, e.g. SACPLAN, HPCSA.	
Skilled GIS team with advanced knowledge of mapping and spatial data analysis	
Experienced technical team with a track record of effectively managing IT infrastructure and services	
Finance section has good and effective system for budgeting, forecasting and cashflow management	
WEAKNESSES	
Bad audit outcomes.	
Revenue-raising opportunities and sustainability of revenue generation undermined by external and internal factors.	
Revenue loss due to significant water and electricity losses.	
Ageing bulk infrastructure with inadequate capacity and high maintenance cost.	
Deterioration of quality of water and rising tariffs.	
Inadequate and ineffective security measures in place to curb theft and vandalism of municipal infrastructure. Lack of surveillance and security to curb theft of stock items in the yard, e.g. cables and transformers.	
Filling of vacant Section 56 posts.	
Dire financial situation. Inadequate funds to address all priority needs.	
Inter-directorate disconnects.	
Lack of bylaw enforcement.	
Lack of internal sector plans: Maintenance Plans, Fleet Replacement Plan, Plant and Equipment Maintenance Plan, etc	
Poor state of service delivery infrastructure, attributed to lack of focused and aligned investment and resources allocation.	
Dwindling staff compliment which is not aligned to current and future demands, and there is no career pathing nor succession planning in place.	
Very poor Operation & Maintenance practice and approaches (reactive than proactive). Even the reactive approach is poorly applied, while dealing with old infrastructure. Poor use of technology in Operation & Maintenance and management systems.	
Undocumented standard procedures leading to non-conformance with policies.	
Limited ability to implement new technologies and services due to outdated infrastructure and equipment.	
Manual reporting due lack of electronic system in place which might lead to mistakes.	
THREATS	
Insufficient bulk infrastructure to accommodate the expansion plan of the Sol Plaatje University.	
Heightened risk of service delivery collapse, due to poor condition of service delivery infrastructure.	
High levels of incidents related to Occupational Health & Safety non-compliance and poor maintenance of infrastructure	

¹⁸ The possible impact of each factor has been assessed as strengths (green), weaknesses (red), opportunities (orange), and threats (black).

Description	Assessment of Impact ¹⁸
and equipment.	
Deterioration of level and quality of services delivered, leading to litigations, community protests and eroded municipality reputation.	
Loss of professional and competent technical staff, due to internal instability and external competition.	
OPPORTUNITIES	
Improvement of service delivery infrastructure, through collaboration with sector departments, SOE's and potential investors.	
Review of organogram for alignment of functions.	
Upskilling and recruitment of competent staff at supervisory and operational levels.	
Formalisation of working relationships between Sol Plaatje Municipality's infrastructure directorate and district and provincial infrastructure related departments.	
Introduction of technology in Operation & Maintenance and infrastructure management systems.	
Application of dynamic funding models for infrastructure developments.	
Public-private partnership for resorts.	
Contribution to revenue enhancement, through local employment and investment in infrastructure development.	
Restoring consumer and community confidence towards Sol Plaatje Municipality.	

SERVICE DELIVERY BACKLOGS

One of the main focus areas of the Sol Plaatje Municipality is to upgrade bulk infrastructure capacity complementing basic service delivery and to expedite human settlement programmes. These programmes are ongoing with significant achievements. However, the increase in the number and extent of informal areas remain major challenges and outpaces the funding availed to eradicate service delivery backlogs. The table below indicates that there has been an improvement in the delivery of services between 2015 and 2022. Piped water, electricity and a flush or chemical toilet are available to more than 90% of households. However, only 75% of households — down from 81% in 2015 — have refuse removal at least once a week (see table below). The number of households with a pit latrine or bucket system has decreased substantially since 2015.¹⁹

Access to Services (number of households)				
Indicator	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%

¹⁹ 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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Access to Services (number of households)				
Indicator	2015	% of HHs	2022	% of HHs
Sewage				
Flush or chemical toilet	53 354	88%	60 429	93%
Pit latrine/ bucket system	4028	7%	2942	5%
Water				
Piped water inside dwelling or yard	53 591	89%	57 995	90%
Public/ communal/ neighbour's tap	6 703	11%	6 964	10%

Access to Services

The 2020/21 backlog by service are as follow:

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

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

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

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

Housing backlog

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

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

Access to Housing

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

Housing				
Place name	Erven formalised	Erven to be formalised / or in process to be formalised	Deficit / Surplus	Type
Lerato Park	462			

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Housing				
Place name	Erven formalised	Erven to be formalised / or in process to be formalised	Deficit / Surplus	Type
Ramorwa	98	55		
Witdam	138			
Donkerhoek	111			
Jacksonville	267	200	40 (extension)	In-situ upgrading
Snake Park	1660			
Ivory Park	1174			
Santa Centre	139	24 (Back of Shoprite)		
Phomolong	269			
Kutlwanong	49			
Promised Land	792			
Lindelani 303 + 128	431			
Diamond Park	867			
Soul City	64	40 (Erf 24436)		
Motswedimosa	650	1100 (erf 454)	1150 (Erf 454)	Greenfield
Colville	130	150 (Erf 21535)		
Rietvale	458	620 (Erven 1&2)	1300 (Erf 2)	Greenfield
Homevale	128		55 (Erf 17177)	In-situ upgrading
Lethabo Park	1760		1100	In-situ upgrading
Duk-Duk (Relocation)	63			
Tswelolang	62		20 (Erf 1046)	In-situ upgrading
Fluffy Park (Mathibe)	38			
Frans Farm	1481		1500	Greenfield
Extension Golf Course/Riemvasmaak		200	820	In-situ upgrading
China Square (Erf 6373)		40		
Riverton		170	126	In-situ upgrading
Gwele & Stranger Nkosi Street Shacks		250		
Waterloo		550	570	
Phutanang		350		
Tshwraganyo		20		
Nkandla (Back of Legislature)		800	400	In-situ upgrading
Meriting Shacks		09		
Greenpoint (various)		163	931	In-situ upgrading
Rhythm City		550		
Scandal		220		

Housing				
Place name	Erven formalised	Erven to be formalised / or in process to be formalised	Deficit / Surplus	Type
West End/Kirstenhof (Silson Road)		320		
Day Hospital (Waterloo)		240		
Solly Legodi		10		
Retswelele (Cricket Pitch)		55		
Blikkies (Erven 132131,13214 &13215)		160		
Retswelele (Lesego Str/Solomon Mekgwe Str)		250		
Tlhageng (Supermarket) – Kokolohute Str		150		
John Mampe 1 – Churchhill Wotshela Str		300		
Begonia (Erf 17725)			12	In-situ upgrading
Xu & Khwe			6500	Greenfield
Total	15 491	6996		

In the 2019/20 financial year, the Municipality targeted to construct 500 Breaking New Ground (BNG) houses in Diamond Park with COGTA responsible to construct 300 of these houses, while only was 100 units due to the impact of the COVID-19 pandemic. Regarding municipal rental stock, the situation is dire with the demand for rental units exceeding the available 936 units and a high default on payment. The challenge of payment is addressed through implementing better revenue collection strategies. The implementation of the National Upgrading Support Programme (NUSP) brought about the upgrading of 5416 sites in 17 of the 29 informal settlements. In addition, the Neighbourhood Development Partnership Grant contributed to the upgrading of stormwater infrastructure in Galeshewe Phase 2 (Priority 2a Project) with the construction of 0,560 km of box culverts and 8,27km of the pipe culverts.

SERVICE DELIVERY CHALLENGES

The Sol Plaatje Municipality faces numerous challenges in achieving its strategic objective of ‘Improved Service Delivery’ coupled to the key performance areas of access to basic services and infrastructure development. The next section includes an analysis of service delivery challenges. The main challenges that impact negatively on the provision, maintenance and upgrading of infrastructure are (1) water and electricity losses, (2) lack of funds, (3) vandalism, (4) ageing municipal infrastructure and municipal vehicle fleet, (5), lack of plans for the (underground) infrastructure network, and (6) the need for reliable data.

Electricity: Electrification remains a challenge due to unplanned growth of informal settlements on (previously) vacant land. Please note that standard infrastructure and services can only be provided in formal township establishments. Other challenges are (1) vandalism and copper theft, (2) electrical supply interruptions and (3) possible fatalities to municipal employees or members of the public. These issues hamper effective maintenance and management of electrical infrastructure and lengthen response times to faults and complains.

Roads and stormwater: All residents have access to roads, but most streets, especially tarred roads, have sub-standard surface quality and stormwater infrastructure. This is due to insufficient maintenance over decades which caused an inability to do preventative maintenance but relying on reactive maintenance, e.g. the patching of potholes. The main challenge is a lack of funds for repairs. Stormwater management remains a challenge especially in low-lying areas and where developments have limited stormwater infrastructure. Maintenance, e.g. cleaning of storm water canals and unblocking of catch pits, is problematic due to a shortage of personnel and machinery. The upgrading, maintenance and repair of roads and storm water systems were identified as the ward-based need with the highest priority as a percentage share (21%) of all ward-based needs which is more than double the share of any other identified need (see **Graph 2**).

Water: Shortage of personnel, ageing infrastructure, the inability to manage maintenance crews, water losses, high water consumption (including the volume of unbilled water consumption) and demand that exceeds supply are all threats to reliable water supply.

Sanitation: Increased demand for wastewater services due to the mushrooming of informal settlements coupled with deficiencies in the reticulation and sewer collector system are risks that have to be addressed. In this regard, the construction of the Homevale WWTW allows for sufficient sanitation bulk services while the Municipality addresses sanitation in informal areas.

Waste Management: A weekly refuse collection service and commercial collection service are provided with 75% of households — down from 81% in 2015 — receiving refuse removal at least once a week. Some newly developed residential areas are serviced through communal waste collections. Key challenges are the filling of vacant posts, shortage and breakdown of vehicles, the ageing of relevant infrastructure as well as littering and illegal dumping.

Building control: The efficiency of this function was impacted during the COVID-19 pandemic (and thereafter) due to a shortage of personnel, a moratorium on appointments and the workload (due to mainly the number of 'new' tuckshops).

Fresh Market Produce: The three major challenges are ageing infrastructure, lack of security and vandalism.

Housing: In terms of section 26(1) of the Constitution of the Republic of South Africa, Act 108 of 1996 "Everyone has the right to have access to adequate housing", and section 26(2) requires that "the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right". This mandate requires that the Sol Plaatje Municipality works towards providing and supporting the development of adequate housing and eradication of inadequate housing.

In this context, housing provision is a function of the provincial government and is administered by the Department of Corporative Governance, Human Settlement and Traditional Affairs (CoGHSTA). However, Sol Plaatje Municipality is accredited at Level 02 and administers housing subsidies and implement housing development. This means that the municipality is responsible for ensuring housing development readiness status in accordance with the CoGHSTA housing strategy. This includes identification of projects as prioritized on the IDP which must then be budgeted for under the Division of Revenue Act (DoRA). At this functional level, the municipality performs the following:

Allocation of sites.

Transfer of property/properties to deserving beneficiaries.

Allocation of municipal rental stock.

Housing development.

Subsidy processing and construction of BNG houses.

The key issues for housing delivery are:

To transfer some municipal stock to the incumbent residents of such units.

Relocation of beneficiaries to land suitable and appropriate for human settlement.

Construction of BNG houses for deserving beneficiaries.

To build a substantial number of BNG houses as per allocation from provincial government.

Processing of complaints regarding pre-1994 houses.

Housing remains a major challenge. This is evident in the number of illegal and informal settlements that have mushroomed over the past decade. In 2023, the municipality had approximately 52 informal settlements and this number has increased significantly over the years (see §3.3). Furthermore, there is a greater need for the provision of serviced erven in Galeshewe and Kimberley, and in particular for members of the public who cannot qualify for a bond or neither FLISP (Financial Linked Subsidy Programme). In addition, further challenges have been experienced in the safeguarding of municipal land, as well as eviction of illegal occupants due to limited resources and insufficient municipal security personnel to enforce evictions. Lastly, these challenges are ultimately exacerbated by the shortage of suitable municipal-owned land for low- and middle-income housing.

The Sol Plaatje Municipality is faced with the continuous proliferation of informal settlements and land invasion, particularly on the periphery of the urban areas due to uncontrolled urbanisation. Most of these informal settlements have developed through the invasion of privately- or state-owned land which makes service delivery difficult for the municipality. The municipality acknowledges that many of its citizenry stay in these informal settlements. It also recognizes that many of these informal settlements offer shelter to the poor and destitute, but that it creates undesirable urban environments due to the lack of services and security of tenure.

The municipality has performed well in formalising informal settlements. In 2023, the municipality recorded approximately 28 formalised informal settlements which have been upgraded through internal funding and funding received from COGHSTA and the National Upgrading Support Programme (NUSP) (see §3.3). To date approximately **15 234 erven** have been provided to various informal settlement sites, however the challenge remains to provide basic services in these areas.

During this financial year, CoGHSTA decided to reinforce its project management capacity in housing delivery and established a Project Management unit (PMU) within the provincial department. Hence, some of the housing projects implemented by the Sol Plaatje Municipality was placed within the provincial department.

The municipality has rental stock of about 936 units in Kimberley, Roodepan, Kenilworth and Galeshewe. This consist of municipal-owned flats aimed at providing short-term accommodation to address the shortage of rental accommodation and affordable housing in the city. Furthermore, there is an on-going CRU project being implemented by COGHSTA providing 481

rental units in phases. In the financial year 2023/2024, the municipality will review its Restructuring Zones in order to increase rental stock as well as social housing provision.

The Sol Plaatje Municipality has significant challenges to improve the lives of those living in informal dwellings and to narrow the gap between rich and poor in terms of housing provision. Unfortunately, illegal occupation of land planned for future housing became a norm. This situation also compromised the municipality's housing readiness status.

SERVICE DELIVERY IMPERATIVES

The Sol Plaatje Municipality must consider the following imperatives to achieve the strategic objective of Improved Service Delivery (also see **Table 28**):

Ensure maximum participation, i.e. community engagement, cross-departmental, inter-governmental, in decision-making and implementation.

Obtain additional funds to provide bulk service infrastructure and ensure efficient allocation of municipal resources.

Coordinate private-and public-sector infrastructure spend.

Consider cost-effective methods and *innovations* in delivering services (e.g. inclusionary housing, development incentives, and development charges payable by the private sector to cover the capital costs of external services and infrastructure).

Ensure a workforce capable of delivering the required services.

Replace ageing infrastructure and vehicle fleet.

Provide security at all venues and at critical infrastructure to curb theft and vandalism.

Steer appropriate land use and expected land development, i.e. to optimise the use of existing infrastructure capacity.

Ensure proper and adaptive management when implementing strategies and plans.

Draft and approve the following *issue-specific service delivery plans*:

- Road Maintenance Plan
- Stormwater Management Plan
- Water Services Development Plan
- Sanitation Development Plan
- Integrated Transport Plan (in place)
- Water Master Plan (in place)
- Sewer Master Plan (in place)
- Electivity Master Plan (in place)
- Integrated Waste Management Plan (in place).

CHAPTER 4

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 FIRST 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 a high-level summary of the approved *2023/24 IDP (Review), planning for 2024/25 Budget Process Plan* and references the five phases of integrated development planning.

Steps in IDP Review Process	
Activity description in Process Plan ²⁰	Identified output
August 2023	
Approval of IDP and Budget Process Plan	Approved.
September 2023 - 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 2023 - 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 2023 – STRATEGIES / PROJECTS	
Public participation, i.e. meetings in 33 wards	Determine priority needs by ward

²⁰ Only those activities critical to the IDP review process are listed.

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Steps in IDP Review Process	
Activity description in Process Plan ²⁰	Identified output
Budget discussions with each Directorate.	Consider IDP priority issues, ward priorities and complete draft budget.
February 2024 – PROJECTS / INTEGRATION	
Planning sessions with municipal structures.	Present draft IDP 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 2024	
Draft operational budget submitted to EMC.	Draft 3-year operational budget aligned to IDP key priority issues.
Conduct mid-year (2022/23) performance assessments.	Performance Assessment Reports.
Present and discuss draft IDP 2023/24 and Budget 2023/24 with municipal stakeholders.	Obtain input and finalise draft IDP
Table draft IDP and Budget at Council.	Council approves draft IDP and Budget for public consultation purposes.
Make public the draft IDP and budget.	Daft IDP and Budget made public and submitted to relevant stakeholders for consultation purposes.
April 2024	
Conduct public hearings on the draft IDP 2023/24 and Budget 2023/24.	Consult and receive input from community and stakeholder groupings regarding the draft IDP 2023/24 and Budget 2023/24.
Conclude public hearings on the draft IDP 2023/24 and Budget 2023/24.	Include public input in draft IDP 2023/24 and Budget 2023/24.
Discuss adjusted draft IDP 2023/24 and Budget 2023/24.	Inform Mayoral Committee of public input and adjustments to draft IDP 2023/24 and Budget 2023/24.
National Treasury benchmarking exercise.	
May 2024 – APPROVAL	
Finalise IDP and Budget for submission to Council.	Present IDP 2023/24 and Budget 2023/24 to municipal structures.
Council adopts the reviewed IDP and budget	
June 2024	
Notify public of approved IDP	

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Steps in IDP Review Process

4.2 POLITICAL GOVERNANCE

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

Political Governance	
Description	Number
Total number of councillors	64
Ward councillors	48
Proportional councillors	16
Councillors by political party	ANC: 32/ DA: 14/ EFF: 6/ VF+: 3/ GOOD: 2/ PA: 3/ ACDP: 1/ SPSDF: 1

Political Governance

4.3 EXECUTIVE STRUCTURE

The Municipal Manager is the head of the administration and the Accounting Officer. He/she has extensive statutory and delegated powers and duties and is, amongst others, responsible for the following:

Formation and development of an economical, effective, efficient and accountable administration.

Ensuring that the municipal “machine” operates efficiently with the necessary controls and organisational structure in place that can perform the required tasks.

Fulfil a leadership role in the administration.

Implementation of the municipality’s IDP and the monitoring of progress with implementation of the plan.

Financial responsibilities as accounting officer as determined by the MFMA.

Participation by the local community in the affairs of the Municipality.

Advising the political structures and political office-bearers and see to the execution of all decisions.

Ensuring a system whereby community satisfaction with municipal services can be assessed.

The table below represents the Executive Management Team (EMT):

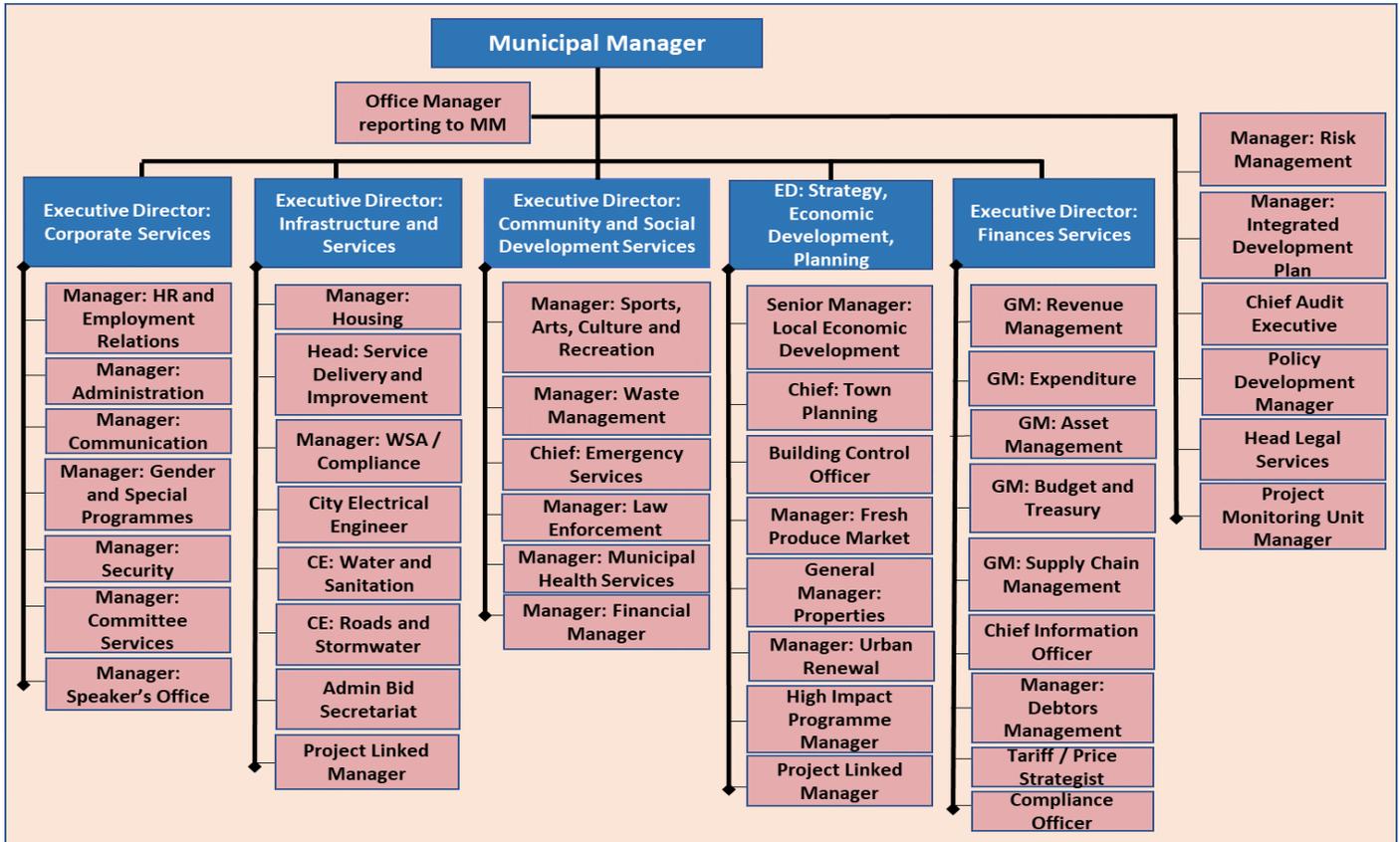
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Executive Structure		
Name of official	Position	Performance agreement signed
		Yes / no
Mr. Bartholomew Matlala	Municipal Manager	Yes
Ms. Nomonde Kesiamang	Executive Director: Strategy, Economic Development and Planning	Yes
Vacant	Executive Director: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

Executive Structure

4.4 ADMINISTRATIVE STRUCTURE

The following graph shows the organogram of the Sol Plaatje Municipality comprising five (5) directorates.



Organogram

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The graph above indicates that each directorate provides specialised services to either a municipal directorate (i.e. internal) or to the public. The Directorate Corporate Services provides support services to all directorates while the Finance Directorate, which operates with seven (7) divisions, is responsible for the implementation and compliance with legislation that regulates income and expenditure of local government. The services rendered by the other three directorates are focussed on the public, by implication, shaping the growth and development path of the municipal area 'towards a cleaner growing city'. The performance of each directorate was discussed in **§3.1.3**, suffice to say that the Municipality performs admirably in trying circumstances.

The organisational reengineering and reconfiguration of the Municipality to ensure alignment with IDP strategic objectives will be a key focus area in the next budget year. The organogram is currently under review and is subject to change upon approval by Council.

4.5 WARD-BASED NEEDS AND UNFUNDED PRIORITIES

The following table lists the prioritised needs of each of the 33 wards for the 2022/23 review, planning for 2023/24; and 2023/24 review, planning for 24/25. These are the ward-based needs identified and prioritised by the relevant communities during the ward-based public participation process .

Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	Prioritised needs	
1	<ul style="list-style-type: none"> Additional cemetery for Roodepan Lerato park toilets and water Provision and maintenance of recreational facilities (community hall & sports grounds) Pump station to be upgraded. Provide and upgrade houses in White City Paving of roads required. Maintenance of the flats. 	<ul style="list-style-type: none"> Maintenance of the flats. Lethabo park toilets and water Provision and maintenance of recreational facilities (community hall & sports grounds) Additional cemetery for Roodepan Paving of roads required.
2	<ul style="list-style-type: none"> Upgrade pump stations in White City and Eagle Street. Provide additional land for cemetery. Pave the following streets: Finch, Weaver, Seeduif, and Parakiet and reseal white city & Erwe streets Upgrade Sonny Leon library and build community hall Upgrade Korhaan sports field and Albatros Park & a new park in White City. 	<ul style="list-style-type: none"> Old age home and ECD centre for the disabled Upgrade korhan sportsfield and albatros park & a new park in white city Upgrade sonny Leon library and build a community hall Provide land for cemetery Paving and resealing of erwe and white city
3	<ul style="list-style-type: none"> Existing houses to be rebuild and shacks in Home Valley. Provide new houses (replace homevalley shacks). Paving of roads required. Build community clinic. Provide satellite police station. Library to be renovated and restored. 	<ul style="list-style-type: none"> Existing houses to be rebuild and shacks in Home Valley. High masts lights. Adjacent to 13th street. Paving of roads required. Build community clinic. Water and sanitation in Homevalley shacks. Every shack to have their own tap. Sewer challenges 3rd street And to close man holes that is the yard. Letsepe childcare center. To be refurbished, it's on the property

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Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	Prioritised needs	
		of sol Plaatje.
4	<p>Provision of housing</p> <p>Pave the following streets: Zenzele, Otto, Ramorwa, Peme, Itumeleng, Magashula and Schularo.</p> <p>Provide water and sanitation at informal settlements.</p> <p>Complete renovations at old age home.</p> <p>Provide parks for recreation in Mphela and Thole Streets.</p>	<p>Repairs of the damaged houses (36) & provision of houses in informal settlements</p> <p>Retention dam</p> <p>Provide water and sanitation in informal settlements</p> <p>Formalisation of Otto</p> <p>Provide parks and recreation</p> <p>Provision of stormwater facility</p>
5	<p>Provide high-mast lighting in Hutse Segodi.</p> <p>Build storm water channels in Mathibe and Makapane streets.</p> <p>Pave Jerry Ma Street.</p> <p>Improve and upgrade sanitation network.</p> <p>Upgrade Percival Jas Park.</p>	<p>Pave roads and fix potholes (including a speedhump in Goitseman street).</p> <p>Provide high-mast lighting.</p> <p>Upgrade and repair sanitation and stormwater drainage network.</p> <p>Build a community hall and other recreational facilities.</p> <p>Maintenance of the clinic (solar lighting and security to avoid theft and break-ins)</p>
6	<p>Pave roads and fix potholes (including a speedhump in Goitseman street).</p> <p>Provide high-mast lighting.</p> <p>Upgrade and repair sanitation and stormwater drainage network.</p> <p>Build a community hall and other recreational facilities.</p> <p>Maintenance of the clinic (solar lighting and security to avoid theft and break-ins)</p>	<p>Pave roads and fix potholes (including a speedhump in Goitseman street).</p> <p>Provide high-mast lighting.</p> <p>Upgrade and repair sanitation and stormwater drainage network.</p> <p>Build a community hall and other recreational facilities.</p> <p>Maintenance of the clinic (solar lighting and security to avoid theft and break-ins)</p>
7	<p>Build a sports complex.</p> <p>Provide service centre at Masiza Flak.</p> <p>Provide bulk infrastructure at Riemvasmaak.</p> <p>Provide new houses.</p> <p>Paving of roads required.</p>	<p>Revitalisation and restrengthening of the taxi-rank in ward 7 with intensified security visibility.</p> <p>Provide service centre at Masiza Flak.</p> <p>Provide bulk infrastructure at Riemvasmaak.</p> <p>Provide new houses.</p> <p>Paving of roads required.</p>
8	<p>Jojo tanks for clean drinking water</p> <p>Paving of roads required.</p> <p>Formalise informal settlements, provide houses and toilets.</p> <p>Provide street lights.</p> <p>Provide sports facilities, clinic and library.</p>	<p>Jojo tanks for clean drinking water</p> <p>Paving of roads required.</p> <p>Formalise informal settlements, provide houses and toilets (e.g Aganang and Helen Joseph)</p> <p>Provide street lights (e.g Madiba Square)</p> <p>Provide sports facilities, clinic and library</p>
9	<p>Replace ageing infrastructure (e.g, water pipes).</p> <p>Fix streetlights and provide high-mast lighting.</p> <p>Provide houses for the middle-income grouping and prioritise ward residents.</p> <p>Fix drainage and storm water system.</p> <p>Fix potholes and provide speed bumps.</p> <p>Provide soccer and cricket facilities and Kitsong Centre.</p>	<p>Roads</p> <p>Stormwater</p> <p>sports and recreation</p> <p>Housing provision and maintenance</p> <p>Street lights and high mast lighting</p>
10	<p>Building of a school.</p> <p>Upgrade the library.</p> <p>Paving of roads and upgrading of storm water systems in Phetole, Moretele and Nkgare Streets.</p>	<p>Building of a school.</p> <p>Upgrade the library.</p> <p>Paving of roads and upgrading of storm water systems in Phetole, Moretele and Nkgare Streets.</p>

CHAPTER 4

Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	Prioritised needs	
	<p>Refurbishment of RC Elliot Hall</p> <p>Provide sanitation.</p> <p>Formalisation of the informal settlements and relocation of settlers</p> <p>Provide fencing at clinic.</p>	<p>Refurbishment of RC Elliot Hall</p> <p>Provide sanitation.</p> <p>Formalisation of the informal settlements and relocation of settlers</p> <p>Provide fencing at clinic.</p> <p>Provision of street and high-mast lights</p>
11	<p>Provision of adequate housing and Renovate houses at Katimamolilo by removing asbestos roofs.</p> <p>Provide sanitation (eradication of bucket and shanti toilets)</p> <p>Provide high-mast streetlights.</p> <p>Fixing of roads required.</p> <p>Provide parks for recreation with security.</p> <p>Build School</p>	<p>Provision of adequate housing and Renovate houses at Katimamolilo by removing asbestos roofs.</p> <p>Provide sanitation (eradication of bucket and shanti toilets)</p> <p>Provide high-mast streetlights.</p> <p>Fixing of roads required.</p> <p>Provide parks for recreation with security.</p> <p>Build School</p>
12	<p>Renovate houses by removing asbestos roofs.</p> <p>Paving of Jabula, Tshabalala and John Daka</p> <p>Fix drainage and storm water system.</p> <p>Build new toilets at Tyala Drive.</p> <p>Install high-mast street lighting.</p> <p>Build a greenhouse.</p>	<p>Renovate houses by removing asbestos roofs.</p> <p>Paving of Jabula, Tshabalala and John Daka</p> <p>Fix drainage and storm water system.</p> <p>Build new toilets at Tyala Drive.</p> <p>Install high-mast street lighting.</p> <p>Build a greenhouse</p>
13	<p>Build toilets in informal settlement.</p> <p>Paving of internal streets.</p> <p>Provide streetlights.</p> <p>Provide electrification of informal settlements.</p> <p>Provide infrastructure.</p>	<p>Build toilets in informal settlement.</p> <p>Paving of internal streets.</p> <p>Provide streetlights.</p> <p>Provide electrification of informal settlements.</p> <p>Provide infrastructure.</p>
14	<p>Fixing of roads and storm water system required.</p> <p>Provide sanitation infrastructure (upgrade of sewage line and informal settlements).</p> <p>Provide water infrastructure.</p> <p>Provide recreation facilities.</p>	<p>Fixing of roads and stormwater system required. (including Hutton, Otto and Jan de Beer Streets)</p> <p>Provide sanitation infrastructure (upgrade of sewage line and fixing burst pipes).</p> <p>Informal settlements (formalisation, relocations and servicing).</p> <p>Provide water infrastructure.</p> <p>Provide recreation facilities</p>
15	<p>Provide toilets.</p> <p>Resolve recurring sewer and storm water blockages.</p> <p>Provide streetlights and high-mast lighting and maintenance of existing.</p> <p>Completion of paving project & fixing of roads and bridges (Peter Mokaba requires handrails)</p> <p>Formalisation of informal settlements</p>	<p>Provide toilets.</p> <p>Resolve recurring sewer and storm water blockages.</p> <p>Provide streetlights and high-mast lighting and maintenance of existing.</p> <p>Completion of paving project & fixing of roads and bridges (Peter Mokaba requires handrails)</p> <p>Formalisation of informal settlements</p>
16	<p>Paving of access roads in Promise Land.</p> <p>Provide high-mast lighting in Snake Park.</p> <p>Do repairs and maintenance at Gogga Pump station.</p> <p>Provide water and outside toilets in Snake Park Phases 1, 2 and 3.</p> <p>Pave all roads in Tsweleng.</p> <p>Provide electricity to 62 shacks.</p>	<p>Paving of access roads in Promise Land.</p> <p>Provide high-mast lighting in Snake Park.</p> <p>Do repairs and maintenance at Gogga Pump station.</p> <p>Provide water and outside toilets in Snake Park Phases 1, 2 and 3.</p> <p>Pave all roads in Tsweleng.</p> <p>Provide electricity to 62 shacks.</p>

CHAPTER 4

Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	Prioritised needs	
	Upgrade retention pond at R31. Paving of Transit Camp and relocation of temporary site to permanent settlement.	Upgrade retention pond at R31. Paving of Transit Camp and relocation of temporary site to permanent settlement.
17	Fixing of roads required. Provide storm water drainage systems. Provide sports field and facilities. Build toilets at King Senare shacks.	Fixing of roads required. Provide storm water drainage systems. Provide sports field and facilities. Build toilets at King Senare shacks Kwena Street needs lights A youth centre is needed and land must be availed for youth to start SMME's. Fencing for the park, handover of the structure to the community for recreational purposes and a caretaker and light for the park
18	Upgrade storm water and sanitation infrastructure. Relocation of informal settlements from Rhythm City and Kirstenhof to Fransfarm. Renovate dilapidated houses. Provide high-mast streetlights.	Upgrade storm water and sanitation infrastructure. Relocation of informal settlements from Rhythm City and Kirstenhof to Fransfarm. Renovate dilapidated houses. Provide high-mast streetlights.
19	Provide toilets in Saka. Provide high-mast lighting in Royal and Nyambane streets. Provide housing in Kammarkies. Renovate houses by removing asbestos roofs and replacing with corrugated iron sheets in Mokgeledi Street, Malunga Street, Modiakgotla Street and Moshoeshoe Street. Upgrade of the sewer main line in Moshoeshoe Street.	Provide toilets in Saka. Provide high-mast lighting in Royal and Nyambane streets. Provide housing in Kammarkies. Renovate houses by removing asbestos roofs and replacing with corrugated iron sheets in Mokgeledi Street, Malunga Street, Modiakgotla Street and Moshoeshoe Street. Upgrade of the sewer main line in Moshoeshoe Street. Repair roofing reconstruction of houses in Saka and repair toilets.
20	Do maintenance of infrastructure. Fixing of potholes required. Ensure a clean city. Fixing of leaking water pipes required. Resolve problems with sewerage.	Do maintenance of infrastructure Fixing potholes required (Resealing and resurfacing of road near the Tramway). Ensure a clean city Fixing of leaking water pipes required Resolve problems with sewerage Additional speed humps in Barkly Road and Green Street
21	Provide clinic for community. Provide swimming pool for community. Paving of roads required. Provide speed bumps. Build new houses for De Beers.	Provide clinic for community Upgrading of infrastructure Require a school in Hull Street Paving of roads required Provide speed humps in De Beers (Merriman and Hull Street). Establish a library Build new houses for De Beers
22	Ensure proper storm water drainage system in place. Fixing of roads required. Provide taxi rank and parking. Improve power station and electricity grid. Provide recreational facilities.	Ensure proper storm water drainage system in place. Fixing of roads required. Provide taxi rank and parking. Improve power station and electricity grid. Provide recreational facilities.

CHAPTER 4

Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	Prioritised needs	
23	<p>Provide quality water and roads.</p> <p>Complete an infrastructure impact assessment.</p> <p>Upgrade the electricity substation.</p> <p>Provide and maintain public open spaces.</p>	<p>Provide quality water and roads</p> <p>Complete an infrastructure impact assessment</p> <p>Upgrade the electricity substation</p> <p>Provide and maintain public open spaces</p>
24	<p>Ensure maintenance of water network.</p> <p>Fixing of roads required, e.g potholes, road markings.</p> <p>Repair and do maintenance on streetlights.</p> <p>Upgrade capacity of electricity network.</p> <p>Provide public open spaces and maintain existing open spaces.</p>	<p>Ensure maintenance of water network</p> <p>Fixing of roads required. Eg. Potholes, road markings</p> <p>Repair and do maintenance on street lights</p> <p>Upgrade capacity of electricity network</p> <p>Provide public open spaces and maintain existing open spaces</p>
25	<p>Upgrade and refurbish municipal residential flats.</p> <p>Fix roads and storm water networks.</p> <p>Replace water meters and pipes.</p> <p>Upgrading and maintaining parks</p>	<p>Upgrade and refurbish municipal residential flats.</p> <p>Fix roads and storm water networks.</p> <p>Replace water meters and pipes.</p> <p>Upgrading and maintaining parks</p>
26	<p>Formalise informal settlements through surveying erven.</p> <p>Provide high-mast lighting.</p> <p>Maintenance of roads</p> <p>Upgrade sports stadium and parks.</p> <p>Complete electrification of Ronalds Vlei.</p> <p>Provision of housing</p>	<p>Formalise informal settlements through surveying erven.</p> <p>Provide high-mast lighting.</p> <p>Maintenance of roads</p> <p>Upgrade sports stadium and parks.</p> <p>Complete electrification of Ronalds Vlei.</p> <p>Provision of housing</p>
27	<p>Surveying of Riemvasmaak , Rietvale</p> <p>Operation of the satellite municipal office</p> <p>Upgrade of community hall</p> <p>Provision of recreational facilities (Swimming pool)</p> <p>Build community clinic</p> <p>Provide satellite police station.</p>	<p>Roads (for the entire ritchie area and stormwater for Old Rietvale, freedom park, oppermanstraat.</p> <p>Operation of a central satellite municipal office in Ritchie</p> <p>Upgrade of community hall</p> <p>Provision of a sports facility</p> <p>Build community clinic</p> <p>Provide land for police station.</p> <p>High-mastlights</p>
28	<p>Paving of roads required.</p> <p>Provide electricity, water and sanitation services.</p> <p>Provide sport and recreation facilities.</p>	<p>Electricity provision</p> <p>Water & Sanitation provision</p> <p>Housing (151 erven to be serviced and the Greenside area – De Beers open mines and the old Colville houses).</p> <p>Roads & Stormwater upgrades</p> <p>Small business development (SMME's).</p>
29	<p>Paving of streets in Ivory Park, Gregory Park and Riverton required.</p> <p>Ensure effective water and sanitation services in Lethabo Park</p> <p>Complete registration of houses in Riverton.</p> <p>Provide high-mast lighting in Harmony Park and Riverton.</p> <p>Formalisation of informal settlements in Riverton.</p>	<p>Surveying of land in Harmony Park and building houses in Ivory Park.</p> <p>Ensure effective water and sanitation in Lethabo Park.</p> <p>Paving of streets and high mast lighting in Riverton required.</p> <p>Formalisation of informal settlements – complete registration of houses in Riverton.</p> <p>High mast lights in Lethabo Park.</p> <p>Build a community hall.</p> <p>Paving of Soapberry Street.</p>
30	<p>Formalise informal settlements (Jacksonville) through surveying erven.</p> <p>Paving of roads in Jacksonville required.</p>	<p>Formalise informal settlements (Jacksonville) through surveying erven.</p> <p>Paving of roads in Jacksonville required.</p>

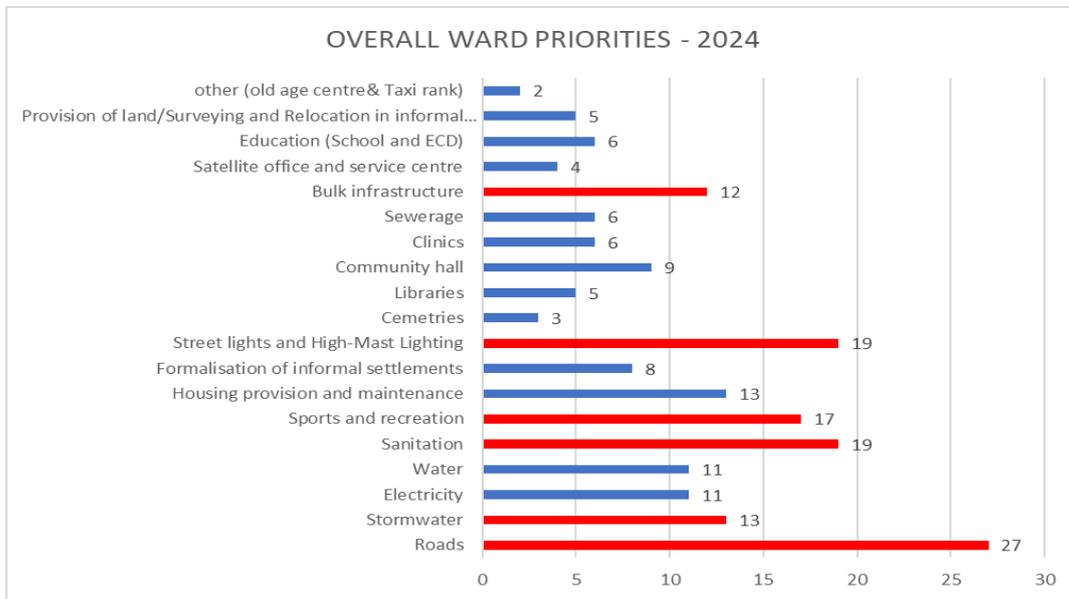
CHAPTER 4

Prioritised Needs per Ward 2023/24		Prioritised Needs per Ward 2024/25
Ward	Prioritised needs	
	<p>Upgrade main entrance to Lerato Park</p> <p>Provide high-mast lighting in Lerato Park.</p> <p>Provide a one-stop service delivery centre.</p> <p>Build a community hall.</p>	<p>Housing for lerato park</p> <p>Provide high-mast lighting in Lerato Park.</p> <p>Provide a one-stop service delivery centre.</p> <p>Build a community hall.</p>
31	<p>Build a combined school (ECD – high school).</p> <p>Installation of electricity and sanitation required.</p> <p>Paving and fixing of roads required from Soul City to Kutloanong.</p> <p>Refurbishment of a community hall</p> <p>Build a library.</p>	<p>Build a combined school (ECD – high school).</p> <p>Installation of electricity and sanitation required.</p> <p>Paving and fixing of roads required from Soul City to Kutloanong.</p> <p>Refurbishment of a community hall</p> <p>Build a library.</p>
32	<p>Paving of the following streets required: Gerald Sekoto, Frank Chikawe, Ellen Khuzwayo.</p> <p>Electrify Platfontein houses.</p> <p>Upgrade Platfontein toilets and Phutanang sink toilets to flush toilets.</p> <p>Build recreation hall in Phutanang.</p> <p>Provide satellite municipal office in Platfontein, e.g. to pay municipal accounts.</p>	<p>Paving of the following street required: Gerald Sekoto, Frank Chikawe, Ellen Khuzwayo.</p> <p>Housing in Platfontein.</p> <p>Upgrade Platfontein toilets and Phutanang sink toilets to flush toilets.</p> <p>Build a community hall in Platfontein.</p> <p>Provide satellite municipal office in Platfontein, e.g to pay municipal accounts.</p>
33	<p>Fomalisation of the informal settlements</p> <p>Provide water, electricity and sanitation for informal settlements.</p> <p>Provide streetlights.</p> <p>Rebuild asbestos houses in Chris Hani Park.</p> <p>Provision of roads</p> <p>Refurbishment of the Mayibuye precinct</p> <p>Clean illegal dumping area next to Sinothando.</p>	<p>Formalisation of the informal settlements</p> <p>Provide water, electricity and sanitation for informal settlements.</p> <p>Provide streetlights.</p> <p>Rebuild asbestos houses in Chris Hani Park.</p> <p>Provision of roads</p> <p>Clean illegal dumping area next to Sinothando and other areas. (high priority and must be considered for sports and recreation)</p> <p>Title deeds</p> <p>Upgrade stormwater channels</p>

Prioritised Needs per Ward

CHAPTER 4

In sum, **Graph 2** indicates the percentage share of the types of needs identified. Please note that the information does not distinguish between the action/service required to address the identified need, i.e. new build, repair and/or maintenance.



Percentage Share of the Types of Needs

CHAPTER 5: STRATEGIC AGENDA

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

5.1 INTRODUCTION

The first steps in preparing the municipality's *statement of vision* were to (1) complete a PESTLE analysis,²¹ (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 ²²
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.	

²¹ Political, economic, sociological, technological, legal and environmental analysis of external and internal factors that impacts on the operations of the Sol Plaatje Municipality.

²² 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 ²²
High levels of poverty, i.e. growth in the number of indigent households.	
Roads are in a bad condition with potholes to be eradicated.	
Businesses relocating from Kimberley (e.g. Coke and Sasko) while the city is not the preferred investment location, e.g. Curro build a school in Kathu rather than in Kimberley.	
In migration of hopeful low-skilled jobseekers to nodes with higher economic activity.	
Very little (or no) building activity of new residential and new non-residential space since 2018.	
Scarcity of municipal-owned land causes a hemmed-in city relying on private-sector initiatives to develop land.	
A local economy that is concentrated and vulnerable and/or susceptible to exogenous factors	
High property rates, municipal taxes and tariffs	
Lack of innovation.	
Lack of manufacturing industries. Deindustrialisation of industrial areas to storage depots, i.e. limited manufacturing.	
Lack of safety and security implementation, especially at National Key Points facilities.	
Narrow economic base and stagnation.	
Undefined alternative economies post-mining.	
Limited economic opportunities available in municipal area.	
Not enough economic opportunities created as spin-offs from the establishment of the Sol Plaatje University, for example, (1) University building own student accommodation rather than encouraging private-sector initiatives, (2) only about 5% students are local residents, and (3) campus part of heritage precinct that should be strengthened.	
Decentralisation of businesses out of central business district leading to, for example, a job-housing mismatch, resulting in excessive commuting to job opportunities.	
Foreigners capturing economic opportunities (tuckshops).	
Limited funding available for SMMEs.	
Red tape hinders the unlocking of progressive economic opportunities.	
Increased office vacancy rate and non-used buildings.	
Position Kimberley as the provincial hub of bulk mining consumables	
Emerging industries do not attract associated industries that will be sustainable.	
Job opportunities created through the Expanded Public Works Programme.	
The possibility of renewable energy generation for own use through public private partnerships.	
Municipal Planning Tribunal and other committees deciding on land development are functional.	
Government Administration Hub	
Tourism attraction	
Leisure & conferencing facilities at Riverton & Langley	
Packaging, logistic hub around airport	
Position SPM as an Agricultural Hub as part of Agric. Belt (Douglas, Barkly West, Free State)	
Packaging of all heritage Resources - Tourism	
Availability of parastatal and private buildings, e.g. De Beers, for future developments.	

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PESTLE Analysis	
Description	Assessment of Impact ²²
Upskilling of Local SMME's	
Investment opportunities	
Private sector leverage - skills empowerment.	
Demand for student accommodation within the urban edge.	
Sociological	
Early school dropout of learners.	
Minimal housing provision for middle income.	
Youthful population	
Sufficient health services available but used by entire province with impact on capacity. Specialised services only available in Bloemfontein.	
Availability of community facilities	
Technological	
Reliability of customer information and data.	
Risk of information technology.	
Lack of technology at the libraries.	
Limited cascading of information to external stakeholders (e.g. ward committees).	
No debate about ICT airspace, i.e. cloud technology storage.	
Sol Plaatje University is the first university that offers Information and Communication Technology (ICT) degree; data analysis	
Sol Plaatje University Research and Development to provide empirical data to aid service delivery	
Sol Plaatje University as a strategic growth point	
Environmental	
Degradation of environmental, heritage and agricultural assets.	
Low rainfall and extreme climate conditions.	
Loss, transformation and degradation of natural habitat: exploitation of natural resources (e.g. overgrazing, collection of wood), invasion of alien species.	
Contamination of groundwater, stressed water catchments (e.g. lack of water for irrigation), poor soil potential, outbreak of diseases.	
Environmental pollution, and compliance directives from enforcement authorities.	
Lack of protection for flamingos.	
Spatial	
Segregation along socio-economic class lines in the form of a race-based urban spatial configuration.	
Past insufficient new supply of housing by government.	
Increased population densities mostly in neighbourhoods with sub-standard quality of services and urban environment.	
Land invasions.	
Execution of revisionary clause- acquiring of land back.	

CHAPTER 5

PESTLE Analysis	
Description	Assessment of Impact ²²
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 FIVE strategic objectives of the Sol Plaatje Municipality together with linkages to key directives of the other tiers of government.²³ In this regard, these objectives serve as directives to guide municipal operations within a framework of key performance areas and key performance indicators. Also provided in the table are the seven apex priorities as identified in the Medium-Term Strategic Framework 2019-2024.

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

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).

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

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Alignment of Municipal Strategic Objectives	
Strategic Objective 1	Economic growth through promoting Sol Plaatje Municipality as an economic hub
National KPA	Local Economic Development
Provincial Strategic Goal	Create opportunities for economic growth and jobs
Municipal focus area(s)	Knowledge economy, Tourism and Services sectors, Logistics, Inner-city revitalisation, Mining sector, Townplanning
Municipal actions	<p>Draft Economic Development Strategy</p> <p>Economic diversification through drafting of Precinct Development Framework targeting primary and secondary sectors (e.g. reindustrialisation of Kim-industria, Fabrici, agro-processing, manufacturing, warehousing and logistics, renewable energy generation).</p> <p>Development and review of LED strategic documents</p> <p>Strategic Procurement and Sourcing Framework</p> <p>Growth Development Strategy</p> <p>Provision of economic Infrastructure</p> <p>Strategic partnerships and leverage by building social compact through establishment of strategic partnerships with private sector and social actors, mining houses, CBD property association, SPU business chambers.</p> <p>Place marketing through tourism (e.g. optimisation of tourism and heritage assets to develop the economy)</p> <p>Investments promotions by finalising the Investment Strategy and incentives policy</p> <p>Ensure SMME support and development; revitalise SMME's development opportunities</p> <p>Strengthen the knowledge economy</p> <p>Investigate opportunities in SPM becoming a logistics hub</p> <p>Implement an anti-red-tape approach</p> <p>Position SPM as an event hosting centre</p> <p>Provide incentives and do marketing – be investment friendly</p> <p>Investigate opportunities in partnerships regarding renewable energy generation and the township economy</p> <p>Clean-up, revitalise and modernise CBD – make it safe and address illegal occupants of buildings</p>
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)	<p>Infrastructure maintenance and operational plans</p> <p>Quality and standard of municipal service delivery</p> <p>Affordability of municipal service</p> <p>Service delivery being timeous</p> <p>Ensure a clean and green city</p>
Municipal actions	<p>Maintenance of all municipal infrastructure and effective delivery of services related to water, sanitation, electricity and refuse removal</p> <p>Eradication of bucket and chemical sanitation systems</p> <p>Upgrading and maintenance of road infrastructure</p> <p>Upgrade water and electricity infrastructure (replace 8000 pre-paid water meters)</p>

Alignment of Municipal Strategic Objectives	
	<p>Effective delivery of (social) housing & (serviced) land</p> <p>Safeguarding of municipal assets</p> <p>Restrict vandalism of municipal infrastructure</p> <p>Improved response to service delivery complaints</p> <p>Fix water leaks and potholes</p> <p>Create schedule to clean chemical toilets</p> <p>Work towards formalising all informal settlements</p> <p>Land release, upscale social housing through the servicing of strategic parcels of land.</p>
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)	<p>Developmental municipality through leading and learning</p> <p>Build public confidence and trust</p> <p>User-friendly institution</p> <p>Quality and timeous communication</p> <p>Ensure cooperative governance</p>
Municipal actions	<p>Do what you have said you will do</p> <p>Implement Batho Pele principles</p> <p>Ensure, compliance, transparency, oversight and accountability</p> <p>Effective performance management</p> <p>Proper public participation with improved communication and information distribution</p> <p>Update and enforce policies and standards</p> <p>Rebranding and image change of SPM</p>
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)	<p>Clean audit report</p> <p>Revenue management and collection</p>
Municipal actions	<p>Strengthening internal financial controls and build capacity</p> <p>Ensure financial sustainability and accountability</p> <p>Adhere to Supply Chain Management processes and credit controls</p> <p>Refine strategies for debt collection and raising of revenue</p> <p>SPM to set fair and transparent tariffs (implement zero based budgeting)</p> <p>Ensure alignment and auditing of meters and billing</p> <p>Work towards 95% collection rate and ensure payment based on correct account</p>
Outcomes	The municipality has a system in place to track spending in terms of budget allocations, is financially viable to deliver services to the community, and receives a clean audit.

Alignment of Municipal Strategic Objectives	
Strategic Objective 5	Improved institutional management
National KPA	Institutional development and municipal transformation
Provincial Strategic Goal	Embed good governance and integrated service delivery through partnerships and spatial alignment
Municipal focus area(s)	Becoming an Ideal Municipality where every worker is treated with respect and dignity Quality working environment Work ethic and professionalisation programme Inter-departmental communication and workstreams
Municipal actions	Accountability for under performance and ill-discipline Ownership of service delivery outcomes Address nepotism and favouritism in the workplace Implement consequence management correctly and consistently Document and distribute standard operation procedures for each directorate Promote good work ethics Change existing organisational culture Conduct work discipline and ethics training Provide all workers with relevant information Ensure the wellness of workers Ensure proper performance management Ensure a vibrant and effective Human Resource Directorate Ensure teamwork amongst officials Control interference of labour forums
Outcome	The municipality is structured to deliver the required services through skilled personnel and by using appropriate mechanisms and supporting administrative systems with regular monitoring of performance.

Alignment of Municipal Strategic Objectives

MUNICIPAL SECTOR PLANS²⁴

5.4.1 Spatial Development Framework, 2018 - 2023

The Spatial Development Framework (SDF) represents the primary policy directive to transform the spatial structure of Kimberley. A spatial structure that was created by *apartheid* spatial planning which was based on segregation by class and race. The SDF references various pieces of legislation and policies through which a remedial approach is advocated to transform the urban space by taking raced-based segregation out of the equation. However, this approach (and the SDF) does not address the underlying economic and social drivers of spatial segregation. In this regard, the SDF is formulated from a qualitative perspective

²⁴ 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.

and does not consider the financial, economic and social consequences of implementing spatial proposals (see §3.5.7 in SDF and below).

The SDF developed a single spatial growth scenario stating that the western portion of the municipal area has potential for densification because it has large pockets of (municipality-owned) vacant land within the existing built-up area. This conceptual scenario is limited in application due to (local) economic growth/decline not considered at all, whereas, as we know, economic growth drives the likely demand for built space or developable land. The 20-year planning horizon of the SDF in contrast to the five-year IDP cycle, further complicates the tracking and monitoring of spatial transformation over time.

The SDF references two key dimensions of spatial transformation, namely (1) a series of integrated and well-connected economic corridors and nodes and (2) mixed-use/mixed-income sustainable human settlements of varying densities. Interestingly, the SDF acknowledges but does not articulate the role of the economy and the market in determining the demand for developable land (see §5.1.2.2 and §5.1.2.3 in SDF). The SDF does however identify the Sol Plaatje University as a catalyst for the knowledge economy. In strengthening the planning concepts of corridor development and densification, the SDF identifies the campus as a precinct with a mix of student accommodation, middle-class apartments as well as retail facilities with densification possible in New Park, Labram, Memorial Road Area and Albertynshof. The SDF also list the following types of development areas:

Spatial transformation zones in Kimindustria, Casandra, South Ridge, Fabricia, Phomolong, and Herlear.

Functional areas with the following five (5) sub areas: (1) Urban Mixed-use Concentration subfunction with Carters Glen as the priority area for development, (2) Urban Commercial Concentration subfunction with the University precinct as the priority area for development, (3) Urban Industrial Concentration subfunction, (4) Urban Residential Expansion subfunction, and (5) Urban Priority Housing Development Areas (Department of Human Settlements),

Urban Restructuring Zones as 13 preferred areas for social housing.

Densification areas along corridors and at Kimberley Airport.

In this context, the IDP 2022-2027 includes a section outlining the strategic spatial direction of which a summary is provided in the following paragraphs. It is stated that spatial governance and local economic development programmes determine the transformation of the spatial landscape to be achieved through the following interventions:

Provide subsidised housing in areas with economic opportunities.

Improve intergovernmental relations to accelerate the delivery of houses.

Create inclusive and sustainable settlements/ neighbourhoods.

Grow the economy and involve the informal sector and SMME's.

Address service delivery backlogs.

In addition, the IDP 2022-2027 includes six (6) catalytic projects to change the growth and development trajectory in the municipal area:

Carters Glen Precinct.

The Big Hole Tourism Precinct.

Adventure Precinct.

Riverton Leisure and Conferencing Precinct.

Heritage Precinct.

Kamfersdam Precinct.

Disaster Management Plan, 2004

The available document representing the municipality's Disaster Management Plan is dated July 2004. It is proposed to review the document in line with the prevailing circumstances and management requirements. In this regard, the 2004 plan does refer to the Disaster Management Act, 2002 (No 57 of 2002) which includes the following objectives aimed at implementing appropriate disaster risk reduction strategies:

The compilation of a Disaster Management Framework (DMF).

The execution of comprehensive disaster hazard, vulnerability and risk assessment.

The compilation of disaster management plans.

Establishment of a Disaster Management Centre.

Municipal approach to Gender Based Violence and Femicide

The Sol Plaatje Municipality acknowledges the role of local government as set out in the National Strategic Plan (NSP) on Gender-Based Violence and Femicide (GBVF).²⁵ 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	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.

²⁵ Republic of South Africa, National Strategic Plan on Gender-Based Violence and Femicide.

CHAPTER 5

Pillar	Five-year Outcome
and Rebuilding Social Cohesion	<p>Shifts away from toxic masculinities towards embracing positive alternative approaches for expressing masculinities and other sexual and gender identities, within specific communities/groups.</p> <p>Optimally harnessed VAC programmes that have an impact on GBV eradication.</p> <p>Increased cross fertilisation and integration of prevention interventions on violence against LGBTQIA+ persons with broader GBVF prevention and violence prevention interventions.</p> <p>Strengthened programming that addresses the restoration of human dignity, build caring communities and responds to historic and collective trauma.</p> <p>Public spaces are made safe and violent free for all, particularly women and children.</p>
Pillar 3: Justice, Safety and Protection	<p>All GBV survivors are able to access efficient and sensitive criminal justice that is quick, accessible, responsive and gender inclusive.</p> <p>Strengthened capacity within the criminal justice system to address all impunity, effectively respond to femicide and facilitate justice for GBV survivors.</p> <p>Amended legislation related to GBV areas that build on legislative reforms initiated under the Emergency Response Action Plan.</p>
Pillar 4: Response, Care, Support and Healing	<p>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.</p> <p>Secondary victimisation is eliminated through addressing specific individual and systemic factors that drive it.</p> <p>Victims feel supported by the system to access the necessary psychosocial, material and other support required to assist them with their healing.</p> <p>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.</p>
Pillar 5: Economic Power	<p>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.</p> <p>Safe workplaces that are free of violence against women and LGBTQIA+ persons, including but not limited to sexual harassment.</p> <p>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.</p> <p>Strengthened child maintenance and related support systems to address the economic vulnerability of women.</p>
Pillar 6: Research and Information Management	<p>Improved understanding of the extent and nature of GBVF, broadly and in relation to specific groups and forms in South Africa.</p> <p>Adoption of GBV policies and programming interventions that are informed by existing evidence-based research.</p> <p>GBVF related information across different government management information systems, is readily used to address systemic challenges and facilitate effective solutions and responses.</p>

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.

CHAPTER 5

Development of a partnership model, funding and resourcing plan to respond to the crisis by locating the response in locally based structures, activism and agency within communities.

Hold private and public sector accountable for the development and roll out of sexual harassment policies and workplace strategies.

Integration of NSP priorities in all relevant departmental and municipal plans and frameworks.

Adoption of zero tolerance to policies on cyber violence and sensitive reporting of GBVF.

Strengthen leadership within and across government and non-government sectors to strengthen the national response to GBVF.

Roll out of a national response to GBVF through provincial and local structures with optimal institutional arrangements and resources across government, private sector, media, NGOs, CSOs religious and cultural institutions with a specific focus on prevention and psychosocial support.

Establish feedback mechanisms to support the multi-sectoral approach to dealing with GBVF.

Mobilisation through common interest groups for policy advocacy and grassroots sensitisation on GBVF to enhance women's ability to access, protect and promote their rights.

Pillar 2

Train and support community capacity to deliver GBVF prevention interventions.

Adapt and roll out school based GBV prevention programmes.

Implement evidence-based behaviour change interventions with targeted communities.

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

Integrate GBV prevention into various programmes.

Make public spaces violent free for women and children.

Facilitate community interventions that promote social connectedness and healing.

Pillar 3

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

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

Pillar 4

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

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

Pillar 5

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

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

CHAPTER 5

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

<p>Integrated Waste Management Plan – reviewed 2018</p>	<p>The aim of the Integrated Waste Management Plan is to guide the effective management of waste within the municipal area with the following focus areas:</p> <ul style="list-style-type: none"> 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.
<p>Local Economic Development Strategy, 2009</p>	<p>The 2009 Local Economic Development Strategy investigates options and opportunities in broadening the economic base to create employment opportunities and other spin-off effects benefitting the local economy.</p>
<p>Housing Sector Plan, 2014</p>	<p>The drafting of the Integrated Human Settlements Plan, 2014 was guided by the following principles:</p> <ul style="list-style-type: none"> 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.

CHAPTER 5

Discussion of Sector Plans

	The Plan uses Census 2011 data to reference the rate of occupation of the different types of housing as well as housing backlogs. In this regard, the recentness of the data is questioned and not repeated here.
Environmental Management Plan (EMP)	The EMP aims to integrate environmental concerns in the development of municipal strategies and projects to ensure environmental sustainability.
Urban Network Strategy	The Urban Network Strategy targets spatial transformation of the Kimberley Central Business District and the Galeshewe hub by applying Transport Orientated Development principles such as strengthening linkages, higher densities and mixed land use precincts.

Discussion of Sector Plans

INTEGRATED APPROACH TO SERVICE DELIVERY

Two of the key outcomes of the Mayoral Strategic Planning Session held on 22 and 23 March 2023 were an integrated but changed approach to service delivery and the consolidation of municipal operations within a strategic framework. This strategic framework was informed by (1) analysing trends of the local development context, municipal finances, and municipal performance, (2) considering higher-order policy directives (e.g. SONA), and (3) developing strategic objectives with associated actions. Please note that the existing vision and mission were confirmed at the planning session.

The next step is to formalise these outcomes in municipal action plans that will be implemented by the municipality during the 2023/24 financial year but monitored over a five-year period.

CHAPTER 6: IDP IMPLEMENTATION

INTRODUCTION

This chapter describes the various action plans that will be implemented by the municipality during the 2023/24 financial year but monitored over a five-year period. These actions are also aligned to the top-layer SDBIP. This chapter also includes projects — known to the writers of this report — to be implemented within the municipal area by the sector departments from the other two tiers of government and by the private sector.

MUNICIPAL ACTION PLANS

In the table below, the municipal actions are listed by strategic objective and are linked to key performance indicators and targets to measure performance over a five-year period. These indicators are mostly “inside of the control” of the Sol Plaatje Municipality, i.e. data is accessible.²⁶ 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**).

²⁶ See National Treasury, Appendix D – Guidance note for outcome indicator planning & reporting for MFMA Circular No. 88.

CHAPTER 6

Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub

Strategic Objective 1												
Economic growth through promoting Sol Plaatje Municipality as an economic hub												
National KPA: Local Economic Development												
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Office of Municipal Manager	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.1	Create full-time equivalents through EPWP initiatives by 30 June	Number of full-time equivalents created by 30 June	All	-	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	All	-	-	1	-	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.2	Development of the Draft Investment Promotion Strategy by 30 June	Draft Investment Promotion Strategy completed by 30 June	All	-	-	1	-	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.3	To process 80% category 1 land-use applications received until 30 April through Municipal Planning Tribunal by 30 June	% of category 1 land use applications processed	All	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.	SO1.4	Number of processed building plans received before 1 July	Number of building plans processed	All	200	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.	SO1.5	Ensuring a response time of 11 weeks for building plans submissions received in the current financial year for buildings / architectural buildings less than 500m2 (number of plans received / divided by number of weeks to process	Average response time in weeks to process building plans	All	11 weeks	11 weeks	11 weeks	11 weeks	11 weeks	11 weeks
Strategy, Economic	Planning and Development / Economic	A local economy that delivers on food security, job creation, education and	SO1.6	Ensuring a response time of 11 weeks for building plans	Average response time in weeks to process	All	11 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
Development, Planning	Development/Planning	skills development.		submissions received in the current financial year for buildings / architectural buildings greater than 500m2 (number of plans received / divided by number of weeks to process	building plans							
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.7	Number of SMMEs supported through the implementation of the business incubation developmental programme	Number of developmental programmes provided to SMMEs	All	10	10	10	13	13	13
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.8	Capital Expenditure Framework (CEF)	Approved CEF	-	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.	SO1.9	Number of erven planned and surveyed	Number of erven planned and surveyed	All	-	1400	5500	1700	1200	1200
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 market and promotion of tourist attractions conducted annually	Number of programmes conducted	All	100%	0	0	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	% Completion of the feasibility study for various industrial precincts in Sol Plaatje Municipal area	% Completion of the feasibility study	All	0	0	100%	0%	0%	0%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.12	Percentage completion for the CBD Urban design plan by 30 June 2025	% Completion of the CBD Urban Design Plan	All	0	0	0	0	100%	0%
Strategy, Economic	Planning and Development / Economic	A local economy that delivers on food security, job creation, education and	SO1.13	Percentage upgrade of tourism facilities	% Completion as per the annual plan	All	0	-	-	100%	100%	0%

CHAPTER 6

Strategic Objective 1 Economic growth through promoting Sol Plaatje Municipality as an economic hub

National KPA: Local Economic Development

Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target					
								22/23	23/24	24/25	25/26	26/27	
Development, Planning	Development/Planning	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	Review of the Growth and Development strategy	Approved strategy	All	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.	SO1.15	Review of the Land-use Management Scheme	Approved Land-use Management Scheme	All	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.	SO1.15	Conduct studies for the regeneration of industrial precincts	Market research report & urban design framework	All	0	-	-	2	-	-	

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

Strategic Objective 2: Improved Service Delivery

Strategic Objective 2 Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

Directorate	mSCOA Function – Sub function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Finances	Water Management / Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1	Number of residential properties which are billed for water by 30 June	Number of residential properties which are billed for water by 30 June	All	46 685	46 685	46 685	46 685	46 685	46 685
Finances	Finance and	All communities have access to basic	SO2.2	Number of residential properties	Number of residential	All	69 166	69 166	69 166	69 166	69 166	69 166

CHAPTER 6

Strategic Objective 2 Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

Directorate	mSCOA Function – Sub function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
	administration/ Finance	services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		which are billed for electricity or have pre-paid meters by 30 June (excluding Eskom areas)	properties which are billed for electricity (conventional metres and pre-paid meters) by 30 June (excluding Eskom areas)							
Finances	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.3	Number of residential properties connected to the municipal wastewater sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) which are billed for sewerage by 30 June	Number of residential properties which are billed for sewerage by 30 June	All	50 844	50 844	50 844	50 844	50 844	50 844
Finances	Waste Management / Solid waste	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.4	Number of residential properties which are billed for refuse removal by 30 June	Number of residential properties which are billed for refuse by 30 June	All	50 844	50 844	50 844	50 844	50 844	50 844
Finances	Finance and Administration / Budget and Treasury Office	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.5	The percentage of the municipal capital budget actually spent on capital projects by 30 June (Total actual amount spent on capital projects/Total amount budgeted for capital projects)X100	% of Capital budget spent by 30 June {Actual amount spent on capital projects /Total amount budgeted for capital projects}X100}	All	90%	90%	90%	90%	90%	90%
Finances	Finance and Administration / Budget and Treasury Office	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.6	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	All	90%	90%	90%	90%	90%	90%
Community Services	Community and Social Services / Libraries and Archives	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver	SO2.7	95% spent of the library operational conditional grant by 30 June {(Actual expenditure divided by the total grant	% of the library operational conditional grant spent by 30 June {(Actual expenditure	All	95%	95%	95%	95%	95%	95%

CHAPTER 6

Strategic Objective 2 Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

Directorate	mSCOA Function – Sub function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target					
								22/23	23/24	24/25	25/26	26/27	
		such services in a sustainable manner		received) x 100}	divided by the total grant received) x 100}								
Community Services	Community and Social Services / Libraries and Archives	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.8	Number of reading outreach programmes conducted at all libraries	Number of outreach programmes held	All	60	60	60	60	60	60	60
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	Limit unaccounted for electricity to less than 15% by 30 June {(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased}x 100}	% unaccounted for electricity by 30 June	All	29%	15%	15%	15%	15%	15%	15%
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.10	Number of households in Lethabo Park to be connected to the electricity network, Phase 2	Number of households to be connected to the electricity network	1,29	-	3 272	634	-	-	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	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 infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Percentage upgrading of the bulk water supply infrastructure (BFI)	% upgrade as per annual project plan	All	0%	0%	100%	100%	100%	100%	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.12	Percentage replacement of water pipes	Percentage replacement of water pipes	-	-	-	100%	100%	-	-	-

CHAPTER 6

Strategic Objective 2 Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

Directorate	mSCOA Function – Sub function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.13	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	SO2.14	Construction of a Ring Main Unit (RMU) in Collville	% completion of construction	14	-	-	100%	-	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.15	Construction of a 11 KV line in Ronald's Vlei	% completion of construction	22	0	-	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	SO2.16	Upgrade of the Hadison park substation	% upgrade	23, 24	-	-	50%	50%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.17	Limit unaccounted for water (Non-Revenue Water) to less than 40% annually {(Number of Kilotres Water Purified - Number of kilolitres Water Sold) / Number of kilolitre's Water Purified Å- 100}	% unaccounted for water (Non-Revenue Water) annually	All	64%	40%	40%	40%	40%	40%
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.18	99% water quality level achieved as per SANS 241 annually	% water quality level achieved as per SANS 241 criteria annually	All	90%	95%	98%	99%	99%	99%
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable	SO2.19	80% waste water effluent quality level achieved as per	% waste water effluent quality level achieved	All	56%	65%	75%	80%	80%	80%

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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	
	Water Distribution	and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		National Effluent Quality Standards annually	as per National Effluent Quality Standards, annually								
Infrastructure and Services	Roads	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.20	90% spent of the budget to upgrade roads and stormwater by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)}	Percentage of budget spent by 30 June	All	100%	90%	90%	90%	90%	90%	90%
Infrastructure and Services	Roads	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Number of square metres of roads to be resealed	Square metres of road to be resealed	All	93 000 m ²	100 000 m ²	150 000 m ²	200 000 m ²	250 000 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	SO2.22	Distance of kilometres of residential roads upgraded from gravel to a paved surface	Number of kilometres paved	All	3km	4km	5km	5km	5km	5km	
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.23	90% spent of the budget to provide sanitation by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)}	Percentage of budget spent by 30 June	All	-	90%	90%	90%	90%	90%	90%
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	90% spent of the budget to provide streetlights and high-mast lighting by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)}	Percentage of budget spent by 30 June	All	-	90%	90%	90%	90%	90%	90%
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable	SO2.24	Replace 250W HPS luminaires with 100W LED luminaires	Number of luminaires replaced	All	-	-	262	-	-	-	-

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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	
		and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner											
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	Replace 70W MV luminaires with 36W LED luminaires	Number of luminaires replaced	All	-	-	200	-	-	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	Replace 400W MV luminaires with 276W LED luminaires	Number of luminaires replaced	All	-	-	315	-	-	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	Replacement of 125W MV luminaires with 36W LED luminaires by 30 June 2025	Number of luminaires replaced	All	-	-	300	-	-	-	-
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.25	Percentage progress on the construction phase for the Carters Ridge sewer pump station building with all electrical and mechanical equipment	Percentage progress as per project plan	All	10%	60%	-	40%	-	-	-
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	SO2.26	Percentage completion for the installation of electrical and mechanical components in Lerato Park sewer pumpstation	Percentage completion as per project plan	All	16%	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 construction of the foundations for two elevated water tanks	Percentage progress on the construction as per project plan	All	-	100%	-	-	-	-	-

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Strategic Objective 2 Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

Directorate	mSCOA Function – Sub function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.28	Percentage completion of the number of old sink toilets to be reconstructed	Percentage completion on number of old sink toilets reconstructed	All	-	-	-	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	SO2.29	100% procurement of identified fleet as per the fleet replacement plan (number of vehicles delivered out of the number of vehicles identified for purchase x100)	Percentage of identified fleet delivered	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 infrastructure is maintained to deliver such services in a sustainable manner	SO2.30	90% spent of the budget to provide sport and recreation facilities by 30 June ((Actual capital expenditure on the project divided by the total approved capital budget for the project)	Percentage of budget spent by 30 June	All	-	90%	90%	90%	90%	90%
Infrastructure and Services	Water Management / Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.31	Upgrade water infrastructure (replace 8000 water meters)	Number of water meters replaced by 30 June	All	-	-	8 000	2 000	2 000	2 000
Infrastructure and Services	Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.32	Upgrade electricity infrastructure (replace 8000 prepaid electricity meters)	Number of electricity meters replaced by 30 June	All	-	-	8 000	2 000	2 000	2 000
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	SO2.33	Percentage maintenance of cemeteries as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%
Community and	Cemeteries	All communities have access to basic	SO2.33	Percentage progress on the	Percentage progress as	All	-	-	-	100%	-	-

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Strategic Objective 2 Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

Directorate	mSCOA Function – Sub function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target					
								22/23	23/24	24/25	25/26	26/27	
social development		services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		building of ablution blocks at Kenilworth and Phutanang cemeteries	per project plan								
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	SO2.34	Percentage maintenance of municipal recreational facilities (swimming pools, stadia and caravan park) as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%	100%
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	SO2.34	Number of swimming pools to be upgraded in various wards	Number of swimming pools upgraded as per the project plan	All	0	0	0	4	0	0	0
Strategy, economic development and planning	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.35	Percentage completion on the refurbishment of the community halls (as per the annual plan)	% Completion	All	0	0	100%	100%	100%	100%	0
Strategy, economic development and planning	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.35	Percentage progress on the refurbishment of the RC Elliot Community Hall (Phase 1)	Percentage progress on the refurbishment	All	0	0	100%	0	100%	100%	0
Community and social development	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.36	% Maintenance of municipal pleasure resorts as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%	100%
Community and social development	Sport and recreation	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.37	% Maintenance of usable community parks as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%	100%

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Strategic Objective 2 Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

Directorate	mSCOA Function – Sub function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.38	Plan and conduct roadblocks	Number of roadblocks conducted	-	6	8	8	8	8	8
Corporate Services	Health and Safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.39	Safeguarding of municipal assets to restrict vandalism of municipal infrastructure	Percentage of municipal assets provided with security	All	-	90%	90%	90%	90%	90%
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	SO2.40	Plan and conduct stop and check points to improve road safety	Number of stop and checkpoints conducted	All	-	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	SO2.41	Conduct quarterly awareness for HIV, STI and TB	Number of awareness campaigns conducted	All	4	4	4	4	4	4
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.42	Conduct monthly inspections of food premises	Number of inspections	All	1 800	1 800	1 800	4 200	4 200	4 200
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.43	Conduct monthly inspections at non-food premises to ensure compliance to legislation	Number of inspections	All	1 200	1 200	1 200	4 200	4 200	4 200
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.44	Number of water samples collected and tested	Number of water samples collected and tested	All	960	960	960	800	800	800

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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
		such services in a sustainable manner										
Infrastructure and Services	Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.45	Number of households in Colville to be connected to the electricity network	Number of households to be connected to the electricity network	14	0	0	138	0	0	0
Infrastructure and Services	Waste Water Management / Stormwater Management	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.46	Percentage progress for the upgrading of storm water channels in various areas of Sol Plaatje municipal area by 30 June 2025	Percentage progress on upgrading of storm water channels	SPM	0	0	0	100%	100%	100%
Office of the MM	Administration	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.47	Monthly Monitoring of projects	Number of project monitoring reports submitted	SPM	0	0	0	12	12	12
Infrastructure and Services	Waste Water Management / Stormwater Management	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.48	Percentage progress for the upgrading of storm water channels in various areas of Sol Plaatje municipal area by 30 June 2025	Percentage progress on fixing the defects on the Homevale Fire station	SPM	0	0	0	100%	0	0

Strategic Objective 2: Improved Service Delivery

CHAPTER 6

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

Strategic Objective 3												
Good, clean and transparent governance and public participation												
National KPA: Good Governance and Public Participation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Office of the MM	Finance and Administration	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.1	Compile the final Annual Report for submission to council by 31 March	Final Annual Report for submitted to council by 31 March	All	1	1	1	1	1	1
Office of the MM	Finance and Risk management	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.2	Develop a Risk Based Audit Plan and submit to the audit committee for consideration by 30 June	Risk Based Audit Plan developed and submitted to the audit committee by 30 June	All	1	1	1	1	1	1
Office of the MM	Finance and Administration / Risk management	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.3	Report quarterly on the progress of risk mitigation to the MM and EMT	Quarterly reports on strategic risk register	All	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	All	18	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	All	4	4	4	4	4	4
Office of the MM	Finance /Risk management/ internal audit	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.6	Develop and submit an audit action plan to the MM to address matters raised by the auditor general within 60 days after the end of the audit	Developed and submitted audit action plan	All	1	1	1	1	1	1
Office of the	Planning and	Good governance systems are maintained	SO3.7	Compile the final IDP and submit	Final IDP submitted to	All	1	1	1	1	1	1

CHAPTER 6

Strategic Objective 3												
Good, clean and transparent governance and public participation												
National KPA: Good Governance and Public Participation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
MM	Development / Corporate Wide Strategic Planning	in order to support proper communication and a healthy administration working towards a clean audit		to council by 31 May annually	Council by 31 May							
Office of the MM	Finance and Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.8	Investigate the possibility to update all municipal policies and standards	Investigation report	All	1	0	1	0	0	1
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.9	To disseminate on a monthly basis the electronic municipal newsletter through social media platforms	Monthly distribution	All	0	12	12	12	12	12
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.10	To respond to all media enquiries and issue media statements within 24hrs after an occurrence	Response times after an event has occurred	All	24hrs	24hrs	24hrs	24hrs	24hrs	24hrs
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.11	Number of quarterly reports submitted on gender activities (mainstream values of moral regeneration movement, child centered governance approach, women empowerment and gender equity and quality)	Number of reports submitted	All	0	0	0	4	4	4

Strategic Objective 3: Good, clean and transparent Governance and Public Participation

CHAPTER 6

Strategic Objective 4: Establishment of healthy financial management

Strategic Objective 4													
Establishment of healthy financial management													
National KPA: Municipal Financial Viability and Management													
Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target					
								22/23	23/24	24/25	25/26	26/27	
Finance	Finance and Administration / Finance	The municipality is financially viable to deliver services to the community	SO4.1	Provide free basic water to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic water by 30 June 2024	All	12264	15000	11800	11800	11800	11800	11800
Finance	Finance and Administration / Finance	The municipality is financially viable to deliver services to the community	SO4.2	Provide free basic electricity to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic electricity by 30 June 2024	All	12264	15000	11800	11800	11800	11800	1 800
Finance	Finance and Administration / Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.3	Provide free basic sanitation to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic sanitation by 30 June 2024	All	12264	15000	11800	11800	1 800	11800	11800
Finance	Finance and Administration / Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.4	Provide free basic refuse removal to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic refuse removal by 30 June 2024	All	12264	15000	11800	11800	11800	11800	11800
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.5	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations by 30 June (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease)	Debt to revenue by 30 June	All	25%	25%	25%	25%	25%	25%	25%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.6	Maintain the debt coverage ratio of 2:1 against net assets of the municipality by 30 June 2023 (Current Assets / Current Liabilities)	Debt coverage ratio	All	2:28	2:1	2:1	2:1	2:1	2:1	2:1
Finance	Finance and Administration /	The municipality has a system in place to track spending in terms of budget	SO4.7	Reduce net debtor days to 300 days by 30 June ((Gross Debtors	Net debtor days	All	356	300	300	300	300	300	300

CHAPTER 6

Strategic Objective 4 Establishment of healthy financial management

National KPA: Municipal Financial Viability and Management

Directorate	mSCOA Function /Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target					
								22/23	23/24	24/25	25/26	26/27	
	Budget and Treasury Office	allocations and is financially viable to deliver services to the community		- Bad debt Provision)/ Actual Billed Revenue)) × 365									
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	All	28,2%	14%	14%	14%	14%	14%	14%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.9	Financial viability measured in terms of the available cash to cover fixed operating expenditure {Cost coverage ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)}	Cost coverage ratio by 30 June	All	0.91	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	SO4.10	To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award by 30 June (Number of tenders received divided by number of weeks awarded.	Average time in weeks to award tender	All	10 weeks	12 weeks	12 weeks	12 weeks	12 weeks	12 weeks	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	Average time in weeks to award tender	All	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks

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
				(Number of tenders received divided by number of weeks awarded.								
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.12	Number of planned BSC meetings conducted to process bids	Number of meetings conducted	All	-	-	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	All	85%	95%	85%	85%	85%	85%
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	All	4	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	% of UFW expenditure reported against total budget (capex and opex)	All	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	% of Fruitless and wasteful expenditure after condonement against total operational expenditure x100	All	0	0%	100%	100%	100%	100%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.17	Elimination of Unauthorised expenditure by 30 June	% of Unauthorised expenditure after condonement against total operational expenditure x100	All	0	0%	100%	100%	100%	100%
Finance	Finance and Administration / Budget and	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to	SO4.18	% Submission of financial and non financial mSCOA reports on the GoMUNI webbased	% of reports loaded on the GoMuni application	All	100%	100%	100%	100%	100%	100%

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
	Treasury Office	deliver services to the community		application by the set deadlines provided by National Treasury. (All reports to be uploaded within 10 working days after the month-end)								
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.19	Reduce Trade Creditors payment period to 300 days by 30 June (Trade Creditors Outstanding / Credit Purchases/(Operating and Capital) x365)	Creditors Payment Period (Trade Creditors)	All	359	-	300	300	300	300

Strategic Objective 4: Establishment of healthy financial management

Strategic Objective 5: Improved Institutional Management

Strategic Objective 5												
Improved Institutional Management												
National KPA: Institutional Development and Municipal Transformation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.1	Percentage of people from employment equity target groups appointed in the three highest levels of management during the 2023/24 financial year in compliance with the municipality's approved employment equity plan	% of people that will be appointed in the three highest levels of management in compliance with a municipality's approved employment equity plan	All	72%	72%	72%	72%	72%	72%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and	SO5.2	Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure (employee related	Employee cost as a percentage of total operating cost	All	39%	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
		skilled staff whose performance is regularly monitored.		costs and councillors remuneration/total operating expenditurex100								
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	All	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.4	Limit vacancy rate to 20% of funded post by 30 June 2024 {(Number of funded posts vacant divided by budgeted funded posts)x100}	(Number of funded posts vacant divided by budgeted funded posts)x100	All	0%	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.	SO5.5	Review the Workplace Skills Plan and submit plan to the LGSETA by 30 April	Workplace Skills Plan submitted to LGSETA by 30 April	All	1	1	1	1	1	1
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.6	Review organogram to be aligned with strategy and comply with R890 by 30 June 2024	Organogram reviewed by 30 June 2024	All	1	0	1	0	0	0
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.7	Document and distribute standard operation procedures to every municipal directorate by 30 June 2024	Standard Operating Procedures documented and provided to municipal directorates by 30 June 2024	All	1	0	1	0	0	0

CHAPTER 6

Strategic Objective 5												
Improved Institutional Management												
National KPA: Institutional Development and Municipal Transformation												
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								22/23	23/24	24/25	25/26	26/27
Corporate Services	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.	S05.8	Coordinate Bi-annual performance assessments of the MM and managers reporting directly to the MM	Performance assessments conducted twice per year	0	2	2	2	2	2	2
Corporate Services	Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	S05.9	Develop, submit and publicise the performance agreements of the MM and managers reporting directly to the MM (the number of performance agreements is dependant on the filled positions)	Number of performance agreements signed, submitted and publicised	0	4	6	6	6	6	6
Office of the MM	Administration	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	S05.10	To implement ICT systems and technology to enable the municipality to deliver excellent customer experience	Percentage implementation of the ICT operational plan	0	70%	100%	100%	100%	100%	100%

Strategic Objective 5: Improved Institutional Management

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

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Risk Management		
Risk description	Risk background	Action/controls
Backlog and ageing infrastructure	<p>Growing population and demand for municipal services.</p> <p>Highest population densities are in lower-income neighbourhoods with sub-standard quality of services.</p> <p>Limited upgrading and maintenance of infrastructure due to a lack of funds.</p> <p>High water and electricity losses.</p>	<p>Densification of urban areas.</p> <p>Timeous spending of funds.</p> <p>Seek alternative sources of funding.</p> <p>Implement fleet management policy.</p> <p>Efficient staff and equipment utilisation.</p>
Deteriorating socio-economic conditions	<p>High rate of unemployment, poverty and social grant dependence.</p> <p>Housing backlogs, overcrowding and increase of informal dwellings.</p> <p>Disparate levels of services/opportunities in urban areas.</p> <p>Decline in economic growth and business environment in CBD</p> <p>Immobility of communities and access to information.</p> <p>Limited building activity, i.e. construction of residential and non-residential buildings.</p> <p>Theft and vandalism of infrastructure in the entire municipal area.</p>	<p>Support to SMMEs/private sector.</p> <p>Implementation of supply chain as local economic lever.</p> <p>Provide training programmes for youth and unemployed.</p> <p>Seek alternative sources of funding.</p> <p>Provide well-located serviced erven.</p> <p>Budget allocations must be based on prioritised needs.</p> <p>Utilising national government poverty alleviation programmes.</p> <p>Revitalise CBD through focussed inner-city upgrading programmes.</p>
Sustained municipal financial viability²⁷	<p>Fluctuating grant allocations to Sol Plaatje Municipality.</p> <p>Changing patterns in revenue. Sustainability of revenue generation due to reduced electricity demand.</p> <p>Ability to meet short- and long-term obligations.</p> <p>Increasing levels of compliance for Municipality.</p> <p>Low collection rate that is not improving.</p> <p>Non-payment culture of municipal services.</p> <p>Under-funded mandates such as resorts, health and libraries.</p> <p>Inability to improve qualified audit outcome since 2017/18.</p> <p>Over expenditure on capex performance.</p> <p>Total borrowing to Operating Revenue is 7.9%</p> <p>Current assets/current liabilities ratio: 1.9</p> <p>Solvency ratio (total assets/total liabilities) 2.75</p> <p>Liquidity ratio (cash + investments/current liabilities) 0.16</p>	<p>Align priority projects and associated budgets to strategic objectives.</p> <p>Prepare and approve a long-term financial plan.</p> <p>Regular performance monitoring and evaluations (performance management system).</p> <p>Dedicated revenue and debt collection.</p> <p>Capital budget investment must be between 10-20% of the total budget.</p> <p>Capital expenditure must not be less than 85%.</p> <p>Effective reporting on municipal finances.</p> <p>Ringfence conditional grants money and refrain from using conditional grants on operations.</p> <p>Improve collection rates on outstanding debt.</p> <p>Personnel budget must be limited to 25 and 40%.</p> <p>Make affordable repayment arrangements with creditors.</p> <p>Develop a budget funding plan where budget is unfunded and closely monitor the plan.</p>

²⁷ Some of the information obtained from a presentation by National Treasury at the Mayoral Strategic Planning Session on 22 and 23 March 2023.

CHAPTER 6

Risk Management		
Risk description	Risk background	Action/controls
Environmental sustainability	Degradation of environmental and agricultural assets. Decreasing water resources and contamination of groundwater. Extreme climate conditions.	Address climate vulnerability through adopting and implementing adaptation measures. Implement Water Master Plan together with water demand management and conservation.
Municipal transformation	Resignation of skilled officials. Turnover of personnel. Limited number of professionals worsened by recruitment of unqualified officials.	Train and recruit local people. Appropriate HR policies in place.

Risk Management

INVESTMENT/PROJECTS OF OTHER TIERS OF GOVERNMENT AND THE PRIVATE SECTOR

The following three projects are to be implemented in the municipal area and funded through external sources:

1. Tyre recycling project: Department of Economic Development and Tourism (see §1.6.7).
2. Growth Development Strategy: Development Bank of South Africa (see Table 28).
3. Precinct Plans (seven): Development Bank of South Africa (see Table 28 and §5.4.1).
4. Planning and construction of a new level 3 primary school (platfontein) :Department of Education
5. Kimberley New English medium primary level 4 School: Department of Education
6. Kimberley New English medium secondary level 5 School: Department of Education
7. Hull street Housing Project – Cogsta

CHAPTER 7: MUNICIPAL FINANCIAL PLANNING

This chapter provides an overview of the financial viability of the municipality. It also includes multi-year budgets with a 3-year commitment and a strategy for municipal revenue generation.

FINANCIAL VIABILITY

An important consideration for investors in relocating to or investing in an area, would be the ability of the local authority to adequately provide services. In addition, the following aspects of (local municipal) governance would also determine investor sentiment: (a) financial discipline, (b) affordable tariffs, (c) compliance with statutory requirements, (d) timely preparation and production of financial statements, (e) adherence to generally accepted accounting practices and (f) unqualified audit reports.

Revenue Raising Strategies

The municipality will strive to increase its revenue by implementing the following strategies:

- Strategy 1:** Implement a credit control and debt management policy.
- Strategy 2:** Facilitate economic growth to provide opportunities for increased household income enabling households to pay for services.
- Strategy 3:** Ensure that information regarding indigent households is correct.
- Strategy 4:** Install pre-paid meters to secure payment by users.
- Strategy 5:** Ensure effective property rates revenue generation.
- Strategy 6:** Audit own property investment opportunities to generate revenue.

Expenditure Management Strategies

The municipality will strive to curb its expenditure by implementing the following strategies:

- Strategy 1:** Reduce expenditure on non-core functions.
- Strategy 2:** Limit operating and capital expenditure to essential items.
- Strategy 3:** Investigate and limit water and electricity losses.
- Strategy 4:** Limit employee related expenditure.
- Strategy 5:** Reduce interest and redemption expenditure by using borrowing as a last resort.
- Strategy 6:** Identify biggest expenditure loss leaders and address gaps.

FINANCIAL MANAGEMENT

Total Revenue

The projected total revenue amounts to about R2,958,278 million (excluding capital transfers and contributions). The major revenue items are as follows:

Revenue Source (R'000)	Major Revenue Item			
	2023/24	2024/25	2025/26	2026/27
Property rates	660,893	687,320	740,628	790,495
Service Charges	1,450,586	1,611,046	1,742,164	1,885,221
Operational grants	287,603	299,271	318,285	340,594
Other own revenue	399,584	360,642	367,422	377,355
Total operational revenue	2,798,666	2,958,278	3,168,499	3,393,664
Capital transfers and subsidies	161,349	572,229	657,904	114,513
Total revenue incl Capital transfers and subsidies	2,960,015	3,530,507	3,826,403	3,508,177

Major Revenue Item

Property rates

Total projected revenue derived from Property rates amounts to R687,320 million with a projected increase in revenue of 4.8% compared to the prior year. The current General Valuation Roll became effective from 1 July 2023 and is valid for four years. The municipality no longer apply an average increase on Rates and each category is assessed taking into consideration the ratio and the cents in the rand which is applied. This may result in some categories increasing more or some even seeing a reduction in Property rates.

Service charges

Services charges relating to electricity, water, sanitation and refuse removal constitutes 54.46% of the total revenue (excluding capital transfers) of the Municipality.

Revenue by source

These are the proposed tariff increases: Water (6.5%), Sanitation (7.5%), Refuse removal (5.0%) and Electricity (10.6%).

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Expenditure by type

Total expenditure excluding capital expenditure amounts to R2,928,505 million.

Major Expenditure Item				
Expenditure Item (R'000)	2023/24	2024/25	2025/26	2026/27
Employee Related Cost	910,366	950,863	997,950	1,048,566
Councillor remuneration	35,559	37,077	38,930	41,068
Bulk purchases - Electricity	790,100	897,300	988,900	1,087,790
Inventory consumed	336,955	319,605	326,914	345,465
Debt impairment	317,500	355,246	382,156	409,005
Depreciation and amortisation	86,650	89,700	94,510	99,811
Interest	20,055	17,774	15,874	13,730
Contracted services	56,913	40,731	42,744	48,700
Transfers and subsidies	3,560	3,660	4,767	4,875
Operational costs	159,253	151,549	159,880	170,494
Other Losses	66,000	65,000	68,575	72,347
Total operational expenditure	2,782,911	2,928,505	3,121,201	3,341,849

Major Expenditure Item

Employee related costs

Employee related cost increased from R910,366 million from 2023/24 Adjusted budget to a projected expenditure of R950,863 million for the 2024/25 financial year. This represents 32.47% of the total operating expenditure

CAPITAL AND OPERATIONAL BUDGET ESTIMATES

Capital Budget (summary)

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

Medium Term Capital Budget				
Capital expenditure by KPA	2023/24 (R'000)	2024/25 (R'000)	2025/26 (R'000)	2026/27 (R'000)
Local Economic Development	18,850	5,500	0	0
Basic Service Delivery and Infrastructure Development	190,389	603,229	681,904	138,513
Municipal Institutional Development and Transformation	0	0	0	0
Municipal Financial Viability and Management	0	0	0	0
Good Governance and Public Participation	7,500	5,000	7,500	7,500
Total Capital Expenditure - Funding source	216,739	613,729	689,404	146,013

CHAPTER 7

Capital transfers and subsidies	161,349	572,229	657,904	114,513
Borrowing	-	0	0	0
Internally generated funds	55,390	41,500	31,500	31,500

Medium Term Capital Budget

Operational Budget (summary)

See 7.5.

FUNDED AND UNFUNDED PROJECTS

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

FUNDED: Capital Expenditure by Municipal Strategic Objective (R'000)	Budget 2024/25	Budget 2025/26	Budget 2026/27
ECONOMIC GROWTH THROUGH PROMOTING SOL PLAATJE MUNICIPALITY AS AN ECONOMIC HUB	7,000	-	-
PHDA PLANNING & SURVEYING	2,000	-	-
PLANNING & DEVELOPMENT	1,500	-	-
TOWNSHIP ESTABLISHMENT VARIOUS WARDS	2,000		
UPGRADING OF THE TRAM	1,500	-	-
IMPROVED SERVICE DELIVERY	603,229	681,904	138,513
ACQ-FLEET REPLACEMENT	3,000	20,000	20,000
BUILDING OF ABLUTION BLOCKS AT KENILWORTH AND PHUTANANG CEMETRIES	2,000	-	-
CAPITAL SPARES-ACQ-PREPAID METERS	1,000	2,000	2,000
CONSTRUCTION OF OLD SINK TOILETS	5,000	2,000	1,500
DSITRBUTION-ACQ-WAT METER REPLACEME	500	2,000	2,000
EAST BYPASS REPLACE OF CORRODE10KM LINE	15,126	-	-
EASTERN BYPASS REPAIR COATING AND REFURB	11,521	-	-
ELECTRIFICATION	-	16,500	14,000
EMERGENCY METER INSTALLATIONS (PHASE 1)	20,466	-	-
EXTENTION OF ROODEPAN CEMETRY	-	-	4,792
FENCING OF FRANK RORO CRICKET FIELD	2,210	-	-
HOMEVALE FIRE STATION	1,500	2,113	-
KBY BULK METERS & PRESSURE MANAGEMENT	17,026	-	-
KBY NETWORK LEAK DETECTION & REPAIR PH 1	20,483	-	-
KBY NETWORK LEAK DETECTION & REPAIR PH 2	29,346	-	-
LERATO PARK SEWER UPGRADE	3,500	-	-
LINING OF STORMWATER CHANNEL	7,670	6,283	6,500
MR LEAK AND SLEAK DATA SYSTEM	484	-	-
NEW WTP CHLORINE & DOSING WORKS UPGRADE	27,630	-	-
NEW WTP MAJOR REFURBISH&AND BUILD WORKS	811	-	-
NEW WTW FILTER REFURBISH & BACKWASH SYSTEM	39,640	-	-

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FUNDED: Capital Expenditure by Municipal Strategic Objective (R'000)	Budget 2024/25	Budget 2025/26	Budget 2026/27
NEWTOWN RESERVOIR EMERGENCY LEAK REPAIRS	7,531	-	-
OLD WTP CHLORINE & DOSING WORKS UPGRADE	83,369	-	-
OLD WTP MAJOR REFURBISH AND BUILD WORKS	16,173	-	-
PIPE CONDITION ASSESS AND CATHOD PROTECT	479	-	-
POWER; ABSTRACTION & PUMPSTATION REPAIRS	37,378	-	-
PROJECT MANAGEMENT	2,349	2,609	2,721
RBIG PROJECTS WATER PIPE UPGRADING		574,000	-
REDEVELOPMENT OF RC ELLIOT HALL	-	2,000	30,000
REFURBISHMENT OF HALLS	5,000	5,000	5,000
RESEALING OF ROADS	17,500	18,400	20,000
RITCHIE PRIORITIZED LEAK DETECTION & REPAIRS	1,342	-	-
RITCHIE SUBZONE SMART METER INSTALL	1,417	-	-
RITCHIE WTW UPGRADE AND BULK PIPELINE	48,296	-	-
RIVERTON TO MIDSTATION BULK PIPELINE REP	27,828	-	-
SECTION 3: 1200 NEW STEEL MIDSTATION TO NEWTON RES	67,191	-	-
SMARTBALL SURVEY PRIORITY LEAK REPAIRS	18,290	-	-
SPECIALISED WASTE VEHICLES	5,000	5,000	5,000
STREETLIGHTS REPLACE 125W MV WITH 36W L	5,000	5,000	5,000
UPGRADE GRAVEL ROADS WARDS VARIOUS	17,500	19,000	20,000
UPGRADING OF SWIMMING POOLS VARIOUS WARDS	6,000	-	-
WEST BYPASS LEAK REPAIRS AND REFURBISH	10,574	-	-
WEST BYPASS REPLACE OF CORRODED SECTION	5,368	-	-
WTW OHS & SECURITY MANAGEMENT	9,230	-	-
GOOD, CLEAN AND TRANSPARENT GOVERNANCE AND PUBLIC PARTICIPATION	5,000	7,500	7,500
ACQ-COMPUTER EQUIPMENT REPLACEMENT	4,500	4,500	4,500
ACQ-FURNITURE AND OFFICE EQUIP REPLACEM	500	3,000	3,000
Grand Total	613,729	689,404	146,013

Capital Expenditure by Strategic Objective

The following table lists unfunded projects.

Unfunded projects	Budget Year 1 (rand)	Budget Year 2 (rand)	Budget Year 3 (rand)
	2023/24	2024/25	2025/26
Structural Integrity assessment of various municipal-owned buildings		√	
Refurbishment of various municipal halls		√	
Industrial Revitalization Strategy		√	
TPBAMS & BPAMS AFLA ESRI		√	
Township Revitalisation (Expansion of business corridor -Galeshewe)		√	

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Unfunded projects	Budget Year 1 (rand)	Budget Year 2 (rand)	Budget Year 3 (rand)
	2023/24	2024/25	2025/26
Mixed Use Development - Riverton		√	
Nkandla Informal settlement upgrading		√	
Greater No		√	
Flood line studies		√	
Urban design & architectural Impression – Civic Centre		√	
Street naming project		√	
Planning & surveying of various wards		√	√
Land Preparation Business Precinct (along R31 & N8)		√	
Specialist Studies		√	
Mixed Use Development – Green Point			√
Market and billing of parking within the CBD			√
Corridor revitalisation along N12			√
Kimberley West Wastewater Treatment Works: 30ML/day Gogga WWTW		√	√
Ritchie Ground Level Reservoir 4,5ML		√	√
Ritchie W&S Motswedimosa Network upgrading		√	√
Ritchie W&S Fraser Moleketi Network		√	√
Ritchie Elevated Reservoir Motswedimosa 1,6 ML		√	√
Beaconsfield WWTW repairs: Mechanical Screen and SST Repairs.		√	-
Water and sanitation fleet replacement		√	√
Ritchie WWTW Repairs		√	√
Roodepan Sewer Network Upgrading: Watershed Breakpoint		√	-
Riverton WPP, Beaconsfield WWTW and Newton Reservoir complex fencing		√	√
Upgrading of security at all key water and sanitation facilities.		√	√

Unfunded projects

CHAPTER 7

OPERATIONAL EXPENDITURE BY MUNICIPAL STRATEGIC OBJECTIVE

Operational expenditure by Municipal Strategic Objective[1]	Goal	2024/25	2025/26	2026/27
		R'000	R'000	R'000
Municipal Strategic Objective 1: Economic growth through promoting Sol Plaatje Municipality as an economic hub	To ensure effective spatial planning and development in order to establish a competitive economic position	43,601	45,738	48,117
	Marketing the municipality as premier destination for tourism and investment	7,600	7,977	8,384
	To capacitate SMME's and local entrepreneurs	9,726	10,206	10,726
	To position the market as a productive and profitable section of the municipality.	6,886	7,230	7,604
Municipal Strategic Objective 2: Improved Service Delivery	To ensure sustainable delivery of community services (personal including environmental health, emergency and traffic services) to all residents of SPM.	158,559	166,398	174,917
	To address the poor condition of the roads in the Sol Plaatje area	79,570	83,793	88,524
	To ensure the availability of critical service delivery tools at all times (fleet management)	27,086	28,480	29,930
	To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure	90,936	95,980	101,396
	To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure	119,023	125,538	132,320
	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	1,511,451	1,636,130	1,771,724
	To ensure management of the quality of the drinking water and wastewater through compliance with the applicable legislation	13,810	14,486	15,214
	Development of suitably located and affordable housing (shelter) and decent human settlements	28,042	29,462	30,997
	To build equitable, cohesive, sustainable and caring communities with improved access to work and social amenities, including sports and recreational facilities (community development and optimal access/inclusion).	91,543	95,052	100,748
Municipal Strategic Objective 3: Good, clean and transparent Governance and Public Participation	To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	8,711	9,140	9,605
	To promote community participation and communication	65,487	68,737	72,434
	To facilitate and promote Inter-governmental relations programmes and projects on a continuous basis.	4,861	5,100	5,359
Municipal Strategic Objective 4: Establishment of healthy financial management	Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams	89,623	94,050	98,848
	Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management	58,525	61,325	64,559

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Operational expenditure by Municipal Strategic Objective[1]	Goal	2024/25 R'000	2025/26 R'000	2026/27 R'000
Municipal Strategic Objective 5: Improved Institutional Management	To enable effective training and skills development through various initiatives, and partnering with the private sector	16,104	8,579	8,468
	To improve effective human resource development to staff and Councillors	15,403	16,163	16,985
	To ensure continuous maintenance and replacement of furniture, office and computer equipment	18,069	18,946	19,885
	To provide a basis for sustainable municipal performance improvement	463,887	492,691	525,104
Total Expenditure (Operational)		2,928,505	3,121,201	3,341,849

Operational Expenditure by Strategic Objective

CHAPTER 8

CHAPTER 8: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

This chapter provides an overview of the institutional development of the Municipality and must be read together with the analysis provided in Chapter 3.

INTRODUCTION

Performance Management is prescribed by chapter of the Municipal System Act, Act 32 of 2000 and the Municipal Planning and Performance Management Regulations, 796 of August 2001. Section 7 (1) of the afore mentioned regulation states that “A Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the responsibilities of the different role players”. This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

Performance management (also) fulfils the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is therefore vitally important for any organisation to periodically review its own performance as well as that of its employees.

HUMAN RESOURCES

Chapter 3 includes reference to the number of employees and vacancies by directorate as well as municipal investment in the capacitation of its employees and councillors (see §3.1.2). It is stated that the Sol Plaatje Municipality has most of the required human resource policies and plans in place. However, one of the biggest challenges remains the recruitment and retention of skilled technical staff in order to meet the resource requirements of the municipality.

The municipality implements a performance management system for all its senior managers. This involves each manager to develop a scorecard which is based on the balanced scorecard model, and the signing of performance agreements by senior managers (Section 57 employees). Middle management is now also included in the system, i.e. performance plans and agreements drafted for staff which form part of middle management (also see §8.5 below).

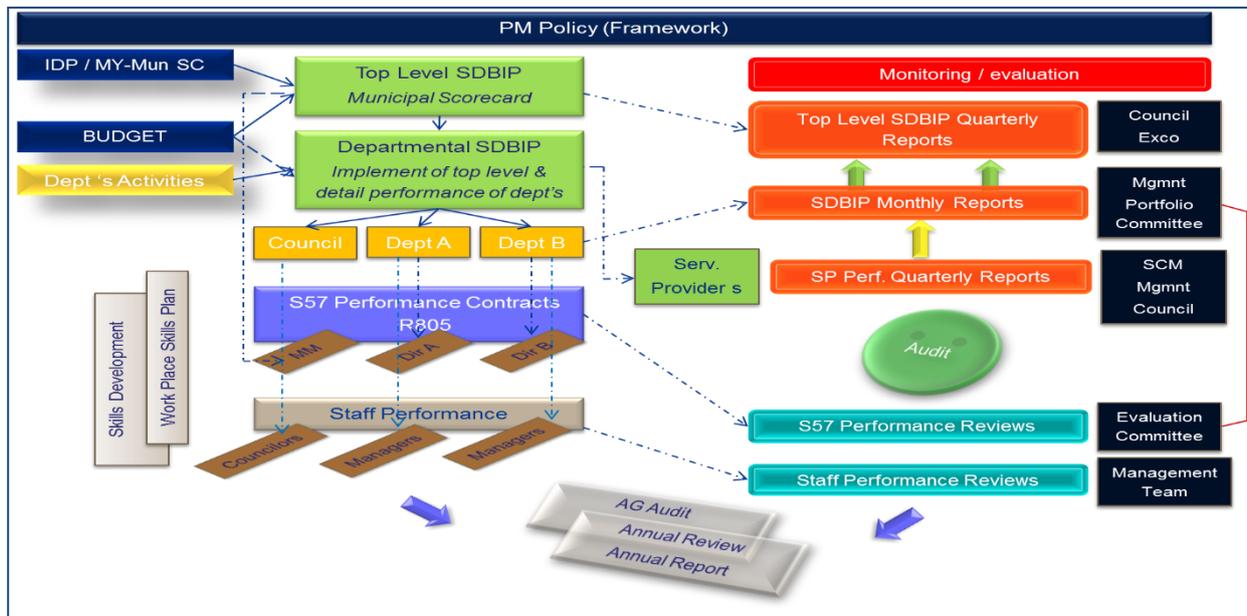
INFORMATION AND COMMUNICATION TECHNOLOGY

The Sol Plaatje Municipality uses information and communication technology (ICT) in most municipal systems (e.g. GIS), however, such technology also needs to be introduced into Operation & Maintenance and infrastructure management systems. It is a high priority to ensure cooperation between the Municipality and the Sol Plaatje University in the transfer of skills and knowledge in ICT. Please note that the Sol Plaatje University is the first university that offers an Information and Communication Technology (ICT) degree, with cooperation in this field.

CHAPTER 8

MUNICIPAL PERFORMANCE MANAGEMENT SYSTEM

A Performance Management (PM) System is intended to provide a comprehensive step by step planning system that helps a municipality to manage the process of performance planning and measurement effectively. The PM system serves as primary



mechanism to monitor, review and improve the implementation of the municipality IDP and the budget. A performance policy framework provides for performance implementation monitoring and evaluation at organisational and individual levels. A Performance Management Framework is reflected in the diagram below:

Performance Management System

ORGANISATIONAL PERFORMANCE

The organisation performance of a municipality is evaluated by means of a top-layer service delivery budget implementation plan (SDBIP) for the organisational level and a SDBIP for directorate and departmental levels. The top-layer SDBIP set our consolidated service delivery targets and provides 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:

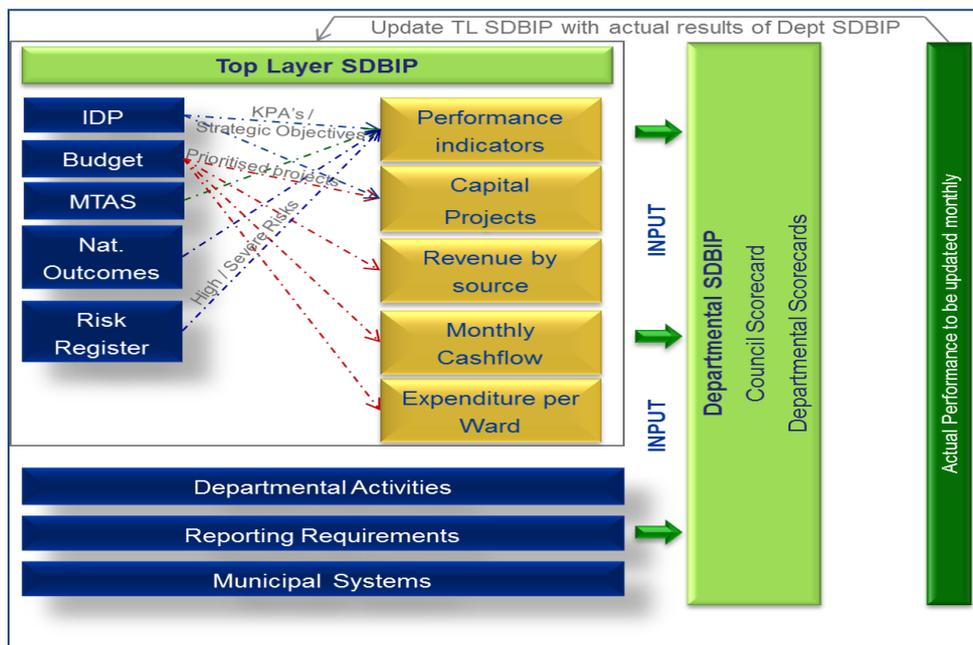
Five-Year Municipal Scorecard which forms part of the IDP and includes expected outcomes over a 5-year period. The outcome indicators are appropriate metrics to annually track and measure the impact of municipal operations with determinations of

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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.²⁸ 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

²⁸ 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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Individual performance is measured as follows:

Municipal Manager and senior managers

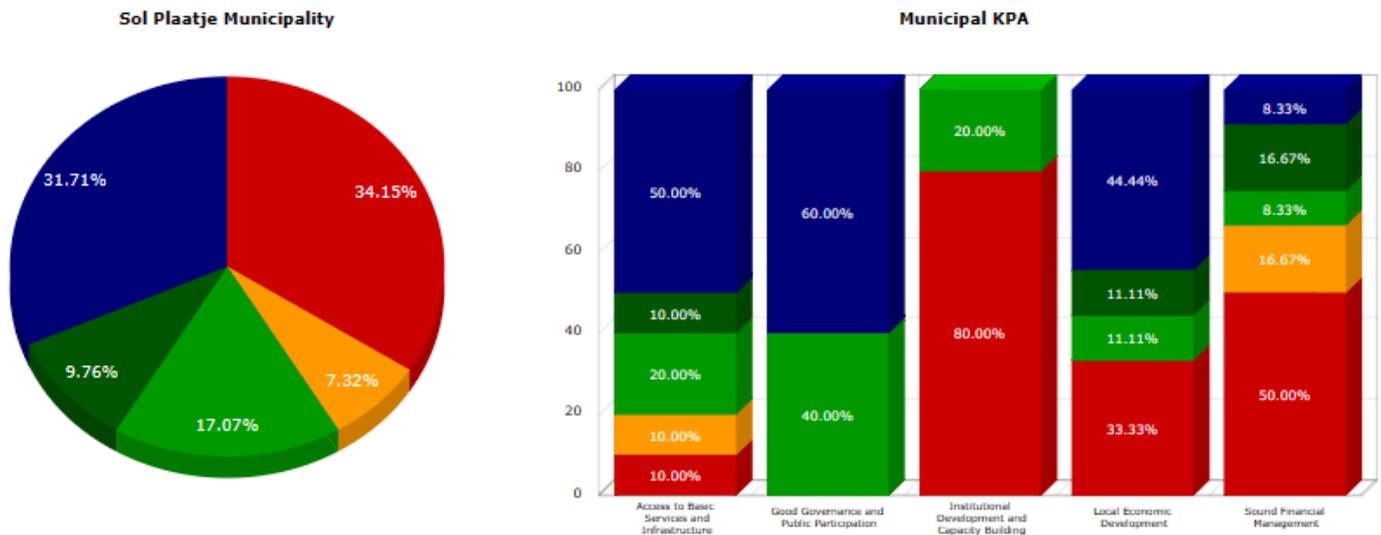
The performance of the Municipal Manager and senior managers is regulated in terms of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (Regulation 805, 2006). In terms of the aforementioned regulation performance agreements are concluded and measured annually and mid-year and are linked to the top-layer SDBIP.

All staff (excluding senior managers)

The Minister of Cooperative Governance and Traditional Affairs promulgated the Local Government: Municipal Staff Regulations (Regulation 890) and Guidelines (891) which is effective since 1 July 2022. In terms of the aforementioned regulations performance agreements that include an operational plan, core competencies and skills development plans, must be concluded by 30 July 2022 with all staff, and performance must be measured and evaluated mid-year (end January) and annually by end August. The municipality is in the process of taking the necessary actions to ensure compliance with Regulation 890.

Municipal performance measured

The graph below shows the municipality's performance as in the Top-Layer SDBIP (mid-year report) for 2022/2023. 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.



PERFORMANCE REPORTING

Performance is reported on a regular basis, and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance (also see table below).

Quarterly Reports

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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 Scorecard²⁹

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.

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

²⁹ 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
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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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		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
Office of Municipal Manager	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.1	Create full-time equivalents through EPWP initiatives by 30 June	Number of full-time equivalents created by 30 June	All	-	552	814	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	All	-	-	-	1	-	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.2	Development of the Draft Investment Promotion Strategy by 30 June	Draft Investment Promotion Strategy completed by 30 June	All	-	-	-	1	-	-	-
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.3	To process 80% category 1 land-use applications received until 30 April through Municipal	% of category 1 land use applications processed	All	80%	80%	89,80%	80%	80%	80%	80%

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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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
				architectural buildings greater than 500m2 (number of plans received / divided by number of weeks to process										
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.7	Number of SMMEs supported through the implementation of the business incubation developmental programme	Number of developmental programmes provided to SMMEs	All	10	10	13	10	13	13	13	13
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.8	Capital Expenditure Framework (CEF)	Approved CEF	-	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.	SO1.9	Number of erven planned and surveyed	Number of erven planned and surveyed	All	-	1400	1 533	5500	1700	1200	1200	1200
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 market and promotion of tourist attractions	Number of programmes conducted	All	100%	0	100%	0	4	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		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
				conducted annually									
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 feasibility study for various industrial precincts in Sol Plaatje Municipal area	% Completion of the feasibility study	All	0	0	-	100%	0%	0%	0%
Strategy, Economic Development, Planning	Planning and Development / Economic Development/Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.12	Percentage completion for the CBD Urban design plan by 30 June 2025	% Completion of the CBD Urban Design Plan	All	0	0	-	0	100%	0%	0%

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Strategic Objective 2													
Improved Service Delivery													
National KPA: Basic Service Delivery and Infrastructure Development													
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
Finances	Water Management / Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1	Number of residential properties which are billed for water by 30 June	Number of residential properties which are billed for water by 30 June	All	46 685	46685		46685	46685	46685	46685
Finances	Finance and administration/ Finance	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.2	Number of residential properties which are billed for electricity or have pre-paid meters by 30 June (excluding Eskom areas)	Number of residential properties which are billed for electricity (conventional metres and pre-paid meters) by 30 June (excluding Eskom areas)	All	69 166	69166		69166	69166	69166	69166
Finances	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.3	Number of residential properties connected to the municipal wastewater sanitation/sewage network for sewerage service,	Number of residential properties which are billed for sewerage by 30 June	All	50 844	50844		50844	50844	50844	50844

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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		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
				irrespective of the number of water closets (toilets) which are billed for sewerage by 30 June									
Finances	Waste Management / Solid waste	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.4	Number of residential properties which are billed for refuse removal by 30 June	Number of residential properties which are billed for refuse by 30 June	All	50 844	50844		50844	50844	50844	50844
Finances	Finance and Administration / Budget and Treasury Office	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.5	The percentage of the municipal capital budget actually spent on capital projects by 30 June (Total actual amount spent on capital projects/Total amount budgeted for capital projects)X100	% of Capital budget spent by 30 June {Actual amount spent on capital projects /Total amount budgeted for capital projects}X100}	All	90%	90%	68%	90%	90%	90%	90%
Finances	Finance and Administration / Budget and Treasury Office	All communities have access to basic services delivered at an acceptable and	SO2.6	The percentage of the total municipal operational	% of the total municipal operational budget spent	All	90%	90%	95%	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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
		agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		budget spent by 30 June ((Actual amount spent on total operational budget/Total operational budget)X100)	by 30 June									
Community Services	Community and Social Services / Libraries and Archives	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.7	95% spent of the library operational conditional grant by 30 June {(Actual expenditure divided by the total grant received) x 100}	% of the library operational conditional grant spent by 30 June {(Actual expenditure divided by the total grant received) x 100}	All	95%	95%	95%	95%	95%	95%	95%	95%
Community Services	Community and Social Services / Libraries and Archives	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.8	Number of reading outreach programmes conducted at all libraries	Number of outreach programmes held	All	60	60	112	60	60	60	60	60
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard	SO2.9	Limit unaccounted for electricity to less than 15% by 30 June {(Number	% unaccounted for electricity by 30 June	All	29%	15%	29,38 %	15%	15%	15%	15%	15%

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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		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
		and the infrastructure is maintained to deliver such services in a sustainable manner		of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased)x 100}									
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.10	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	-	3 272	0	634	-	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Review of the WSDP	1 Adopted WSDP	All	0%	-	-	100%	-	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to	SO2.11	Percentage progress on the completion of the technical assessment of the bulk water supply pipeline	% Progress as per the annual project plan	All	0%	0%	-	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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
		deliver such services in a sustainable manner												
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage completion on the repairs of Smart ball survey priority leaks	% Progress as per the annual project plan	All	0%	0%	-	50%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage development of a data system for the identification and repairs of leakages	% Progress as per the annual project plan	All	0%	0%	-	100%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage progress on the refurbishment of the filters and backwash system for the new Waste Water Treatment Works (WWTW)	% Progress as per the annual project plan	All	0%	0%	-	100%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at	SO2.1 1	Percentage progress on the upgrade of the	% Progress as per the annual project plan	All	0%	0%	-	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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
		an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		security at the Riverton water treatment works										
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	SO2.1 1	Percentage progress on the repair of emergency leakages at the Newton reservoir	% Progress as per the annual project plan	All	0%	0%	-	100%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage progress on the completion of the emergency water meter installation and procurement of a water quality monitoring hardware	% Progress as per annual project plan	All	0%	0%	-	100%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage completion of the emergency bulk leak repairs and corrosion protection	% Progress as per annual project plan	All	0%	0%	-	0%	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		Annual Target			
								22/23	Actual 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	SO2.1 1	Percentage progress on the installation of bulk water meters and pressure regulating valves	% Progress as per annual project plan	All	0%	0%	-	50%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage progress on the upgrade of the power supply and refurbishment of the abstraction pump station (Old and New Plant – Riverton	% Progress as per annual project plan	All	0%	0%	-	100%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage completion on of the Kimberley network leak detection and repair	% Progress as per annual project plan	All	0%	0%	-	30%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard	SO2.1 1	Percentage progress on the upgrade of the old Water Treatment Plant	% Progress as per the annual project plan	All	0%	0%	-	50%	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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
		and the infrastructure is maintained to deliver such services in a sustainable manner		(WTP) chlorine and dosing works										
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	SO2.1 1	Percentage progress on the upgrade of the new Water Treatment Plant (WTP) chlorine and dosing works	% Progress as per the annual project plan	All	0%	0%	-	50%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage completion for the upgrade of the Ritchie Water Treatment Works (WWTW) and bulk pipeline	% Progress as per annual project plan	All	0%	0%	-	30%	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	SO2.1 1	Percentage completion on the leak repairs and refurbishment of the west by-pass bulk water pipe line	% Progress as per annual project plan	All	0%	0%	-	30%	100%	-	-	
Infrastructure and	Water Management/ Water Distribution	All communities have access to basic	SO2.1 1	Percentage progress on the	% Progress as per annual	All	0%	0%	-	0%	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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
Services		services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		repair of the bulk pipeline from Riverton to Mid station (Section 2)	project plan									
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage progress on the repair, coating and refurbishment of eastern by-pass bulk water pipe line (Section 2)	% Progress as per annual project plan	All	0%	0%	-	0%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage progress on the replacement of the corroded 10 km east by-pass bulk water pipe line (Section 2)	% Progress as per annual project plan	All	0%	0%	-	0%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in	SO2.1 1	Percentage progress on the replacement of the corroded section of the west by-pass bulk water pipe	% Progress as per annual project plan	All	0%	0%	-	0%	100%	-	-	

CHAPTER 8

Strategic Objective 2

Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
		a sustainable manner		line (Section 2)										
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	SO2.1 1	Percentage progress on the installation of the 1200 mm new steel bulk water pipe line from Mid station to Newton Reservoir (Section 3)	% Progress as per annual project plan	All	0%	0%	-	0%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage progress on the major refurbishment and building works for the Old Water Treatment Plant	% Progress as per annual project plan	All	0%	0%	-	0%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage progress on the major refurbishment and building works for the New Water Treatment Plant	% Progress as per annual project plan	All	0%	0%	-	0%	100%	-	-	
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at	SO2.1 1	Percentage progress on the assessment of	% Progress as per annual project plan	All	0%	0%	-	0%	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		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
		an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		the pipe condition and cathodic protection									
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	SO2.1 1	Percentage progress on the repairs of the detected leaks on the bulk water pipeline at Ritchie	% Progress as per annual project plan	All	0%	0%	-	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 1	Percentage progress on the SMART meter installation for Ritchie subzone	% Progress as per annual project plan	All	0%	0%	-	0%	100%	-	-
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.1 2	Percentage replacement of water pipes	Percentage replacement of water pipes	-	-	-	-	100%	100%	100%	100%

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Strategic Objective 2													
Improved Service Delivery													
National KPA: Basic Service Delivery and Infrastructure Development													
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target		Annual Target			
								22/23	Actual 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	SO2.1 3	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	SO2.1 4	Construction of a Ring Main Unit (RMU) in Collville	% completion of construction	14	-	-	-	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	SO2.1 5	Construction of a 11 KV line in Ronald's Vlei	% completion of construction	22	0	-	-	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	SO2.1 6	Upgrade of the Hadison park substation	% upgrade	23, 24	-	-	-	50%	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		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
		deliver such services in a sustainable manner											
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.17	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 A- 100}	% unaccounted for water (Non-Revenue Water) annually	All	64%	40%	63,99 %	40%	40%	40%	40%
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.18	99% water quality level achieved as per SANS 241 annually	% water quality level achieved as per SANS 241 criteria annually	All	90%	95%	86,3%	98%	99%	99%	99%
Infrastructure and Services	Water Management/ Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in	SO2.19	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,	All	56%	65%	72,1%	75%	80%	80%	80%

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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		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
Services		services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		provide sanitation by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)}	by 30 June								
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	90% spent of the budget to provide streetlights and high-mast lighting by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)}	Percentage of budget spent by 30 June	All	-	90%	90%	90%	90%	90%	90%
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.24	Replace 250W HPS luminaires with 100W LED luminaires	Number of luminaires replaced	All	-	-	-	262	-	-	-
Infrastructure	Electricity / Electricity	All communities have	SO2.2	Replace 70W	Number of	All	-	-	-	200	-	-	-

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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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
Health and Services		access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	4	MV luminaires with 36W LED luminaires	luminaires replaced									
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	SO2.2 4	Replace 400W MV luminaires with 276W LED luminaires	Number of luminaires replaced	All	-	-	-	315	-	-	-	-
Infrastructure and Services	Electricity / Electricity	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.2 4	Replacement of 125W MV luminaires with 36W LED luminaires by 30 June 2025	Number of luminaires replaced	All	-	-	-	300	-	-	-	-
Infrastructure and Services	Wastewater Management / Sewerage	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in	SO2.2 5	Percentage progress on the construction phase for the Carters Ridge sewer pump station building with all	Percentage progress as per project plan	All	10%	60%	12%	-	40%	-	-	-

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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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
		a sustainable manner		electrical and mechanical equipment										
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	SO2.2 6	Percentage completion for the installation of electrical and mechanical components in Lerato Park sewer pumpstation	Percentage completion as per project plan	All	16%	100%	28,50 %	-	-	-	-	
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	SO2.2 7	Percentage progress on the construction of the foundations for two elevated water tanks	Percentage progress on the construction as per project plan	All	-	100%	50%	-	-	-	-	
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	SO2.2 8	Percentage completion of the number of old sink toilets to be reconstructed	Percentage completion on number of old sink toilets reconstructed	All	-	-	100%	-	100%	100%	100%	
Infrastructure and Services	Fleet	All communities have access to basic services delivered at	SO2.2 9	100% procurement of identified fleet	Percentage of identified fleet delivered	SPM	100%	100%	80%	100%	100%	100%	100%	

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Strategic Objective 2													
Improved Service Delivery													
National KPA: Basic Service Delivery and Infrastructure Development													
Directorate	mSCOA Function / sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
		an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		as per the fleet replacement plan (number of vehicles delivered out of the number of vehicles identified for purchase x100)									
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	SO2.30	90% spent of the budget to provide sport and recreation facilities by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project)	Percentage of budget spent by 30 June	All	-	90%	90%	90%	90%	90%	90%
Infrastructure and Services	Water Management / Water Distribution	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.31	Upgrade water infrastructure (replace 8000 water meters)	Number of water meters replaced by 30 June	All	-	-	-	8 000	2 000	2 000	2 000
Infrastructure and Services	Electricity	All communities have access to basic services delivered at	SO2.32	Upgrade electricity infrastructure	Number of electricity meters	All	-	-	-	8 000	2 000	2 000	2 000

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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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
		agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		annual maintenance plan										
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	SO2.37	% Maintenance of usable community parks as per the annual maintenance plan	% Maintenance	All	100%	100%	100%	100%	100%	100%	100%	100%
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.38	Plan and conduct roadblocks	Number of roadblocks conducted	-	6	8	22	8	8	8	8	8
Corporate Services	Health and Safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.39	Safeguarding of municipal assets to restrict vandalism of municipal infrastructure	Percentage of municipal assets provided with security	All	100%	90%	-	90%	90%	90%	90%	90%
Community	Health and safety	All communities have	SO2.4	Plan and	Number of	All	-	6 000	22	6 000	6 000	6 000	6 000	6 000

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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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
and social development		access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	0	conduct stop and check points to improve road safety	stop and checkpoints conducted									
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	SO2.4 1	Conduct quarterly awareness for HIV, STI and TB	Number of awareness campaigns conducted	All	4	4	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	SO2.4 2	Conduct monthly inspections of food premises	Number of inspections	All	1 800	1 800	3 256	1 800	4 200	4 200	4 200	4 200
Community and social development	Health and safety	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in	SO2.4 3	Conduct monthly inspections at non-food premises to ensure compliance to legislation	Number of inspections	All	1 200	1 200	1 200	1 200	4 200	4 200	4 200	4 200

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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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
		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	SO2.4 4	Number of water samples collected and tested	Number of water samples collected and tested	All	960	960	0	960	800	800	800	
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	SO2.4 5	Number of households in Colville to be connected to the electricity network	Number of households to be connected to the electricity network	14	0	0	0	138	0	0	0	
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	SO2.4 6	Percentage progress for the upgrading of storm water channels in various areas of Sol Plaatje municipal area by 30 June 2025	Percentage progress on upgrading of storm water channels	SPM	0	0	0	0	100%	100%	100%	
Office of the MM	Administration	All communities have access to basic services delivered at an acceptable and agreed upon standard	SO2.4 7	Number of project management meetings held	Number of meetings held	SPM	0	0		0	10	10	10	

CHAPTER 8

Strategic Objective 3													
Good, clean and transparent governance and public participation													
National KPA: Good Governance and Public Participation													
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
Office of the MM	Finance and Administration	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.1	Compile the final Annual Report for submission to council by 31 March	Final Annual Report for submitted to council by 31 March	All	1	1	0	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	All	1	1	1	1	1	1	1
Office of the MM	Finance and Administration / Risk management	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.3	Report quarterly on the progress of risk mitigation to the MM and EMT	Quarterly reports on strategic risk register	All	4	4	4	4	4	4	4
Office of the MM	Internal audit	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.4	Number of audits conducted as per the internal audit plan	Number of internal audits conducted	All	22	20	18	10	10	10	10
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	All	4	4	4	4	4	4	4
Office of the MM	Finance /Risk management / internal audit	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.6	Develop and submit an audit action plan to the MM to address matters raised by the auditor general within 60 days	Developed and submitted audit action plan	All	1	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		Annual Target				
								22/23	Actual 22/23	23/24	24/25	25/26	26/27	
		towards a clean audit		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	All	1	1	1	1	1	1	1	1
Office of the MM	Finance and Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.8	Investigate the possibility to update all municipal policies and standards	Investigation report	All	1	-	-	1	-	-	1	1
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.9	To disseminate on a monthly basis the electronic municipal newsletter through social media platforms	Monthly distribution	All	0	12	0	12	12	12	12	12
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.10	To respond to all media enquiries and issue media statements within 24hrs after an occurrence	Response times after an event has occurred	All	24hrs	24hrs	24 hrs	24hrs	24hrs	24hrs	24hrs	24hrs
Corporate Services	Administration / Administrative and Corporate Support	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.11	Number of quarterly reports submitted on gender activities (mainstream values of moral regeneration movement, child	Number of reports submitted	All	-	-	-	-	4	4	4	4

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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		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
Finance	Finance and Administration / Finance	The municipality is financially viable to deliver services to the community	SO4.1	Provide free basic water to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic water by 30 June 2024	All	12264	15 000	12 033	11 800	11 800	11 800	11 800
Finance	Finance and Administration / Finance	The municipality is financially viable to deliver services to the community	SO4.2	Provide free basic electricity to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic electricity by 30 June 2024	All	12264	15 000	12 033	11 800	11 800	11 800	11 800
Finance	Finance and Administration / Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.3	Provide free basic sanitation to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic sanitation by 30 June 2024	All	12264	15 000	12 033	11 800	11 800	11 800	11 800
Finance	Finance and Administration / Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.4	Provide free basic refuse removal to indigent households earning less than R4 500 by 30 June 2024	Number of households receiving free basic refuse removal by 30 June 2024	All	12264	15 000	12 033	11 800	11 800	11 800	11 800
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.5	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations by 30 June (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term	Debt to revenue by 30 June	All	25%	25%	8%	25%	25%	25%	25%

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		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
				Lease)									
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.6	Maintain the debt coverage ratio of 2:1 against net assets of the municipality by 30 June 2023 (Current Assets / Current Liabilities)	Debt coverage ratio	All	2:28	2:1	1:1.53	2:1	2:1	2:1	2:1
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) × 365	Net debtor days	All	356	300	327	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	All	28,2%	14%		14%	14%	14%	14%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.9	Financial viability measured in terms of the available cash to cover fixed operating expenditure (Cost coverage ((Cash and Cash Equivalents -	Cost coverage ratio by 30 June	All	0.91	1	0.56:1	1	1	1	1

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		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
												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)	
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.10	To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award by 30 June (Number of tenders received divided by number of weeks awarded.	Average time in weeks to award tender	All	10 weeks	12 weeks	13,50 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	-	6 weeks	6 weeks	9 weeks	6 weeks	6 weeks	6 weeks	6 weeks
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.12	Number of planned BSC meetings conducted to process bids	Number of meetings conducted	All	1	-	-	24	24	24	24

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		Annual Target			
								22/23	Actual 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	SO4.13	95% collection rate and ensure payment based on correct account (receipts/ billingx100)	95% collection rate achieved
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	All	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	% of UFW expenditure reported against total budget (capex and opex)	All	-	25%	24%	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	% of Fruitless and wasteful expenditure after condonement against total operational expenditure x100	All	-	0%	1%	0%	0%	0%	0%
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.17	Elimination of Unauthorised expenditure by 30 June	% of Unauthorised expenditure after condonement against total operational expenditure x100	All	-	0%	0%	0%	0%	0%	0%

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		Annual Target			
								22/23	Actual 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 and non financial mSCOA reports on the GoMUNI webbased application by the set deadlines provided by National Treasury. (All reports to be uploaded within 10 working days after the month-end)	% of reports loaded on the GoMuni application
Finance	Finance and Administration / Budget and Treasury Office	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.19	Reduce Trade Creditors payment period to 300 days by 30 June (Trade Creditors Outstanding / Credit Purchases/(Operating and Capital) x365)	Creditors Payment Period (Trade Creditors)	All	359	-	-	300	300	300	300

CHAPTER 8

Strategic Objective 5													
Improved Institutional Management													
National KPA: Institutional Development and Municipal Transformation													
Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.1	Percentage of people from employment equity target groups appointed in the three highest levels of management during the 2023/24 financial year in compliance with the municipality's approved employment equity plan	% of people that will be appointed in the three highest levels of management in compliance with a municipality's approved employment equity plan	All	72%	72%	58%	72%	72%	72%	72%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.2	Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure (employee related costs and councillors remuneration/total operating expenditure x 100)	Employee cost as a percentage of total operating cost	All	39%	33%	31,92%	33%	33%	33%	33%
Finance	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.3	Percentage of municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2024 ((Total Actual Training Expenditure/ Total personnel Budget)x100))	(Total expenditure on training/total personnel budget)/100	All	0.01%	0.01%		0.01%	0.01%	0.01%	0.01%
Finance	Finance and	The municipality is internally	SO5.4	Limit vacancy rate to 20%	(Number of funded	All	0%	20%	0%	20%	20%	20%	20%

CHAPTER 8

Strategic Objective 5

Improved Institutional Management

National KPA: Institutional Development and Municipal Transformation

Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
	Administration / Human Resources	transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		of funded post by 30 June 2025 {(Number of funded posts vacant divided by budgeted funded posts)x100}	posts vacant 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	Workplace Skills Plan submitted to LGSETA by 30 April	All	1	1	0	1	1	1	1
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.6	Review organogram to be aligned with strategy and comply with R890 by 30 June 2024	Organogram reviewed by 30 June 2024	All	1	-	0	1	-	-	-
Corporate Services	Finance and Administration / Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.7	Document and distribute standard operation procedures to every municipal directorate by 30 June 2024	Standard Operating Procedures documented and provided to municipal directorates by 30 June 2024	All	1	-		1	-	-	-
Corporate Services	Administration / Human	The municipality is internally transformed to deliver the	SO5.8	Coordinate Bi-annual performance assessments	Performance assessments	-	2	2	0	2	2	2	2

CHAPTER 8

Strategic Objective 5

Improved Institutional Management

National KPA: Institutional Development and Municipal Transformation

Directorate	mSCOA Function / Sub-function	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target		Annual Target			
								22/23	Actual 22/23	23/24	24/25	25/26	26/27
	Resources	services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.		of the MM and managers reporting directly to the MM	conducted twice per year								
Corporate Services	Administration /Human Resources	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.9	Develop, submit and publicise the performance agreements of the MM and managers reporting directly to the MM (the number of performance agreements is dependant on the filled positions)	Number of performance agreements signed, submitted and publicised	-	4	6	6	6	6	6	6
Office of the MM	Administration	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.10	To implement ICT systems and technology to enable the municipality to deliver excellent customer experience	Percentage implementation of the ICT operational plan	-	70%	100%	75%	100%	100%	100%	100%

LIST OF ACRONYMS

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

REFERENCES

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

ANNEXURE 1

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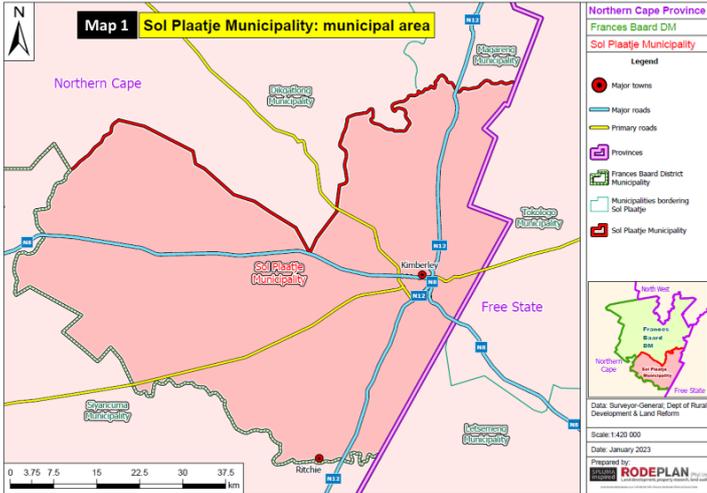
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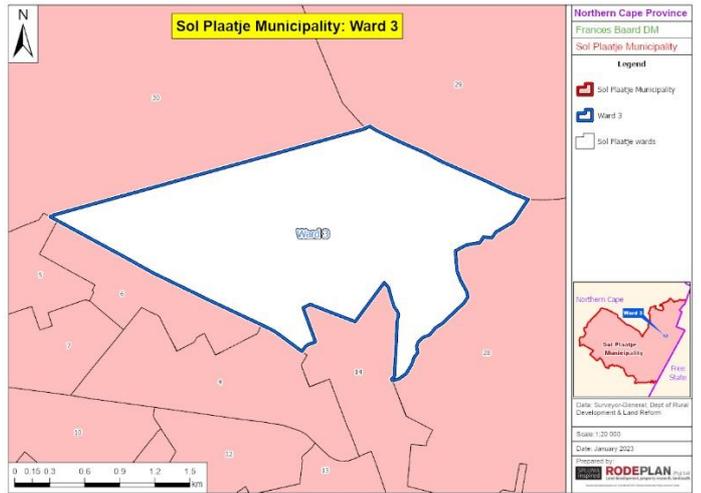
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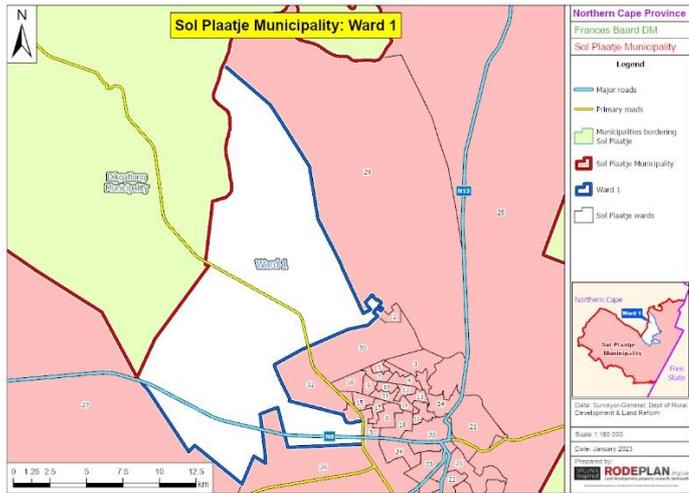
ANNEXURE 1 MAPS



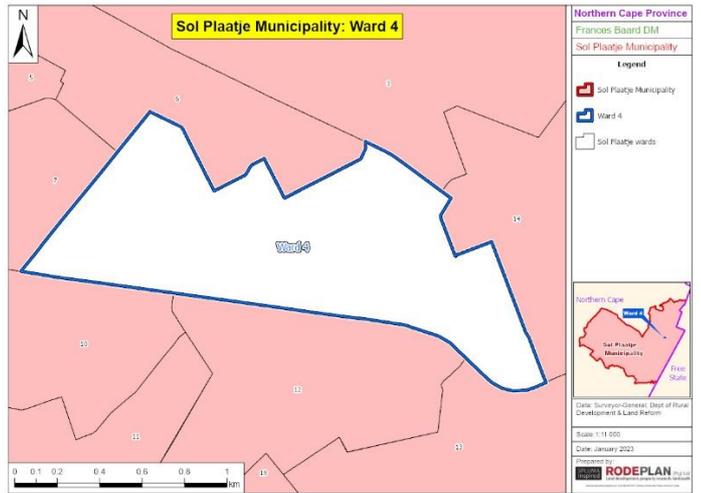
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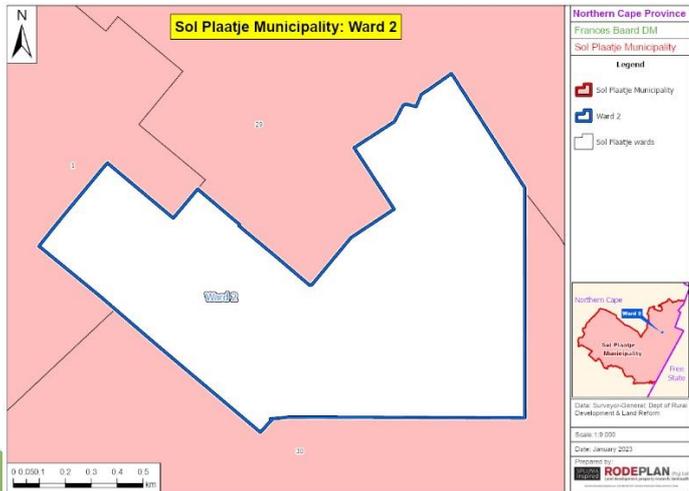
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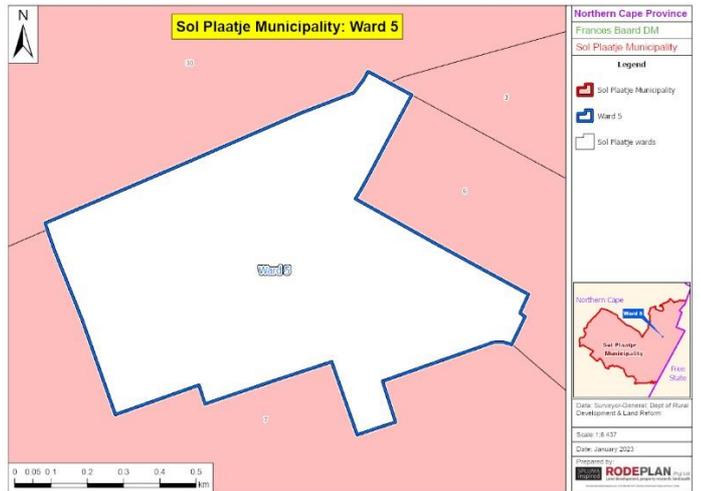
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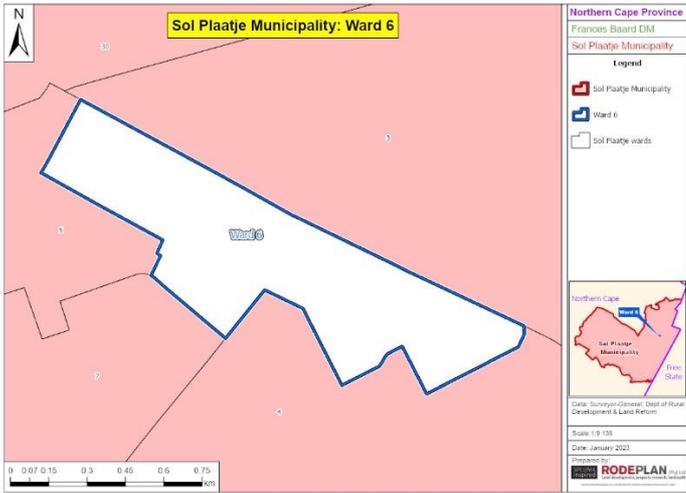


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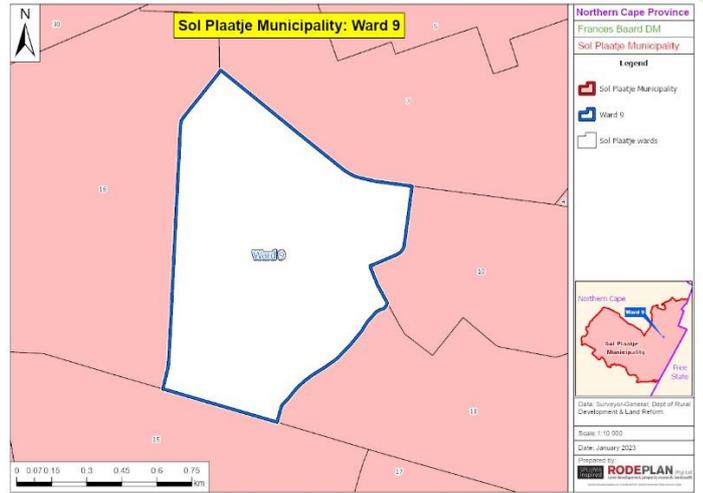


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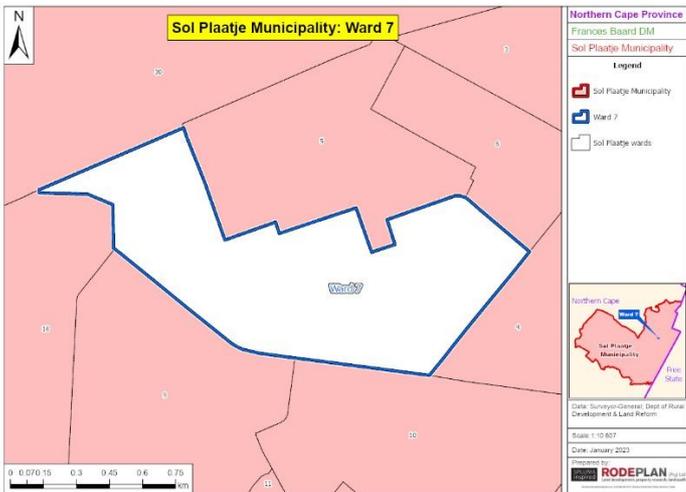
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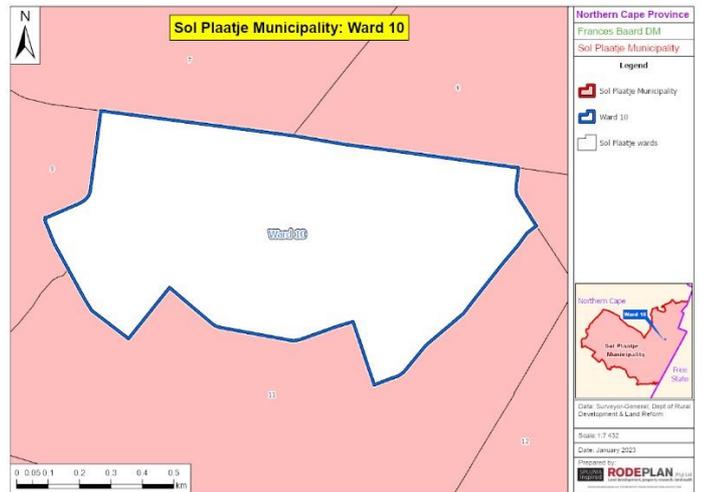
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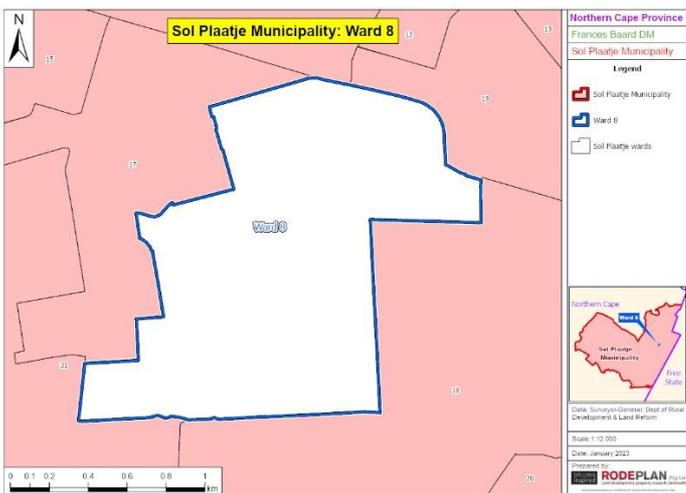
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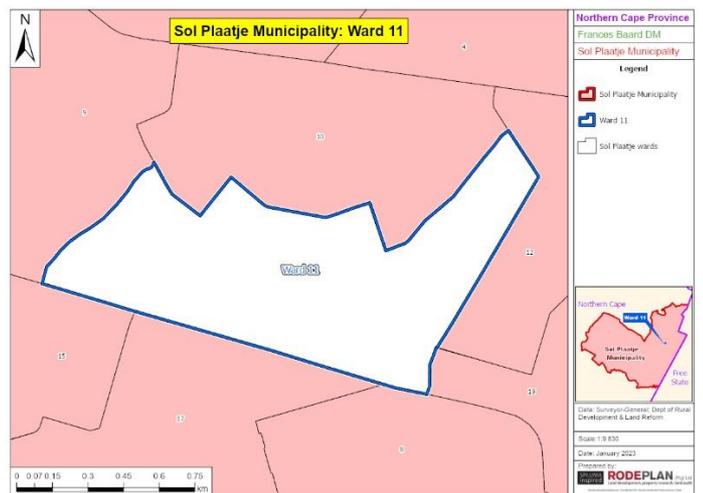
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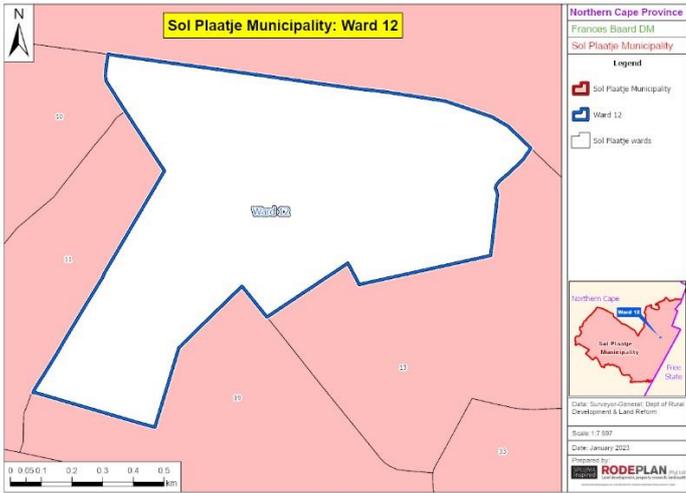


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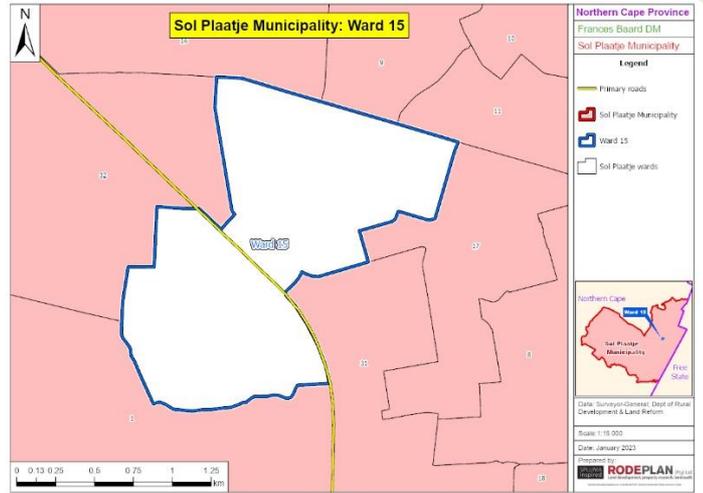


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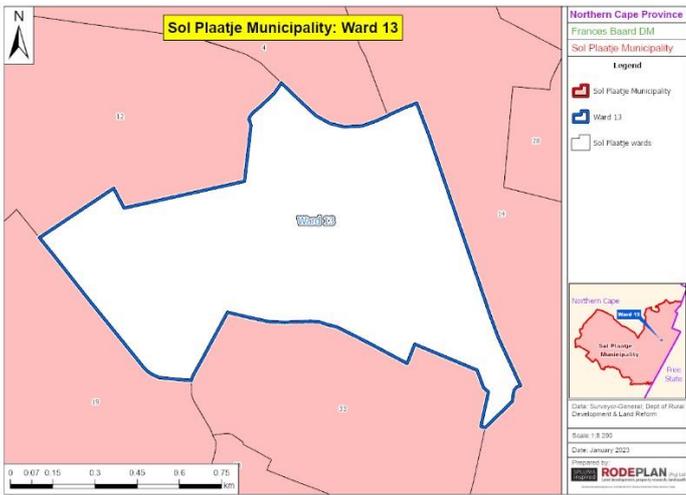
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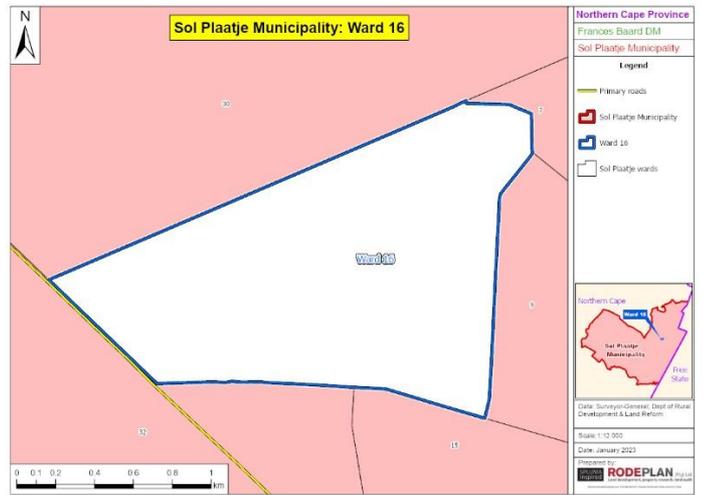
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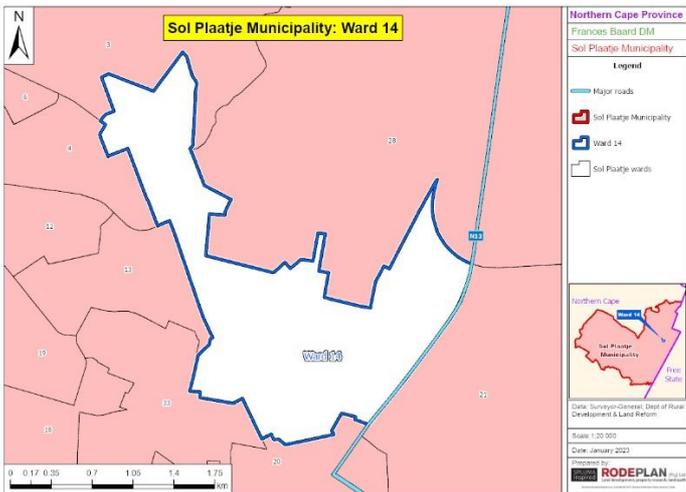
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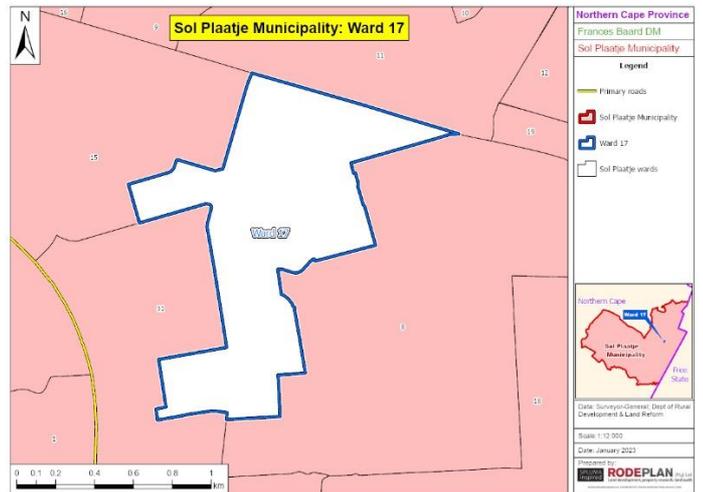
Ward 13



Ward 16

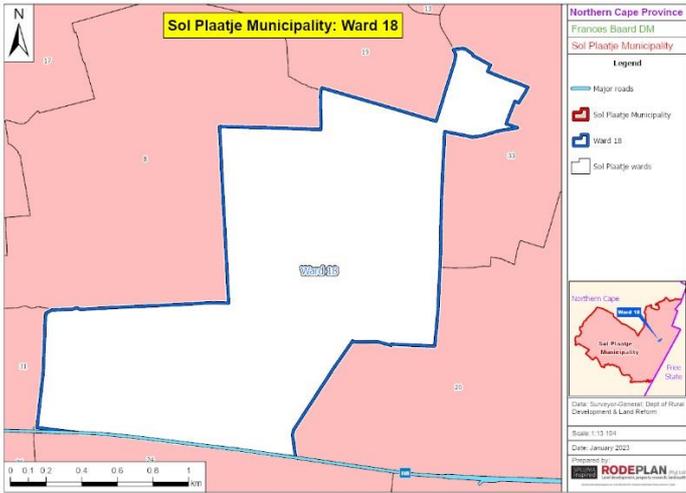


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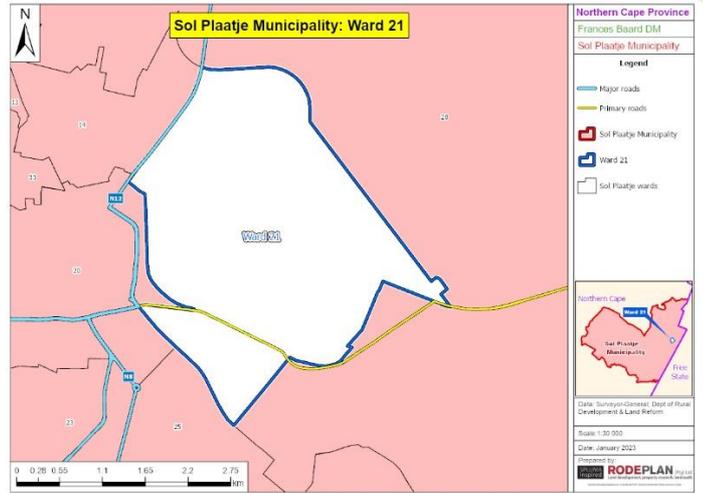


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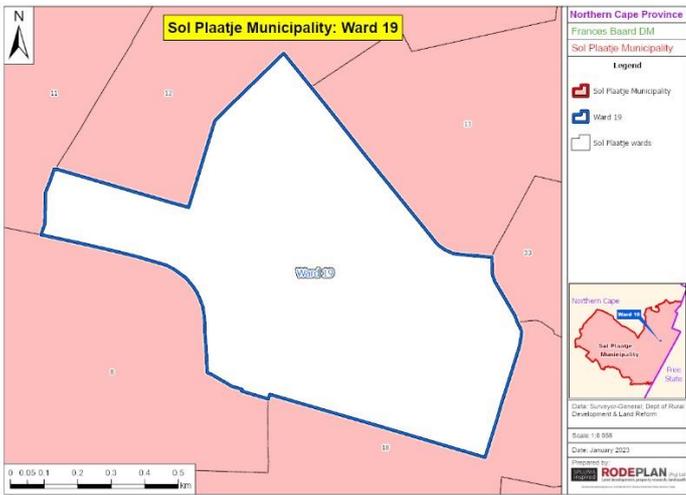
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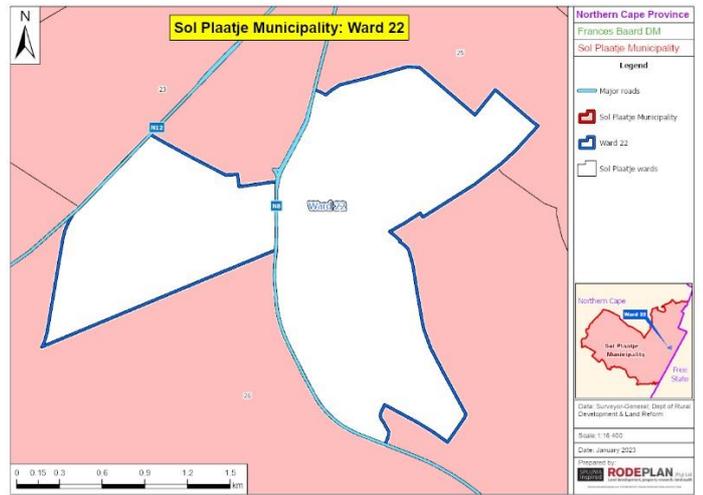
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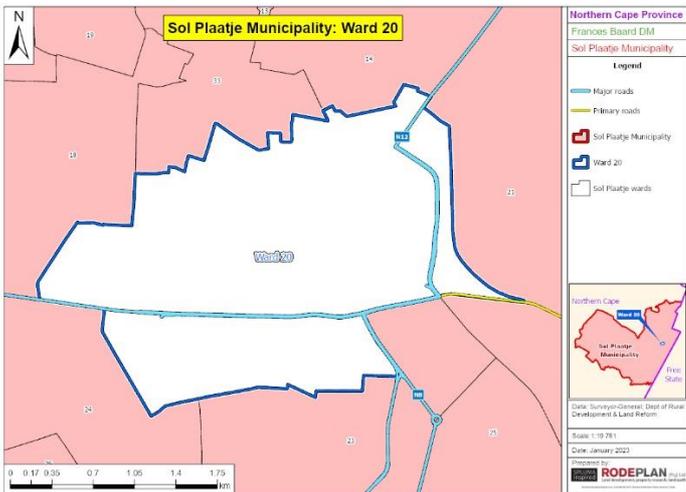
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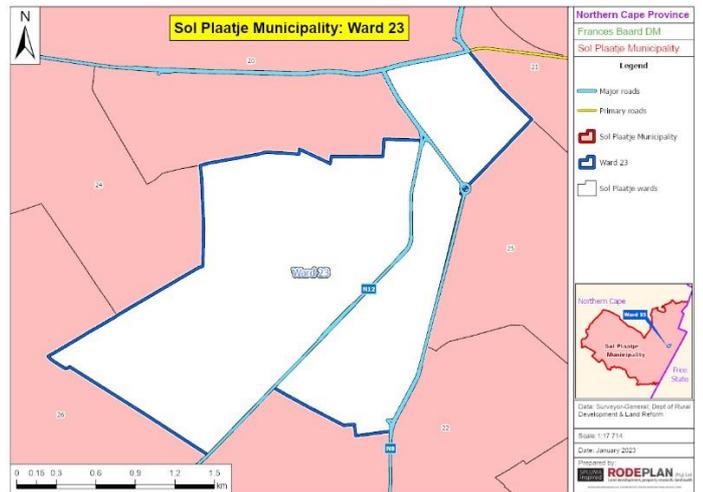
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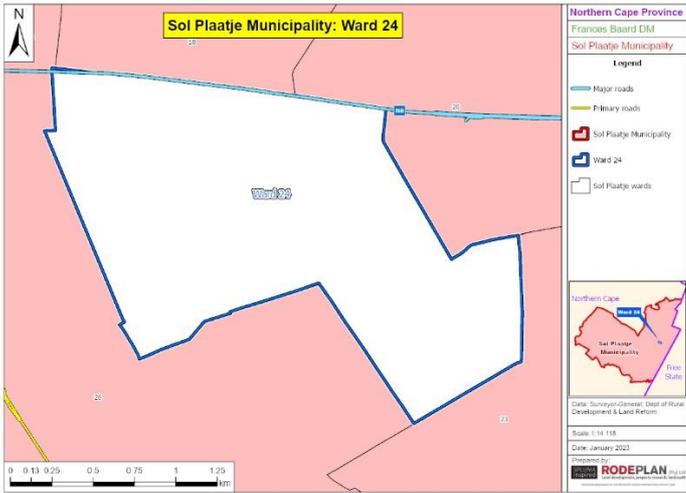


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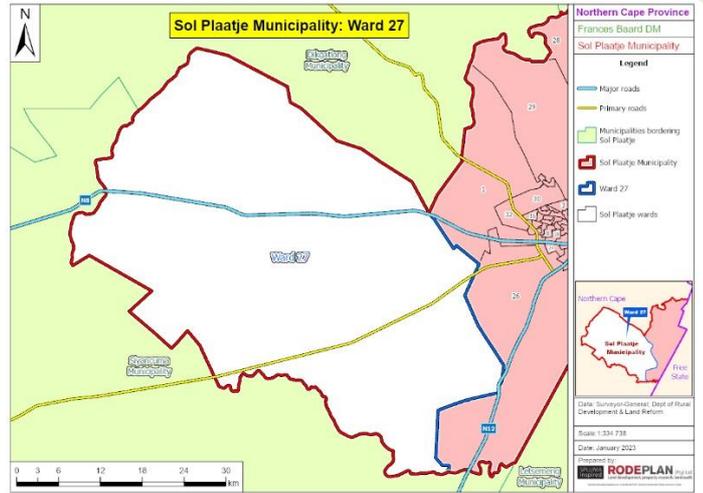


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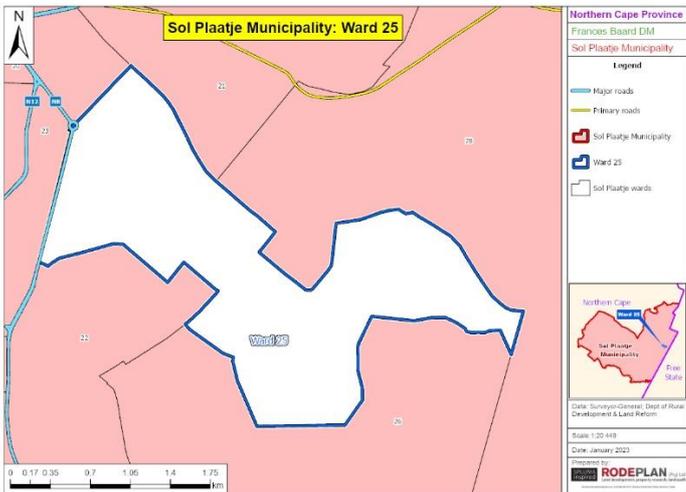
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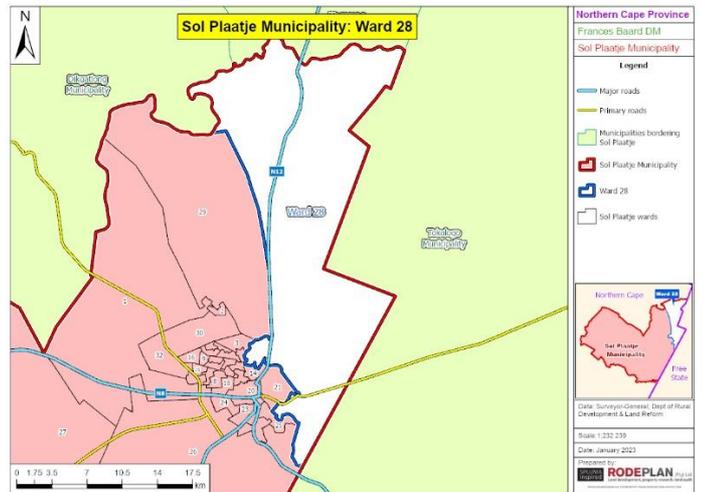
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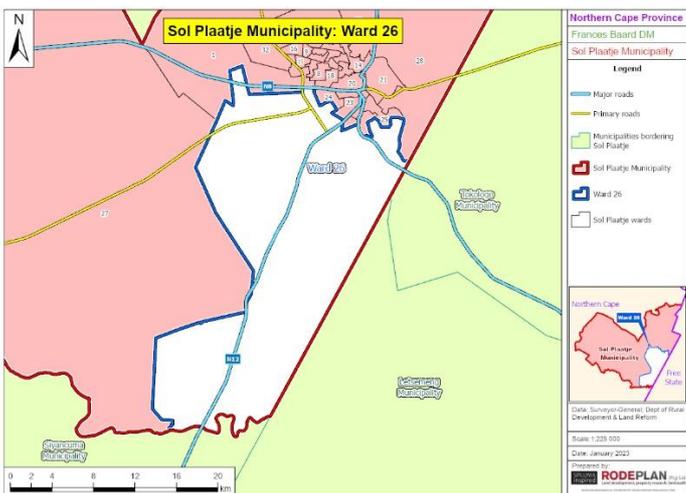
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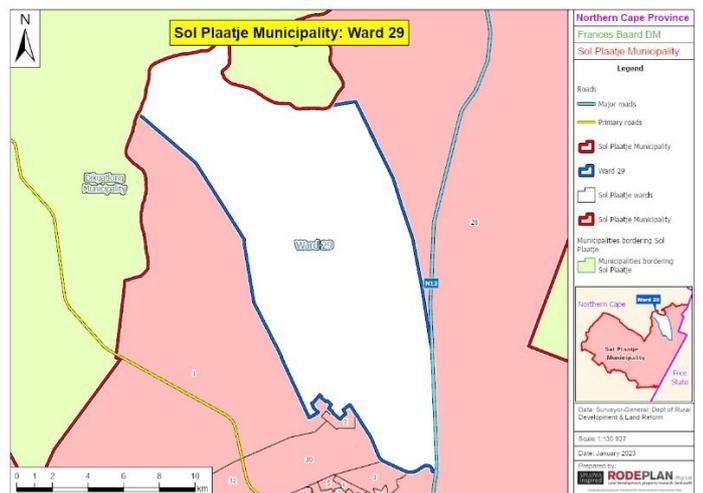
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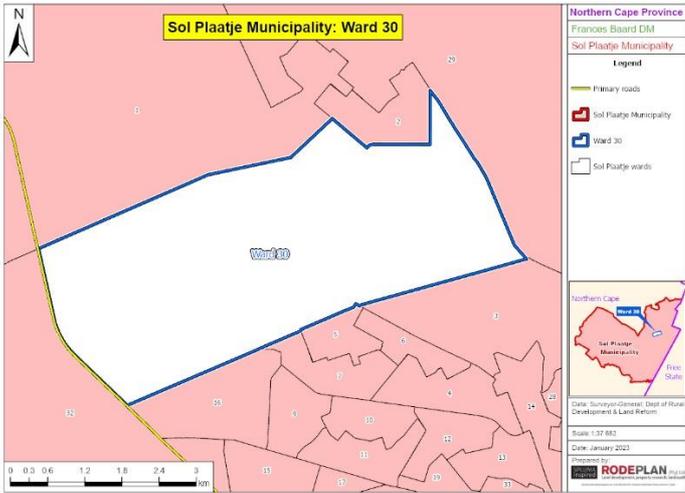


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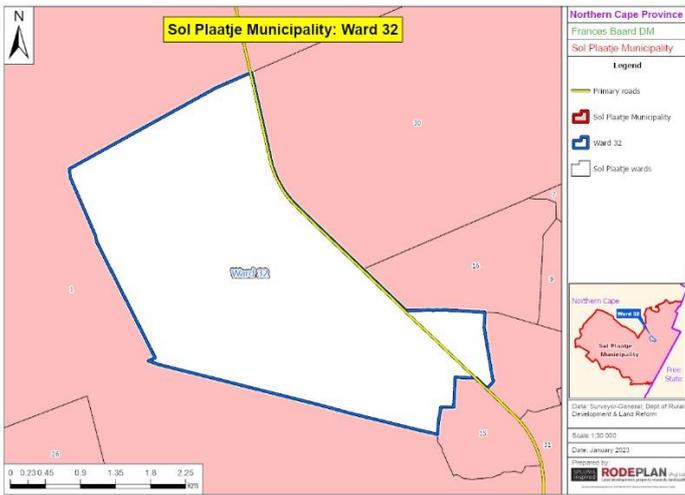


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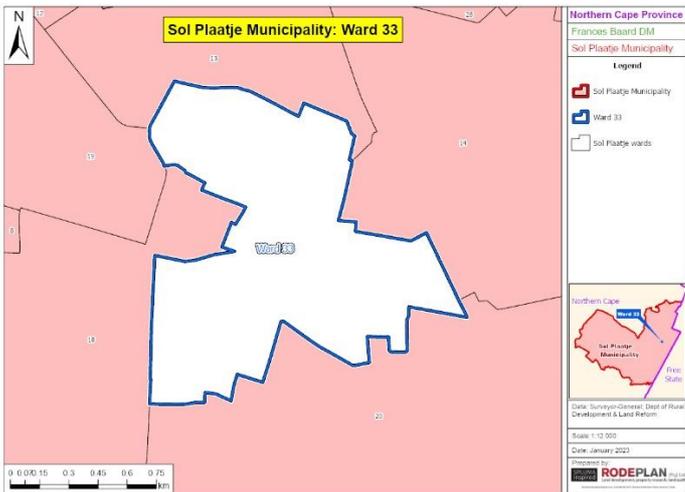
ANNEXURE 1



Ward 31



Ward 32



Ward 33

ANNEXURE 2

SECTION 5:

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

ANNEXURE 7

FINAL SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS PER KEY PERFORMANCE AREA 2024/2025

<p style="text-align: center;"><u>Strategic Objective 1</u></p> <p style="text-align: center;">Economic growth through promoting Sol Plaatje Municipality as an economic hub</p> <p style="text-align: center;">National KPA: Local Economic Development</p>													
SDBIP ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	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 2025	Number of full-time equivalents created by 30 June	Register and reports of FTE's created through EPWP	SPM	814	553	100	160	120	173
TBC	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.3	To process 80% category 1 land-use applications received until 30 April through Municipal Planning Tribunal by 30 June 2025	% of category 1 land use applications processed	Register of processed Category 1 land use applications	SPM	89,80%	80%	0%	0%	0%	80%
TBC	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.4	Number of processed building plans received before 1 July 2024	Number of building plans processed	Register indicating the number of building plans processed which were received before 1 July 2024, number and dates when plans were addressed	SPM	200	200	50	50	50	50
TBC	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.5	Ensuring a response time of 11 weeks for building plans submissions received in the current financial year for buildings / architectural buildings less than 500m2 (number of plans received / divided by number of weeks to process	Average response time in weeks to process building plans	Register indicating the steps for processing and dates when each step was signed off	SPM	8 weeks	11 weeks	11 weeks	11 weeks	11 weeks	11 weeks

<p style="text-align: center;"><u>Strategic Objective 1</u></p> <p style="text-align: center;">Economic growth through promoting Sol Plaatje Municipality as an economic hub</p> <p style="text-align: center;">National KPA: Local Economic Development</p>													
SDBIP ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	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 greater than 500m2 (number of plans received / divided by number of weeks to process	Average response time in weeks to process building plans	Register indicating the steps for processing and dates when each step was signed off	SPM	11 weeks	11 weeks	11 weeks	11 weeks	11 weeks	11 weeks
TBC	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.7	Number of SMMEs supported through the implementation of the business incubation developmental programme	Number of developmental programmes provided to SMMEs	Training and attendance register	SPM	13	10	3	3	2	2
TBC	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.9	Number of erven planned and surveyed by 30 June 2025	Number of erven planned and surveyed	Layout Plan and Draft SG diagram	SPM	1 533	1 700	0	0	0	1 700
TBC	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.10	Number of market and promotion of tourist attractions conducted annually	Number of programmes conducted	Quarterly reports	SPM	0	4	1	1	1	1
TBC	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.12	Number of tourist signage upgraded by 30 June 2025	Number of signs upgraded	Project Implementation Plan and completion report	SPM	0	10	0	10	0	0

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	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	S01.12	Percentage completion for the upgrading of the tram by 30 June 2025	% Completion as the annual project plan	Project Implementation Plan and completion report	SM	0	100%	0	0	0	100%

Strategic Objective 2

Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	Finances	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.5	The percentage of the municipal capital budget actually spent on capital projects by 30 June (Total actual amount spent on capital projects/Total amount budgeted for capital projects) X100	% of Capital budget spent by 30 June (Actual amount spent on capital projects /Total amount budgeted for capital projects) X100}	Financial and Audit reports	SPM	68%	90%	15%	45%	60%	90%
TBC	Finances	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.6	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	Financial and Audit reports	SPM	95%	90%	25%	50%	75%	90%
TBC	Community Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.8	Number of reading outreach programmes conducted at all libraries	Number of outreach programmes held	Outreach programmes conducted	SPM	112	60	15	15	15	15
TBC	Community Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.8	Percentage completion of the fencing of Frank Roro cricket field	%completion	Project completion certificate	SPM	0	100%	25%	100%	-	-

Strategic Objective 2
Improved Service Delivery
National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	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	Limit unaccounted for electricity to less than 15% by 30 June {(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased} x 100}	% unaccounted for electricity by 30 June	Calculation on electricity losses as per the actual records system	SPM	29.38%	15%	25%	20%	18%	15%
TBC	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	SO2.11	Percentage progress on the refurbishment of the filters and backwash system for the new Waste Water Treatment Works (WWTW), Phase 2	% Progress as per the annual project plan	Project progress report for the refurbishment of the filters and backwash system for the new WWTW	SPM	0%	100%	25%	50%	75%	100%
TBC	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	SO2.11	Percentage progress on the upgrade of the security at the Riverton water treatment works by 30 June 2025	% Progress as per the annual project plan	Project progress report for upgrading of security	SPM	0%	100%	15%	35%	75%	100%
TBC	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	SO2.11	Percentage progress on the repair of emergency leakages at the Newton reservoirs by 30 June 2025	% Progress as per the annual project plan	Project progress report for repair of leakages	SPM	0%	100%	15%	35%	75%	100%
TBC	Infrastructure	All communities have access to basic services delivered at	SO2.11	Percentage progress on the completion of the	% Progress as per annual project	Project progress report for	SPM	0%	100%	25%	50%	75%	100%

Strategic Objective 2

Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
	and Services	an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		emergency water meter installation and procurement of a water quality monitoring hardware by 30 June 2025	plan	completion on emergency meter installations							
TL 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	SO2.11	Percentage progress on the upgrade of the power supply and refurbishment of the abstraction pump station (Old and New Plant – Riverton), Phase 2 by 30 June 2025	% Progress as per annual project plan	Project progress report for upgrading and refurbishment	SPM	0%	100%	25%	50%	75%	100%
TL 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	SO2.11	Percentage completion on the design work for Phase 1 of the Kimberley network leak detection and repair by 30 June 2025	% Progress as per annual project plan	Project progress report for the completion of the design work for Ph 1	SPM	0%	100%	50%	75%	100%	0%
TBC	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	SO2.11	Percentage completion on the leak repairs and refurbishment of the west by-pass bulk water pipe line by 30 June 2025	% Progress as per annual project plan	Project progress report for the completion of the leak repairs and refurbishment of bulk water pipe line	SPM	0%	100%	25%	50%	75%	100%
T 24	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed	SO2.11	Percentage progress on the repair of the bulk pipeline from Riverton to	% Progress as per annual project	Project progress report for repair of bulk	SPM	0%	100%	25%	50%	75%	100%

<p align="center">Strategic Objective 2</p> <p align="center">Improved Service Delivery</p> <p align="center">National KPA: Basic Service Delivery and Infrastructure Development</p>													
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
		upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		Mid station (Section 2) by 30 June 2025	plan	pipeline							
TBC	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	SO2.11	Percentage progress on the repair, coating and refurbishment of eastern by-pass bulk water pipe line (Section 2) by 30 June 2025	% Progress as per annual project plan	Project progress report for the repair, coating, and refurbishment of bulk water pipeline	SPM	0%	100%	25%	50%	75%	100%
TBC	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	SO2.11	Percentage progress on the replacement of the corroded 10 km east by-pass bulk water pipe line (Section 2) by 30 June 2025	% Progress as per annual project plan	Project progress report for replacement of the bulk water pipeline	SPM	0%	100%	25%	50%	75%	100%
TBC	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	SO2.11	Percentage progress on the replacement of the corroded section of the west by-pass bulk water pipe line (Section 2) by 30 June 2025	% Progress as per annual project plan	Project progress report for the repair, coating and refurbishment of bulk water pipeline	SPM	0%	100%	25%	50%	75%	100%
TBC	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained	SO2.11	Percentage progress on the installation of the 1200 mm new steel bulk water pipe line from Mid station to Newton	% Progress as per annual project plan	Project progress report for the installation of the bulk water pipe line	SPM	0%	100%	25%	50%	75%	100%

Strategic Objective 2
Improved Service Delivery
National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
		to deliver such services in a sustainable manner		Reservoir (Section 3) by 30 June 2025									
TBC	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	SO2.11	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	Project progress report for the refurbishment and building works	SPM	0%	100%	25%	50%	75%	100%
TBC	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	SO2.11	Percentage progress on the major refurbishment and building works for the New Water Treatment Plant by 30 June 2025	% Progress as per annual project plan	Project progress report for the refurbishment and building works	SPM	0%	100%	25%	50%	75%	100%
TBC	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	SO2.11	Percentage completion on the repairs of Smart ball survey priority leaks by 30 June 2025	% Progress as per the annual project plan	Project progress report for completion on repairs	SPM	0%	100%	75%	100%	0%	0%
TBC	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	SO2.11	Percentage development of a data system for the identification and repairs of leakages by 30 June 2025	% Progress as per the annual project plan	Project progress report for development of a data system	SPM	0%	100%	0%	0%	100%	0%

Strategic Objective 2

Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
		sustainable manner											
TBC	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	SO2.11	Percentage progress on the installation of bulk water meters and pressure regulating valves (Ph 2) by 30 June 2025	% Progress as per annual project plan	Project progress report for the installation of bulk water meters and regulating valves	SPM	0%	100%	0%	75%	0%	100%
TBC	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	SO2.11	Percentage progress on the assessment of the pipe condition and cathodic protection by 30 June 2025	% Progress as per annual project plan	Project progress report for the assessment and cathodic protection	SPM	0%	100%	0%	75%	0%	100%
TBC	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	SO2.11	Percentage progress on the repairs of the detected leaks on the bulk water pipeline at Ritchie by 30 June 2025	% Progress as per annual project plan	Project progress report on the repairs of the detected leaks	SPM	0%	100%	25%	50%	75%	100%
TBC	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	SO2.11	Percentage progress on the SMART meter installation for Ritchie subzone by 30 June 2025	% Progress as per annual project plan	Project progress report for the SMART meter installation	SPM	0%	100%	25%	50%	75%	100%
TBC	Infrastructure	All communities have access	SO2.11	Percentage progress on	% Progress as per	Progress report	SPM	0%	100%	0%	75%	0%	100%

Strategic Objective 2

Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
	and Services	to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		the upgrade of the old Water Treatment Plant (WTP) chlorine and dosing works (Phase 2) by 30 June 2025	the annual project plan	for the completion on upgrade							
TBC	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	SO2.11	Percentage progress on the upgrade of the new Water Treatment Plant (WTP) chlorine and dosing works (Phase 2) by 30 June 2025	% Progress as per the annual project plan	Progress report for the completion on upgrade	SPM	0%	100%	0%	75%	0%	100%
TBC	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	SO2.11	Percentage completion of the Kimberley network leak detection and repair (Phase 2) by 30 June 2025	% Progress as per annual project plan	Project progress report for the completion on repairs	SPM	0%	100%	50%	75%	100%	0%
TBC	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	SO2.17	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	Financial report	SPM	63,99%	40%	55%	50%	45%	40%
TBC	Infrastructure and Services	All communities have access to basic services delivered at	SO2.18	99% water quality level achieved as per SANS 241	% water quality level achieved as	IRIS report, Laboratory	SPM	86.3%	99%	99%	99%	99%	99%

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Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets				
									24/25	Q1	Q2	Q3	Q4	
		an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		annually	per SANS 241 criteria annually	Analysis Report, Monitoring Report								
TBC	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	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	IRIS report, Laboratory Analysis Report, Monitoring Report	SPM	72.1%	80%	80%	80%	80%	80%	80%
TBC	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 square metres of roads to be resealed by 30 June 2025	Square metres of road to be resealed	Project progress report and practical completion certificate	SPM	123 000 m ²	200 000 m ²	0	100 000 m ²	50 000 m ²	50 000 m ²	50 000 m ²
TBC	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	Distance of kilometres of residential roads upgraded from gravel to a paved surface by 30 June 2025	Number of kilometres paved	Project progress report and practical completion certificate	SPM	4.1 km	5 km	1 km	1.5 km	1.5 km	1 km	1 km
TBC	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained	SO2.24	Replace 250W HPS luminaires with 100W LED luminaires	Number of luminaires replaced	Project progress reports and practical completion certificate	SPM	0	262	0	0	0	0	262

Strategic Objective 2
Improved Service Delivery
National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
		to deliver such services in a sustainable manner											
TBC	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	SO2.24	Replace 70W MV luminaires with 36W LED luminaires	Number of luminaires replaced	Project progress reports and practical completion certificate	SPM	0	200	0	0	0	200
TBC	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	SO2.24	Replace 400W MV luminaires with 276W LED luminaires	Number of luminaires replaced	Project progress reports and practical completion certificate	SPM	0	315	0	0	0	315
TBC	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	SO2.24	Replacement of 125W MV luminaires with 36W LED luminaires by 30 June 2025	Number of luminaires replaced	Project progress reports and practical completion certificate	SPM	0	300	0	0	0	300
TBC	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	Percentage completion of the number of old sink toilets to be reconstructed by 30 June 2025	Percentage completion on number of old sink toilets reconstructed	Project progress report for number of sink toilets reconstructed	SPM	100%	100%	25%	50%	75%	100%

<p style="text-align: center;">Strategic Objective 2</p> <p style="text-align: center;">Improved Service Delivery</p> <p style="text-align: center;">National KPA: Basic Service Delivery and Infrastructure Development</p>													
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	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	SO2.29	100% procurement of identified fleet as per the fleet replacement plan (number of vehicles delivered out of the number of vehicles identified for purchase x100) by 30 June 2025	Percentage of identified fleet delivered	Delivery inspect report	SPM	80%	100%	0%	0%	0%	100%
TBC	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	Upgrade water infrastructure (replace 2 000 water meters) by 30 June 2025	Number of water meters replaced	Report for number of water meters replaced	SPM	0	2 000	0	0	0	2 000
TBC	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	Upgrade electricity infrastructure (replace 2 000 prepaid electricity meters) by 30 June 2025	Number of electricity meters replaced	Report for number of electricity meters replaced	SPM	0	2 000	0	0	0	2 000
TBC	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	SO2.33	Percentage progress on the building of ablution blocks at Kenilworth and Phutanang Cemeteries by 30 June 2025	Percentage progress as per project plan	Progress report as per the project plan	SPM	0%	100%	25%	50%	75%	100%
TBC	Community and social	All communities have access to basic services delivered at	SO2.34	Number of swimming pools to be upgraded in	Number of swimming pools	Progress report as per the	SPM	0	4	1	1	1	1

Strategic Objective 2

Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
	development	an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner		various wards by 30 June 2025	upgraded as per the project plan	project plan							
TBC	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	SO2.38	Plan and conduct roadblocks	Number of roadblocks conducted	Road blocks conducted	SPM	22	8	2	2	2	2
TBC	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	SO2.40	Plan and conduct stop and check points to improve road safety	Number of stop and checkpoints conducted	Stop and check points conducted	SPM	16 000	6 000	1 500	1 500	1 500	1 500
TBC	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	SO2.42	Conduct monthly inspections of food premises	Number of inspections	Inspections conducted	SPM	3 256	4 200	1 050	1 050	1 050	1 050
TBC	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the	SO2.43	Conduct monthly inspections at non-food premises to ensure compliance to legislation	Number of inspections	Inspections conducted	SPM	1 200	4 200	1 050	1 050	1 050	1 050

<p style="text-align: center;"><u>Strategic Objective 2</u></p> <p style="text-align: center;">Improved Service Delivery</p> <p style="text-align: center;">National KPA: Basic Service Delivery and Infrastructure Development</p>													
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
		infrastructure is maintained to deliver such services in a sustainable manner											
TBC	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	SO2.44	Number of water samples collected and tested	Number of water samples collected and tested	Water samples collected and tested	SPM	0	800	200	200	200	200
TBC	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 for the upgrading of storm water channels in various areas of Sol Plaatje municipal area by 30 June 2025	Percentage progress on upgrading of storm water channels	Project progress report and practical completion certificate	SPM	0	100%	25%	50%	75%	100%
TBC	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	SO2.47	Percentage completion on the defects for the Homevale Fire Station by 30 June 2025	Percentage progress on the completion of the defects	Project implementation plan and practical completion certificate	SPM	0	100%	0	50%	0%	100%
TBC	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	SO2.48	Number of project management meetings held	Number of meetings held	Minutes of meetings held	SPM	0	10	3	2	2	3

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	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	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 2025	Final Annual Report for submitted to council by 31 March	Final annual report submitted	SPM	0	1	0	0	1	0
TBC	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.2	Develop a Risk Based Audit Plan and submit to the audit committee for consideration by 30 June 2025	Risk Based Audit Plan developed and submitted to the audit committee by 30 June	Developed Risk Based Audit Plan	SPM	1	1	0	0	0	1
TBC	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.3	Report quarterly on the progress of risk mitigation to the MM and EMT	Quarterly reports on strategic risk register	Quarterly reports on risk management	SPM	4	4	1	1	1	1
TBC	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	Number of internal audits conducted	Proof of internal audits conducted	SPM	18	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	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.5	Number of audit committee meetings conducted annually	Number of audit committee meetings conducted	Proof of audit committee meetings conducted	SPM	4	4	1	1	1	1
TBC	Finance	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.6	Develop and submit an audit action plan to the MM to address matters raised by the auditor general within 60 days after the end of the audit	Developed and submitted audit action plan	Audit Action Plan	SPM	1	1	0	0	1	0
TBC	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 annually	Final IDP submitted to Council by 31 May	Council resolution	SPM	1	1	0	0	0	1
TBC	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 monthly basis the electronic municipal newsletter through social media platforms	Monthly distribution	Monthly newsletters distributed	SPM	0	12	3	3	3	3

Strategic Objective 4
Establishment of 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	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	Finance	The municipality 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)	Number of indigent households provided with free basic services (water, electricity, refuse and sanitation)	Indigents Register	SPM	12 033	11 800	0	0	0	11 800
TBC	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 it's debt obligations by 30 June (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	8%	10%	0%	0%	0%	10%
TBC	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 current ratio of 2:1 against current assets of the municipality by 30 June (Current Assets / Current Liabilities)	Current ratio	Financial and Audit reports	SPM	1:1.53	2:1	02:01	02:01	02:01	02:01
TBC	Finance	The municipality has a system in place to track spending in terms of budget allocations and is	SO4.7	Reduce net debtor days to 300 days by 30 June ((Gross Debtors - Bad	Net debtor days	Financial and Audit reports	SPM	327	300	0	0	0	300

Strategic Objective 4
Establishment of 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	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
		financially viable to deliver services to the community		debt Provision)/ Actual Billed Revenue)) × 365									
TBC	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	SO4.8	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	Financial and Audit reports	SPM	28,2%	14%	14%	14%	14%	14%
TBC	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 {Cost coverage ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Cost coverage ratio by 30 June	Financial and Audit reports	SPM	0.56:1	01:01	01:01	01:01	01:01	01:01

Strategic Objective 4
Establishment of 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	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	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	Number of meetings conducted	Financial and Audit Report	SPM	0	24	6	6	6	6
TBC	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 (receipts/ billingx100)	95% collection rate achieved	Financial and Audit reports	SPM	78,20%	95%	95%	95%	95%	95%
TBC	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 (Water, Electricity, Sanitation and Refuse)	Cost analysis report	Report submitted to CFO and EMT	SPM	4	1	0	0	1	0
TBC	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	% reduction of Irregular expenditure after condonement (Current year - Prior year) / Prior year)	UIFW Register and Statement of Financial Performance	SPM	24%	75%	0%	0%	0%	75%
TBC	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	% Elimination of Fruitless and Wasteful expenditure after condonement (Current year – Prior year) /Prior Year)	UIFW Register and Statement of Financial Performance	SPM	1%	100%	0%	0%	0%	100%

Strategic Objective 4
Establishment of 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	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	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	Elimination of Unauthorised expenditure by 30 June	% of Unauthorise expenditure after condonement against operational expenditure x100	UIFW Register and Statement of Financial Performance	SPM	0%	100%	0%	0%	0%	100%
TBC	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, non-financial mSCOA datastrings and documents on the GoMuni web-based application by the set deadlines provided by National Treasury. (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	95,92%	100%	100%	100%	100%	100%
TBC	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 300 days by 30 June (Trade Creditors Outstanding / Credit Purchases/(Operating and Capital) x365)	Creditors Payment Period (Trade Creditors)	Financial and Audit reports	SPM	359	300	300	300	300	300

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	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
TBC	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 (employee related costs and councillors remuneration/total operating expenditure x100	Employee cost as a percentage of total operating cost	Financial and Audit Reports	SPM	31.92%	33%	33%	33%	33%	33%
TBC	Corporate Service	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 2025 {(Number of funded posts vacant divided by budgeted funded posts) x 100}	(Number of funded posts vacant divided by budgeted funded posts) x100	Reviewed municipal organizational structure	SPM	0%	20%	0%	0%	0%	20%
TBC	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support	SO5.5	Review the Workplace Skills Plan and submit plan to the LGSETA by 30 April 2025	Workplace Skills Plan submitted to LGSETA by 30 April	Reviewed Workplace Skills Plan	SPM	0	1	0	0	0	1

<p align="center">Strategic Objective 5</p> <p align="center">Improved Institutional Management</p> <p align="center">National KPA: Institutional Development and Municipal Transformation</p>													
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Source of Evidence	Ward	Baseline	Annual Target	Quarterly Targets			
									24/25	Q1	Q2	Q3	Q4
		administrative systems and skilled staff whose performance is regularly monitored.											
TBC	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.	S05.8	Coordinate Bi-annual performance assessments of the MM and managers reporting directly to the MM	Performance assessments conducted twice per year	Number of assessments conducted	SPM	0	2	0	0	2	0
TBC	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.	S05.9	Develop, submit and publicise the performance agreements of the MM and managers reporting directly to the MM (the number of performance agreements is dependant on the filled positions)	Number of performance agreements signed, submitted and publicised	Performance agreements signed, submitted, and publicized	SPM	6	6	6	0	0	0
TBC	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.	S05.10	To implement ICT systems and technology to enable the municipality to deliver excellent customer experience	Percentage implementation of the ICT operational plan	ICT Operational Plan	SPM	70%	100%	0%	0%	0%	100%

SECTION 6:

**BUDGET
RELATED
POLICIES
OVERVIEW
AND
AMENDMENTS**

SOL PLAATJE MUNICIPALITY

ANNEXURE : BUDGET RELATED POLICIES

<u>List of Budget related policies</u>	<u>Explanation numbers</u>	<u>Approved</u>	<u>Resolution Number</u>	<u>Reviewed</u>
Policy Asset Management	1	28-May-14	C125/05/14	March 2024
Policy Cash Management & Investment	1	07-Apr-05	CR22	March 2024
Policy Customer Services Credit Control Debt Collection	1 & 2	31-May-18	C38/05/18	March 2024
Policy Indigent	1	28-May-14	C121/05/14	March 2024
Policy Internal Audit	1	17-Nov-05		March 2024
Policy Property Rates	1	27-May-15	C100/05/15	March 2024
Policy Risk Management	1	17-Nov-05	CR500	March 2024
Policy Supply Chain Management	1	04-Nov-14	C265/11/14	March 2024
Preferential Procurement Policy	1			March 2024
Deviation Procedures	1			March 2024
Procedures for Variation Orders	1			March 2024
Tariff Policy on Property Rates	1 & 2	31-May-18	C38/05/18	March 2024
Tariff Policy on Electricity	1 & 2	31-May-18	C38/05/18	March 2024
Tariff Policy on Water	1 & 2	31-May-18	C38/05/18	March 2024
Tariff Policy on Sanitation	1 & 2	31-May-18	C38/05/18	March 2024
Tariff Policy on Refuse Removal/Solid Waste	1 & 2	31-May-18	C38/05/18	March 2024
Policy Debt Write-off	1 & 2	28-May-14	C125/05/14	March 2024
Policy Regarding Audit Committees	1	17-Nov-05	CR500	March 2024
Disposal of Moveable Assets Policy	1	27-May-15	C100/05/15	March 2024
Policy Borrowing	1	28-May-14	C125/05/14	March 2024
Policy Irregular, fruitless and wasteful expenditure	1	28-May-14	C125/05/14	March 2024
Budget Implementation and Management Policy (Budget policy)	1	27-May-15	C100/05/15	March 2024
Funding and Reserves policy	1	25-May-16	C148/05/16	March 2024
Policy Short and Long term borrowing	1	19-Apr-11	C150/11	March 2024
Financial Management and Revenue Enhancement Strategy policy	1	27-May-15	C100/05/15	March 2024
Policy related to long-term financial planning	1	27-May-15	C100/05/15	March 2024
Consumer Deposit Policy	1	31-May-17	C60/05/17	March 2024
Free Basic Services Policy	1	31-May-17	C60/05/17	March 2024
Sol Plaatje Materiality and Significance Framework	1	31-May-18	C38/05/18	March 2024
Contracts Policy	1	31-May-17	C60/05/17	March 2024
EFT Policy	1			March 2024
SSEG PV Policy	1	31-May-17	C60/05/17	March 2024
Bulk Infrastructure Contribution Policy	1	31-May-17	C60/05/17	March 2024
Water Restrictions Policy	1	31-May-17	C60/05/17	March 2024
Policy: Installation and management of smart metering solutions	1	NEW		March 2024
Infrastructure investment and capital projects policy (included in Budget policy)	1	28-May-14	C125/05/14	March 2024

Explanation numbers

1. These policies are accessible on the Sol Plaatje website: www.solplaatje.org.za.
2. Policy to be approved with budget process 2024/25.

SOL PLAATJE LOCAL MUNICIPALITY

TARIFF POLICY



**APPROVED ON THE
RESOLUTION NUMBER**



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GENERAL POLICY PROVISIONS

1. LEGISLATIVE CONTEXT

- a. Section 74 of the Municipal Systems Act, No. 32 of 2000 ("MSA") requires that the Council adopt a Tariff Policy.
- b. Section 62 of the Municipal Finance Management Act, No. 56 of 2000 ("MFMA") requires the Accounting Officer to ensure that the municipality has and implements a tariff policy.
- c. The Constitution entitles everyone to administrative action which is lawful, reasonable and procedurally fair and to be given reasons for any such action which affects them.
- d. The Promotion of Administrative Justice Act 3 of 2000 is the legislation required by the Constitution to give effect to the right to just administrative action and in order to promote an efficient administration and good governance and to create a culture of accountability, openness and transparency in public administration or in the exercise of a public power or the performance of a public function.
- e. This policy incorporates the above principles by providing parameters and procedures to guide the municipality and its officers in implementing it, and thereby exercising a public power through a series of administrative actions. In so doing, this policy seeks to provide certainty on the part of those affected by it with regard to how the municipality will act in the circumstances covered by the policy and uniformity of action on the part of its officers.
- f. The municipality commits itself and its officers to act fairly and justly in an open and transparent manner in implementing this policy.



2. SCOPE OF THE POLICY

- a. Accordingly this policy document provides a framework for the annual setting (or revision) of tariffs. The policy does not set specific tariffs, nor does it make tariff proposals. Details relating to specific levels and applications of the various tariffs are published in the municipality's schedule of tariffs approved annually and published in conjunction with the budget, and are contained in the schedule hereto.
- b. The policy is applicable to all consumption tariffs for electricity, water, sanitation and solid waste services provided by the municipality as well as all fixed tariffs related thereto.
- c. Pursuant to the prescripts in paragraph a above, and notwithstanding paragraph b, in recognition of the total number of tariffs, rates, levies and other charges existent within the Municipality, the Municipal Manager must cause the establishment of an administrative Tariff, Tax and Services Committee to ensure, *inter alia*, the adherence to this and all other policies and legislation which regulate or influence tariffs in Sol Plaatje Municipality. The terms of reference for said Committee will be approved by the Municipal Manager.

3. DEFINITIONS

- a. **"Total Municipal Account"** means an assumed current account based on average bills for water, electricity, sanitation, solid waste services and rates.
- b. **"Indigent Fund"** means a budget provision, funded from equitable share transfers and municipal rates, used to subsidise the basic level of services provided free by the municipality in terms of its Indigent Management Policy.
- c. **"Rates and General Account"** means a budget provision used to fund municipal services excluding those funded by tariffs such as electricity, water, sanitation and solid waste.
- d. **"Fixed Tariff"** means a tariff set as a fixed Rand amount and includes miscellaneous tariffs.



- e. **"Consumption-based Tariff"** means a tariff set as a Rand amount per measurable unit of service.
- f. **"CPI"** means the consumer price index excluding mortgage costs as measured by STATSSA.
- g. **"The municipality"** means the Sol Plaatje Local Municipality acting through the Municipal Manager in terms of the delegations contained in this policy
- h. **"The Council"** means the Council of the municipality.
- i. **"MSA"** means the Municipal Systems Act 32 of 2000.

4. PRINCIPLES APPLICABLE TO THIS POLICY

- a. The tariffs approved during the Budget process by the Council to fund services must be consistent with this policy.
- b. The municipality is committed to equitable and sustainable provision of services achieved through the economic and effective funding of efficient services.
- c. Poor people should have access to free basic services in accordance with national government policy, taking into account affordability thereof for the municipality.
- d. The cost of a service provided primarily for the benefit of an individual user, the provision of which is able to be accurately measured, should be recovered from the individual by means of tariffs.
- e. A fixed tariff should be used when a service connection or other once-off or occasional work is undertaken by the municipality in connection with provision of a service and when a metered amount of a service is consumed; a consumption-based tariff should be used unless paragraphs i and j below apply.



- f. Some services, although provided primarily for the benefit of individual users, have important community benefits. The cost of such services, particularly if the use thereof cannot be accurately measured, may be recovered by a combination of tariffs and rates (e.g. the provision of solid waste services).
- g. If a service is provided primarily for the benefit of the community and the use thereof by individuals cannot be accurately measured, the cost of providing the service should be recovered by means of rates (e.g. the provision of street lighting).
- h. Where an individual user's consumption can be metered, electricity and water will be charged for in terms of consumption-based tariffs. These tariffs must be structured to accommodate the provision of free basic electricity and water in terms of the municipality's Indigent Management Policy.
- i. Where the infrastructure enabling reading of meters like roads and street names are not yet available or determined or the cost of reading meters and the cost of debt recovery exceed the benefit, the municipality may levy a fixed consumption charge based on management best consumption estimate for metered services rendered in that area.
- j. The municipality may resolve to subsidise, up to the maximum as per the indigent policy, services billed at flat tariff based on certain terms and conditions to be determined in the customer care, credit control and debt collection policy and/or indigent management policy

5. APPLICATION OF PRINCIPLES IN THE MSA

- a. Users of municipal services will be treated equitably and differentiation between different categories of users, debtors, service providers, services, service standards, geographical areas will occur only to the extent provided for in this policy and must preclude unfair discrimination.
- b. To the extent possible, the amount individual users pay for services consumed by them, must be in proportion to their use of that service through the levying



of consumption-based tariffs, dependent however upon the ability of the municipality to provide metering of the service which meets the standards contained in its Customer Care, Credit Control and Debt Collections Policy.

- c. Tariffs must be reflective of the costs reasonably associated with the rendering of the service in question as reflected in the budgeted income and expenditure of the service including any contributions to the Rates and General Account.
- d. Tariffs must be set at levels that ensure the financial sustainability of the service, taking into account any subsidies received from outside sources (such as capital grants).
- e. The Council may impose a surcharge on the tariff applicable to a service.
- f. The Council may provide for the promotion of local economic development through the imposition of special tariffs for categories of commercial and industrial users as provided in a policy adopted for this purpose.
- g. The economical, efficient and effective use of resources will be encouraged *inter alia* through the use of rising block tariffs, time of use tariffs, and tariff options linked to solid waste minimisation for certain categories of users.
- h. The extent of subsidisation of tariffs for poor households and any other category of user will be reflected on the monthly account of such users. The impact of such subsidisation will be fully disclosed in the Budget report to the Council.
- i. The amount that all consumers pay for services, as reflected in the Total Municipal Account must be affordable for different categories of users and as far as possible, annual tariff increases should be limited to the rate of inflation as measured in the CPI.

6. DIFFERENTIATION IN TERMS OF THE MSA

- a. The MSA entitles a municipality to differentiate on the basis described in 5(a). The municipality is not obliged to differentiate but should it resolve to do so in



respect of a particular service, such differentiation must be in accordance with the framework contained in this paragraph. Any categories provided for which are not defined for a particular service, must be adequately defined in the budget resolutions imposing the tariff and in the municipality's tariff schedules and a distinct tariff must be applicable to each such category.

- b. The following categories of users may be used (subject to appropriate definition):
 - i. Residential/domestic
 - ii. Non-residential
 - iii. Commercial
 - iv. Industrial/mining
 - v. Farming
 - vi. Government
 - vii. State-owned enterprise
 - viii. Vacant land
 - ix. Informal settlements and transient camps (domestic supply see annexure)

- c. The municipality may use different categories of service, subject to definition of the basic service in its Indigent Management Policy and definition of any other categories in its Budget resolutions. The following criteria may be used in defining different categories of service:
 - i. Type of service
 - ii. Category of user
 - iii. Level of consumption
 - iv. Type of connection
 - v. Time of use

Categories of service may be restricted to certain categories of user (e.g. the basic service will be restricted to residential/domestic users).



- d. Different categories of standard of service may be defined for different categories of users or of services, provided that the basic service may not include different standards.
- e. The Council may apply differentiation based on geographic area, provided that the service in question meets at least the standard of the basic service and at least one of the following criteria is also met:
 - i. Topography will have a significant impact on the cost of delivery of the service
 - ii. Significant capital costs will be required to develop service infrastructure
 - iii. The area in question may be identified in the IDP as having strategic developmental importance.

7. SUBSIDISATION OF BASIC SERVICE TARIFFS FOR RESIDENTIAL/ DOMESTIC USERS

The Council may provide for the subsidisation of basic levels of service to qualifying users in terms of the municipality's Indigent Management Policy in tariffs levied on other categories of users.

8. ACCESS TO SERVICES BY POOR HOUSEHOLDS

- a. The Council applies the standards for basic service levels described in national government policy with regard to free basic services. The free and subsidised basic services provided to poor households are as provided for in the Council's Indigent Management Policy.

9. MUNICIPAL MANAGER AS RESPONSIBLE AND ACCOUNTABLE OFFICER

- a. The Municipal Manager is responsible and accountable for the implementation and enforcement of the provisions of this policy and must take the necessary steps to do so.



- b. The Municipal Manager shall from time to time report to the Executive Mayor on matters relating to this policy, the efficacy of the tariffs set by the Council in terms hereof, the administrative mechanisms, resources, processes and procedures related to its implementation and the extent to which the policy is achieving the objectives of the Council.

- c. All the necessary power and authority is hereby delegated to the Municipal Manager to enable him/her to fulfil his/her functions, responsibilities and obligations in terms hereof, with full authority to further delegate any specific responsibility.



WATER AND SANITATION TARIFF POLICY

10. DEFINITIONS

- a. **"Average historic cost of water (AHCW)"** means the total current annual cost of the water service (including capital charges but excluding surcharges and contributions to a capital development fund) divided by the total volume of billed water sales for that year.
- b. **"Commercial water use"** means water supplied to premises predominantly of a commercial nature (e.g. shops, offices, showrooms, service stations, hospitals).
- c. **"Domestic water use"** means water that is used predominantly for domestic purposes, including garden irrigation.
- d. **"Industrial water use"** means water which is used in mining, manufacturing, generating electricity, land-based transport, construction or any related purpose.
- e. **"Other water use"** means all water used not defined as domestic, industrial and commercial.
- f. **"Future incremental marginal cost"** means the average incremental cost of system expansion, taking into account the next large scheme or schemes to be built to meet current and future increases in water demand.
- g. **"Residential unit"** means a group of rooms, used for residential purposes, contained within a block of flats, and which includes any undivided share of common property or any other portion of the property apportioned to that unit for its exclusive use, which shall include a garage or any other outbuildings.
- h. **"Average historical cost of sanitation"** means the total annual cost of the sanitation service (including capital charges but excluding contributions to a



capital development fund) divided by the total volume of sewage discharged for that year.

- i. **"Commercial wastewater"** means effluent discharged from premises predominantly of a commercial nature (e.g. shops, offices, showrooms, service stations).
- j. **"Industrial wastewater"** means wastewater arising from mining, manufacturing, electricity generation, land-based transport, construction or any related activities.
- k. **"Other wastewater"** means effluent discharge from premises not defined as domestic, commercial or industrial.

11. POLICY PROVISIONS SPECIFIC TO WATER SUPPLY

- a. User categories: In setting water tariffs, the Council shall take into account at least the following four categories of user; viz:
 - i. Domestic water use
 - ii. Industrial water use
 - iii. Commercial water use
 - iv. Other water use
- b. Domestic consumer sub-categories: In setting water tariffs for domestic consumers, the Council may take into account the significantly different levels and standards of services provided by the municipality and accordingly determine at least the following four sub-categories of domestic consumer; viz
 - i. Domestic communal (which shall mean consumers with access to communal water services such as a public standpipe or a water tanker service)
 - ii. Domestic controlled (which means consumers with access to a controlled volume of water supply)



- iii. Domestic full (which means consumers with access to an uncontrolled volume of water supply that is metered)
 - iv. Domestic cluster (which means consumers in a multi-residential unit development, with an uncontrolled supply, served by one metered connection point)
- c. Metering: All connections providing an uncontrolled volume of water supply shall be metered and tariffs shall be applied in proportion to water use. The amount of water supplied to standpipes in informal settlements without title deeds should also be measured to assess the impact of this free water supply on the service as a whole, but should not be billed. The municipality is moving progressively towards the implementation of a demand metering system through the installation of water management devices.
- d. Consumption tariffs: In setting tariffs, the Council may have regard to at least the following categories of tariffs:
- i. Consumption tariffs – Domestic communal: Where a communal water supply provides water for domestic use and such usage at the communal outlet is, on average, less than 6 kl per household served, then no charge shall be levied for this water.
 - ii. Consumption tariffs – Domestic controlled: Where water use is controlled to less than 6kl a month per connection, for domestic purposes, then no charge shall be levied on domestic households for such water. Should usage exceed 6 kl per month, a fixed monthly tariff shall be applied.
 - iii. Consumption tariffs – Domestic full: Consumption tariffs for un-controlled volume, metered domestic connections shall be based on an increasing block structure with the first block set at 6kl per connection per month and the last block set at an amount that would deter unnecessarily high water use and would reflect the incremental cost that would be incurred to increase the water supply infrastructure to meet an incremental growth in demand. The rising block tariff structure should consist of at least five steps. The consumption level at which the last step begins



- should be at an amount that would encourage water conservation and should not be greater than 60 kl per month.
- iv. Consumption tariffs – Domestic cluster: Consumption tariffs for multi-residential unit developments served by one metered connection point will be set to recover at least the AHCW.
 - v. Consumption tariffs – Industrial, Commercial and other: Other than in instances where special tariffs have been set, the consumption tariffs for all other consumers in this category should be set to at least equal to the AHCW. Data in respect of separate consumption categories such as for sporting bodies, schools and municipal consumption may be maintained to assist in water demand management measures.
 - vi. Consumption tariffs – Schools, sports fields, clubs, churches, charities: any subsidies to these categories of users should be made through the medium of grants or other transparent mechanisms but not through tariffs lower than the AHCW so as not to negate the inherent incentive to use water wisely and economically.
 - vii. Consumption tariffs – Users of non-potable water.
- e. Surcharges: The Council may impose a surcharge on any water tariff.
- f. Fixed service charges: In setting fixed service charges for various purposes, the Council shall have regard at least to the following provisions:
- i. Fixed service charges – Domestic: If a fixed monthly charge is applied, it should be kept at a minimum where possible as the domestic water tariff should, as much as possible, take into account the cost of maintaining the connection.
 - ii. Fixed service charges – Industrial and other: Any fixed monthly service charge for these categories shall take into account the size of the connection and the historic cost of maintaining it to ensure that it is cost-reflective.
- g. Connection charges: Connection charges shall be set to recover the full costs of installation of a connection.



- h. Credit Control measures: The following provisions should be read with the municipality's Credit Control Policy:
 - i. Domestic consumers who fail to pay amounts due for water consumption may, after due process, have their uncontrolled water connections restricted by a flow-limiting or water management device, in the sole discretion of the municipality.
 - ii. All non-domestic consumers who fail to pay amounts due for water consumption shall, after due process, have their uncontrolled water connections disconnected.
- i. Water restriction tariffs: Special tariffs may be introduced during periods when water restrictions are in effect as an incentive to reduce water to within sustainable limits. The Council may approve a separate tariff schedule in conjunction with the normal tariff schedule approved with the budget, which will apply when water restrictions are in force.
- j. Rebates for underground leaks:
 - i. The cost of repairing leaks in a reticulation system situated on private property and the cost of water wasted as a result of such a leak are the responsibility of the owner/consumer.
 - ii. The municipality will nevertheless in implementing its Water Loss Minimisation Project address the question of underground leaks and leaks not visible to the eye, on private property, by granting a rebate in respect of the additional cost of water wasted as a result of such a leak to consumers who have made application in the prescribed manner.
 - iii. A rebate approved by the Council in terms of this policy shall apply only in respect of the additional cost of water wasted as a result of leaks that occur underground and/or are not visible, in the property's primary water reticulation system (plumbing) and shall not apply if the leak occurs in a supplementary system (such as garden irrigation systems, automatic filling systems to ponds, pools etc.).



- iv. Additional consumption occurring as a result of a qualifying leak shall be determined by establishing the difference between the "average" consumption over a corresponding consumption period and the total consumption during that period when the leak occurred. The consumer will be credited with that proportion of the additional consumption constituting the rebate approved by the Council.
- v. The rebate will be granted for a maximum of three months (being an adequate period for the consumer to be alerted to the increased consumption and arrange for the leak to be repaired). The municipality will not approve more than two claims for a rebate in respect of a property per calendar year.

12. POLICIES SPECIFIC TO THE SANITATION SERVICE

- a. User categories: In setting sanitation tariffs, the Council shall take into account at least the following user categories (but may specify additional categories) which shall be precisely defined in the Council's tariff resolutions:
 - i. Domestic users
 - ii. Industrial/Commercial users
 - iii. Other users
- b. Domestic user sub-categories: the sanitation tariff structure for domestic users shall distinguish between the different levels and standards of services provided by the municipality and may recognise at least the following sub-categories for domestic users:
 - i. Domestic communal (which means users/households with access to communal sanitation facilities);
 - ii. Domestic full (which means users with waterborne sanitation and access to uncontrolled discharge to a sewer network);
 - iii. Domestic on-site waterborne (which means users with waterborne sanitation collected on site including septic and conservancy tanks);



- iv. Domestic cluster (which means users in a multi-residential unit development such as flats or townhouses served by one connection point).
- c. Universal billing: all users save those provided with a rudimentary or basic service such as communal facilities, are to be billed.
- d. **It is the intention of the municipality to move to a method of formulating tariffs in the following manner:**

Categories of tariffs – Consumption based: In setting tariffs, the Council shall have regard to at least the following categories of tariff:

- i. Volumetric domestic tariffs – Domestic communal: no charge shall be rendered for the use of communal facilities.
- ii. Volumetric domestic tariffs – Domestic full: to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 70% of the consumer's domestic water consumption), limited to a maximum billable volume of 35 kl per month.
- iii. Volumetric tariffs – Domestic on-site waterborne: to be based on the actual volume pumped into the collecting truck, reflected as an amount per kilolitre of wastewater.
- iv. Basic sanitation tariff: the Council may where appropriate levy a fixed charge for services provided in informal areas.
- v. Volumetric tariff – Domestic cluster: to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 90% of the monthly metered water consumption of all units in the cluster) limited to a maximum billable volume of 35 kl per month per unit.
- vi. Volumetric tariffs – Industrial and Commercial: to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 95% of the monthly metered water consumption).
- vii. Volumetric tariffs – Other (schools, hospitals, municipal users, churches etc.): to be based on the assumed volume of wastewater discharged into the sewerage system (deemed to be 95% of the monthly metered water consumption by the institution in question).



- viii. Users making use only of the sanitation service: users who obtain a water supply from a source other than the municipal supply (such as a neighbouring water supply authority or from an unmetered borehole) but nevertheless make use of the municipality's sanitation service, remain liable to pay for that service. The volume of water usage on which the sanitation charge is to be based shall be determined and verified on an annual basis by the municipality, by measurement or estimation of the water used, as the municipality in its sole discretion deems fit. Determination of the percentage wastewater will be per the user category.
- ix. Surcharge for extraordinary treatment costs for industrial effluent: where the measured pollution loading of wastewater discharged into the sewerage system by an industrial user exceeds the pollution loading of ordinary domestic wastewater, the user will assume responsibility for the additional treatment cost recovered as an additional charge based on the Industrial Effluent Miscellaneous Tariff read with the industrial effluent formulae adopted by the Council in its tariff resolutions from time to time. The additional charge shall be billed monthly whilst the poor quality remains.

However, until such time as the municipality is able to transform to the above methodology, the current method of applying a flat rate or fixed rate as contained in the respective budgets will be applied.

- e. Categories of tariff—Fixed tariffs:
 - i. Surcharge – Storm-water discharges into sewer: if an unauthorised discharge connection for storm-water run-off into a sewer is found, the owner of the premises in question will be given notice to either alter the connection to provide for discharge into the storm-water/road drainage system or to apply for condonation for the existing connection. Condonation shall only be granted, if in the sole discretion of the municipality, a connection to the proper system is not practically possible. The applicable Miscellaneous Tariff will be charged on a monthly basis.



- ii. Fixed service charges: a fixed monthly service charge will apply to users who discharge wastewater into a sewer system.
 - iii. Connection charges: the Council shall set a connection charge for all consumer categories which recovers the full costs of the sewer connection installation.
- f. Adjustment to the deemed volume: in respect of any specific user in the Industrial/Commercial, Domestic (cluster) and Other tariff categories, the municipality may in its sole discretion adjust the percentage of water deemed to have been discharged into the sewerage system as wastewater, based on calculation or measurement or any other appropriate method, to more closely approximate the actual wastewater discharged.
- g. Contributions: the sewerage service may subsidise any other service.
- h. Effect of water-leak rebate on volumetric sanitation charge: the volume of any water calculated to have been lost resulting from a leak in regard to which a rebate has been approved in terms of paragraph 10(p) shall be deducted from the volume of water used to compile the volumetric sanitation charge for the period of the rebate.

13. GENERAL POLICIES APPLICABLE TO WATER AND SANITATION TARIFFS

- a. Subsidisation: in setting tariffs, the Council may provide for reasonable and appropriate cross-subsidisation between consumer categories. The existence of any such subsidisation must be disclosed in the Council's budget resolutions.
- b. Full cost recovery: the calculation and setting of all tariffs will be based on the principle of full cost recovery and provision for the long-term sustainability of the service.



- c. Annual determination of tariffs: all tariffs are determined and set by the Council on an annual basis together with approval of its budget as provided for in section 24(2)(c)(i) of the MFMA.
- d. Value Added Tax: as prescribed by applicable legislation, VAT is levied on all consumptive tariffs and tariffs as approved by the Council.
- e. Availability charge: an availability charge in the form of a fixed tariff shall apply to serviced vacant or undeveloped land for both the water and sanitation services or where the accountholder/consumer has not consumed more than 6 kl of water. This may have been due to the use of alternative water sources (e.g. a borehole). This provision does not apply to indigent households.



ELECTRICITY TARIFF POLICY

14. POLICIES SPECIFIC TO THE ELECTRICITY SERVICE

- a. User categories: in setting electricity tariffs, the Council shall take into account at least the following user categories (but may specify additional categories):
 - i. Domestic user – includes users individually or collectively, in private residential establishments including houses, blocks of flats, townhouse complexes;
 - ii. Commercial/Industrial user – means users other than domestic users and includes halls, churches, schools, sports clubs, restaurants, theatres, consulting rooms, all other commercial and industrial premises including residential premises operated commercially such as hotels, guest house/bed-and-breakfast establishments, hospitals, retirement homes and the like.
 - iii. Reseller – This is an electricity tariff to be charged to resellers by licensees. It is developed with an intention of enabling resellers to supply electricity at a desired quality of service, while also maintaining their networks at desired levels. Furthermore, this tariff is intended to ensure that a reseller can charge its customers in line with approved tariff schedules of the Municipality. A reseller tariff may be subcategorised using the definitions per paragraphs (i) supra.

- b. Tariff categories: in setting electricity tariffs, the Council may establish tariffs in the following categories:
 - i. Consumption based (cost reflective) tariffs including:
 - single tier tariff
 - multi-tier block tariff
 - time of use and demand charges

 - ii. Consumption based (subsidised) tariffs (as determined in terms of the municipality's Indigent Management Policy)



- iii. Fixed tariffs including:
 - Connection charge (being a fee payable as a contribution towards the cost of providing a supply)
 - Development levy (being a charge calculated to contribute to the costs incurred in increasing the capacity of existing networks resulting from the additional demand imposed by new users)
 - Service charge (being a charge calculated to contribute to fixed costs such as capital redemption, meter reading, billing, vending, maintenance etc. which is payable whilst a premises is connected irrespective of whether electricity is supplied)
 - Miscellaneous tariffs (being specific charges for occasional services rendered such as disconnection, re-connection, meter testing etc.)
 - iv. Special tariffs (any tariff introduced from time to time in terms of section 74(2)(g) MSA) or a tariff relating to the consumption of "green energy", being energy generated from a renewable or efficient source)
 - v. Wheeling tariff (a tariff for the transport of electrical energy over the municipality's network infrastructure).
- c. Categories of service: the Council, in setting tariffs may have regard to the following categories of service (which may constitute sub categories of user categories) including:
- i. nature of service (including wheeling, the supply of green energy etc.)
 - ii. the level of service consumption
 - iii. type of connection
 - iv. time of use
- d. Surcharge/contributions: the Council in setting tariffs, may impose a surcharge on electricity tariffs (over and above the recovery of the average cost of supply) for the purpose of funding a contribution to the municipality's Rate and General Fund



- e. Subsidisation: in setting tariffs, the Council may provide for reasonable and appropriate cross-subsidisation between categories of user, provided however that the existence of any such subsidy must be clearly disclosed in resolutions adopting tariffs and in the resulting Schedule of Tariffs.
- f. Annual determination of tariffs: electricity tariffs shall be set on an annual basis as prescribed by section 24(2)(c)(i) MFMA after consideration by the Council of a comprehensive report and recommendations from the Municipal Manager taking into account at least the principles in (g) hereunder, anticipated increase in the block cost of electricity, expected increased/decreased demand, the potential effect of any substantial development, patterns of use, availability of supply and sustainability of the service, especially the need for expansion, replacement and/or maintenance of infrastructure as well as any policies, guidelines and comments from the National Energy Regulator of South Africa and such determination shall be subject to approval by it.
- g. Principles: in setting tariffs, the Council shall ensure the full recovery of the cost of operation of the service on a year to year basis, having regard to the issues reported upon in terms of (f) above, and take into account the affordability of electricity and shall consistently and equitably apply this policy.
- h. Availability charge: an availability charge in the form of a fixed tariff shall apply to vacant or undeveloped land where services are available or where the account holder/consumer has not consumed more than 50 kWh of electricity. This may have been due to the use of alternative energy sources. This provision does not apply to indigent households.



WASTE MANAGEMENT TARIFF POLICY

15. POLICIES SPECIFIC TO WASTE MANAGEMENT

- a. User categories: The municipality will enter into a supply agreement for waste management services only with the owner of a property. Accordingly, in setting tariffs for the Waste Management Service, the Council shall take into account at least the following categories of users who have entered into supply agreements for:
 - i. Residential property: (being a property that is used predominantly for residential purposes, including multi-dwelling properties such as Sectional Title schemes and share block schemes, blocks of flats, retirement homes and villages). Owners in this category may obtain a waste management service from the municipality only. The Council may determine sub-categories provided that these are disclosed in its tariff-setting resolutions and adequately defined.
 - ii. Non-residential property: (being an improved property that is predominantly used for purposes other than residential, including land used for commercial, industrial, agricultural or mining purposes and also hotels, hospitals, guesthouses, creche/aftercare, schools and public service properties).The Council may define sub-categories in its tariff setting resolutions.
 - iii. Vacant land: (unimproved land not being used for any purpose).
- b. Categories of tariffs: in setting tariffs, the Council may have regard to at least the following categories of tariffs:
 - i. Cost reflective tariffs
 - ii. Subsidised tariffs
 - iii. Fixed tariffs
 - iv. Special tariffs
- c. Categories of service: in setting tariffs, the Council shall distinguish between the following levels and standards of service:



- i. Door to door removal- black bag (once weekly)
 - ii. Door to door removal-skip (once weekly)
 - iii. Door to door removal-skip (multiple removals per week)
 - iv. Bulk removals
 - v. Garden refuse removal
- d. Principles applicable to Waste Management tariff setting: the following principles shall inform the determination of appropriate tariffs:
- i. National Waste Minimisation Strategy: the municipality adheres to the principles and objectives set in this strategy.
 - ii. In achieving a "pro-poor" orientation, residential Waste Management tariffs should be structured to achieve a minimum basic level of service affordable for all households while at the same time delivering a viable and sustainable service.
 - iii. The setting and implementation of tariffs must treat users of the service equitably but may however differentiate between different categories of user.
 - iv. The overall package of tariffs must recover the costs reasonably associated with the rendering of the service including such costs which cannot be allocated to a specific user.
 - v. The overall package of tariffs must facilitate the current and long-term sustainability of the service with adequate provision for operating costs, maintenance, rehabilitation and replacement of infrastructure.
 - vi. In setting tariffs, the Council may provide for an appropriate level of cross-subsidisation between categories of user and tariffs, provided however that the extent thereof must be fully disclosed in tariff setting resolutions and the Schedule of Tariffs.
- e. Surcharge and contributions: As far as possible, the Council shall avoid setting a surcharge on tariffs in the Waste Management Service and the Service shall not make contributions to any other service.



- f. Annual setting of tariffs: a package of tariffs shall be developed in conjunction with the budget process and adopted annually by resolution in terms of section 24(2)(c)(ii) MFMA.
- g. Availability charge: an availability charge in the form of a fixed tariff shall apply to vacant or undeveloped land where services are available.
- h. No refuse will be charged on an erf/stand that is categorised as PSI (Public Service Infrastructure) or TSI (Private Service Infrastructure).
- i. Refuse collection charges, as well as refuse availability charges, will not apply to a standalone erf that cannot be developed or used independently and requires contiguous erven to form an economic unit.
- j. All owners within a multi-property complex (including sectional title schemes, full title complex, block of flats, retirements homes and villages and estates) will be charged separately for refuse per erf/stand or unit (if sectional title).
- k. For the purpose of this policy the following categories of properties will be included in the residential property category use: Places of Worship, Public benefit activities, sports ground and facilities and private open space.



ANNEXURE PER PARAGRAPH 6 OF THE POLICY

INFORMAL SETTLEMENT

1. KIMBERLEY NORTH
2. BOIKHUTSONG & KUTLWANONG
3. COLVILLE 83 & 64
4. CHRIS HANI
5. GALESHEWE
6. RITCHIE WELTER VREDE & MOTSWEDIMOSA
7. ARENA 65
8. ROODEPAN
9. HOMEVALLEY
10. KAGISHO
11. SOLLY LEGODI
12. TSHWARAGANO
13. PHUTANANG
14. REDIRILE
15. JOHN MAMPE
16. TSWELELANG
17. CHINA SQUARE
18. WIT DAM
19. UBUNTU
20. THAMBO SQUARE
21. NXUMALO
22. PLATFONTEIN
23. GREEN POINT
24. RABAJI
25. LORATO PARK
26. JACKSONVILLE
27. DONKERHOEK
28. KATIMA
29. BLOEMANDA
30. SOUL CITY
31. PROMISE LAND
32. RIEMVASKMAK
33. TRANSIT CAMP
34. RESERVE ROAD SHACKS
35. PHOMOLONG
36. ZONE 2

And any other area as identified by the Municipality as necessary to receive a basic level of service but which has not been formally established or is impractical to recover exact readings.

SOL PLAATJE LOCAL MUNICIPALITY

Customer Care, Credit Control and Debt Collection Policy



APPROVED ON THE _____

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1. DEFINITIONS

In this Policy unless the context indicates otherwise:

"account holder" means any person who is due to receive a municipal account, which includes a user of pre-paid electricity or water;

"Act" means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);

"arrangement" means an agreement between Sol Plaatje Municipality and the consumer whereby the consumer signs an acknowledgement of debt and binds him/herself to the payment of equal monthly instalments until the arrear debt is realised.

"applicant" means a person who applies for the supply of municipal services;

"billing" means invoicing on a municipal account to an account holder of an amount or amounts payable for assessment rates, metered services, other municipal charges, levies, fees, fines, taxes, or any other amount or amounts payable arising from any other liability or obligation;

"Executive Director: Infrastructure Services" means the person who holds the position of "Executive Director: Infrastructure Services" either substantively or in an acting capacity within Council, or any other officer authorised by the Executive Director: Infrastructure Services;

"Council" means the Council of the Sol Plaatje Local Municipality;

"credit control" means all the functions relating to the collection of revenue;

"consumer" means the occupier of any property to which the Municipality has agreed to supply or is actually supplying municipal services, or if there is no occupier, then any person who has entered into a service agreement with the Municipality for the supply of municipal services to such property, or, if there be no such person, then the owner of the property.

"customer management" means to focus on the account holder's needs in a responsive and proactive way to encourage payment and thereby limiting the need for enforcement;

"customer service centre" means -

- (a) an office where an applicant may apply for services and enter into a service agreement with the Municipality;
- (b) an office where an account holder may settle an account or may make pre-payment for services;
- (c) a credit screening point where the credit assessment of an applicant can be processed; or
- (d) an office where an account holder may query or verify accounts and metered consumption, and may communicate grievances, enquiries, recommendations and other relevant issues to the Municipality and from where the response from the Municipality can be conveyed to the account holder;

"debt" means any monies owing to the Municipality in respect of the rendering of municipal services, and includes monies owing in regard to property rates, water, sanitation, refuse removal, housing, sundries and terminated leases, and any other outstanding amounts, inclusive of any interest thereon, owing to the Municipality;

"debtor" means any person who owes a debt to the Municipality

"due date" means the date specified as such on a municipal account dispatched by the Municipality to an account holder for current charges payable and which is the last day allowed for the payment of such current charges;

"indigent debtor" means a debtor who meets certain criteria, as determined by the Municipality from time to time;

"interest" means the rate of interest determined by the Council payable on the amount due in terms of a municipal account which is in arrears;

"Municipality" means the Sol Plaatje Local Municipality, a category B municipality, established in terms of section 12, Local Government: Municipal Structures Act, 117 of 1998 and where the context refers to an act or omission thereof, means the Municipality, acting through the Municipal Manager or his/her delegate;

"municipal account" means an account rendered on which is billed an amount or amounts payable to the Municipality for assessment rates, metered services, other municipal charges, levies, fees, fines, interest, taxes or any other amount or amounts payable arising from any other liability or obligation;

"Municipal Manager" means the person appointed in terms of section 54A of the Local Government: Municipal Structures Act;

"municipal service charges" means those assessment rates, metered services, other municipal charges, levies, fees, fines, interest, taxes or any other amount or amounts payable arising from any other liability or obligation reflected on the municipal account for which payment is required by the Municipality;

"occupier" means any person who occupies any property or part thereof notwithstanding the title under which the person occupies, and includes -

- (a) any person in actual occupation of such property;
- (b) any person legally entitled to occupy such property;
- (c) in the case of property which have been subdivided and let to
- (d) lodgers or various tenants, the person receiving the rent payable by such lodgers or tenants whether on that person's own account or as agent for any person entitled thereto or interested therein;
- (e) any person having the charge or management of those property, and includes the agent of any such person when the person is absent from the Republic of South Africa or his or her whereabouts are unknown; and
- (f) the owner of the property;

"officer" means an employee of the Municipality or any other person who is specifically authorised thereto by the Municipality to perform any act, function or duty in terms of, or exercise any power under the Municipality's by-laws;

"owner" means -

- (i) a person in whom the legal title to a property is vested;

- (ii) in a case where the person in whom the legal title is vested is insolvent or dead, or is under any form of legal disability whatsoever, the person in whom the administration of and control of such property is vested as curator, trustee, executor, administrator, judicial manager, liquidator or other legal representative;
- (iii) in the event that the Municipality is unable to determine the identity of the person in whom the legal title is vested, the person who is entitled to the benefit of such property or a building thereon;
- (iv) in the case of property for which a lease of 30 years or more has been entered into, the lessee thereof;
- (v) in relation to -
 - (i) a piece of land delineated on a sectional plan registered in terms of the Sectional Titles Act, 1986 (Act No. 95 of 1986), and without restricting the above, the developer or the body corporate in respect of the common property; or
 - (ii) a section as defined in such Act, the person in whose name such section is registered under a sectional title deed and includes the lawfully appointed agent of such a person;
- (vi) any legal person including, but not limited to -
 - (i) a company registered in terms of the Companies Act, 1973 (Act No. 61 of 1973), the Companies Act, 2008 (Act No. 71 of 2008), Trust inter vivos, Trust mortis causa, a Closed Corporation registered in terms of the Closed Corporation's Act, 1984 (Act No. 69 of 1984), a voluntary association;
 - (ii) any Department of State;
 - (iii) any Council or Board established in terms of any legislation applicable to the Republic of South Africa; and
 - (iv) any Embassy or other foreign entity; and

- (vii) a lessee of municipal property who will be deemed to be the owner for the purposes of rendering a municipal account;

"payment extension" means the extension of the due date already expired for payment in part or whole, where the Municipality has agreed to substitute that due date with a payment extension date in applicable cases;

"payment extension date" means the date on which Credit Control has determined that a consumer must pay arrear charges which were not paid by the due date;

"person" includes a legal person;

"preferred customer" means a person who may be granted special concessions by the Municipality;

"property" means any piece of land, the external surface boundaries of which are delineated on -

- (a) a general plan or diagram registered in terms of Land Survey, Act of 1927 (Act No. 9 of 1927), or in terms of the Deeds Registry, Act of 1937 (Act No. 47 of 1937); or
- (b) a sectional plan registered in terms of the Sectional Titles Act, 1986 (Act No. 93 of 1986), which is situated within the area of jurisdiction of Council;
- (c) and includes any other land and any building or structure above or below the surface of any land;

"prescribed charge" means a charge prescribed by the Council or an authorized officer;

"revenue" means all monies due to the Municipality and in regard to which it has the right to enforce payment;

"tampering" means any unauthorised interference with the Municipality's supply, seals and metering equipment and **"tamper"** has a corresponding meaning;

"target" means realistic targets which may be set by the Council from time to time; and change from time to time by Council;

"unreliable customer" includes an account holder, who according to his or her payment record has failed to settle his or her municipal account by the due date or who was or is in arrears with payments due to the Municipality or who has tampered or interfered with metering equipment, seals, or the supply of municipal services;

"third party debt collector" means any person or persons duly authorised to collect monies or institute legal proceedings against debtors, on behalf of the Municipality;

"total household income" or **"household income"** means the total formal and informal gross income of all people living permanently or temporarily on the property on which the account is based.

2. OBJECTIVE AND SCOPE OF POLICY

The Council, in adopting this policy recognises its constitutional obligation to promote social and economic development in harmony with the environment and to ensure the provision to communities of services which are affordable and of an acceptable standard.

It further recognises that it cannot fulfil its constitutional duties unless it ensures compliance by members of the local community with the provisions of section 5(2)(b) of the Local Government: Municipal Systems Act, No. 32 of 2000 (hereinafter referred to as the **"Act"**), to pay promptly for service fees, surcharges on fees, rates on property and other taxes, levies and duties which have been legitimately imposed by it (subject to the relief afforded in its Indigent Management Policy).

The Council is further mindful of its obligations in terms of sections 95 and 97 of the Act and accordingly aims:

- (a) through the implementation of this policy, to ensure that the Municipality is financially and economically viable;
- (b) to establish and maintain a customer care and management system which aims -

- (i) to create a positive and reciprocal relationship between the Municipality and an account holder;
 - (ii) to establish mechanisms for an account holder to give feedback to the Municipality regarding the quality of the services and the performance of the Municipality;
 - (iii) to ensure that reasonable steps are taken to inform an account holder of the costs involved in service provision, the reasons for payment of service fees, and the manner in which monies raised from the services provided, are utilised;
 - (iv) to ensure, where the consumption of services has to be measured, that reasonable steps are taken to measure the consumption by individual account holders of services through accurate and verifiable metering systems;
 - (v) to ensure that an account holder receives regular and accurate accounts that indicate the basis for calculating the amounts due;
 - (vi) to provide accessible mechanisms for an account holder to query or verify a municipal account and metered consumption and appeal procedures which allow the account holder to receive prompt redress for inaccurate accounts;
 - (vii) to provide accessible mechanisms for dealing with complaints from an account holder, together with prompt replies and corrective action by the Municipality, and to provide mechanisms to monitor the response time and efficiency of the municipal's actions;
 - (viii) to provide for accessible pay points and other mechanisms for settling an account or for making pre-payments for services; and
- (c) to put in place credit control and debt collection mechanisms and procedures which aim to ensure that all money that is due and payable, from whatever cause, to the Municipality, subject to the Act and other legislation, is collected;
- (d) to achieve and maintain consistently high levels of payment by its customers in accordance with the best practice achieved in municipalities in the Republic and in accordance with the standards set each year by the Council in conjunction with its approval of the Budget;

- (e) The Council further recognises that the Constitution entitles everyone to administrative action which is lawful, reasonable and procedurally fair and to be given reasons for any such action which affects them.

The Promotion of Administrative Justice Act 3/2000 is the legislation required by the Constitution to give effect to the right to just administrative action and in order to promote an efficient administration and good governance and to create a culture of accountability, openness and transparency in public administration or in the exercise of a public power or the performance of a public function.

This policy incorporates the above principles by providing parameters and procedures to guide the Municipality and its officers in implementing it, and thereby exercising a public power through a series of administrative actions. In so doing, this policy seeks to provide certainty on the part of those affected by it with regard to how the Municipality will act in the circumstances covered by the policy and uniformity of action on the part of its officers.

The Municipality commits itself and its officers to act fairly and justly in an open and transparent manner in implementing this policy.

3. PRINCIPLES OF THE POLICY

The following principles shall be upheld at all times

- Everyone has the right to dignity and to have their dignity respected and protected;
- The policy must be implemented with equity, fairness and consistency;
- The implementation of this policy is based on sound business practices and applicable legislation;
- Where alternatives are available the Municipality may provide reduced levels of service to manage the debt growth;
- It is not the Municipality's intention to place the accountholder in a situation in our pursuit to protect and collect revenue, where the debtor becomes indebted beyond recovery. This policy, inter alia, is to assist to rehabilitate debtors with arrear accounts.

4. DUTY TO COLLECT DEBT

All debt owing to the Municipality must be collected in accordance with this policy and other municipal policies and by-laws.

IMPLEMENTATION AND ENFORCEMENT OF POLICY AND DELEGATIONS

5. MUNICIPAL MANAGER IS THE RESPONSIBLE AND ACCOUNTABLE OFFICER

The Municipal Manager -

- (a) is responsible to the Executive Mayor for the implementation and enforcement of the provisions of this policy;
- (b) must, for the purposes of (a) take the necessary steps to implement and enforce the provisions of this policy;
- (c) is accountable to the Executive Mayor for the agreed performance targets as approved by Council and the Executive Mayor, and for these purposes must
 - (i) from time to time, report to the Executive Mayor on matters relating to this policy, including but not limited to -
 - the effectiveness of this policy and the administrative mechanisms, resources, processes and procedures used to collect money that is due and payable to the Municipality;
 - billing information, including the number of account holders, accruals, cash flow, and customer management;
 - the satisfaction levels of account holders regarding services rendered; and
 - the effectiveness of the provisions to assist indigents herein and in the Indigent Policy; and

- (ii) at regular intervals meet with and receive reports from the CFO and other staff members with the aim of submitting recommendations on this policy to the Executive Mayor;
- (iii) where necessary, propose steps to the Executive Mayor with the aim of improving the efficiency of the credit control and debt collection mechanisms, processes and procedures;
- (iv) where necessary, propose to the Executive Mayor actions and adjustments to correct deviations;
- (v) establish effective communication channels between the Municipality and account holders with the aim of keeping account holders abreast of all decisions by Council that may affect them;
- (vi) establish customer service centres which are located in such communities as determined by Council;
- (vii) identify, appoint, and enter into agreements with suitable business concerns, institutions, organizations, establishments or parastatal institutions to serve as agencies of the Municipality in terms of this policy;
- (viii) convey to account holders information relating to the costs involved in service provision, the reasons for payment of service fees, and the manner in which monies raised from the services are utilised, and may where necessary, employ the services of local media to convey such information;
- (ix) expedite the processing of complaints or inquiries received from an account holder and must ensure that an account holder receives a response within a time determined by this policy and must monitor the response time and efficiency in these instances;
- (x) in line with the latest technological and electronic advances, endeavour to make twenty-four hour electronic inquiry and payment facilities available to account holders;
- (xi) encourage account holders and take steps where needed, to ensure settlement of outstanding accounts within the ambit of this policy; and

(xii) with the consent of an account holder, enter into an agreement with the account holder's employer to deduct from the salary or wages of the account holder -

- any outstanding amounts as may be agreed; and
- such regular monthly amounts as may be agreed, and may provide special incentives for employers to enter into such agreements, and employees to consent to such agreements.

6. DELEGATION

The necessary power and authority is hereby delegated to the Municipal Manager to enable him/her to fulfil his/her responsibilities and obligations in terms hereof, with full authority to further delegate any specific responsibility.

CUSTOMER CARE AND CREDIT CONTROL

7. APPLICATION FOR SUPPLY OF METERED MUNICIPAL SERVICES AND SERVICE AGREEMENTS

7.1 Any application for any supply of services to any property must be made at least four working days prior to the service being required, in the prescribed format, and must comply with the conditions as determined by this policy and the Municipal Manager or his or her delegate from time to time. Applications must be made on the prescribed forms and must be complete and accurate. Incomplete or inaccurate applications will be cancelled if not rectified within a month of the account holder being asked to do so.

7.2 Subject to the provisions of clause 42 (Right of appeal), only the owner of a property, or his/her duly authorised agent acting on his/her behalf, or in the case of a deceased estate which was an indigent household, may apply for municipal services to be supplied to a property;

- 7.3 Sol Plaatje Municipality does not enter into service agreements with tenants of properties except in the following circumstances:
- 7.3.1 Properties with multiple businesses (e.g. business parks or complexes) and where there is separate metering to the standards set out in the Municipality's by-laws;
 - 7.3.2 Municipal property rental stock;
 - 7.3.3 Properties owned by government and being rented out and where there is separate metering to the standards set out in the Municipality's By-laws;
 - 7.3.4 In any instance where the applicant for services is not the owner of the property, and is permitted in terms of clauses 7.3.1 to 7.3.3 to enter into a service agreement with the Municipality, permission from such owner must accompany the application along with any other prescribed information;
- 7.4 Existing tenant accounts shall be terminated and all monies owed on such accounts shall be transferred to the relevant property owner's account;
- 7.5 No services shall be supplied unless and until:
- (a) the applicant has paid all outstanding amounts owed by them to Sol Plaatje Municipality;
 - (b) application has been made by the owner or his/her agent on their behalf, or in the event of a deceased estate which was indigent, the lawful occupier, and a service agreement in the prescribed format has been entered into and the required deposit has been paid.
- 7.6 An application for a supply of services for a period of less than one year is regarded as an application for a temporary supply.

8. SUPPLY OF UNMETERED SERVICES

- 8.1 Property rates and taxes, refuse, and sanitation charges will be levied against the property for the owner's account.
- 8.2 These charges are against the property and billed to the owner in his/her capacity as owner of the property.

9. AVAILABILITY CHARGES

- 9.1 Where the erf is vacant, or the services aren't being consumed in a particular month to a minimum of 6 kilolitres of water and/or 50 kilowatt-hours of electricity, an availability charge will be levied against the property for refuse, sanitation, electrical and water services where applicable. This provision does not apply to accountholders who are registered as Indigents in terms of the Indigents Management Policy.
- 9.2 Where the property is located in an area where the services cannot be made available due to the absence of infrastructure, and so determined by the relevant Municipal Department, then no availability charges will be levied against the property.
- 9.3 The amount of such availability charge will be determined by Council from time to time as part of its annual budget approval process.

10. CREDIT SCREENING

- 10.1 The Municipality may require of an applicant to submit information and documentary proof so as to enable it to bring its records up to date and to assess the creditworthiness of the applicant and may require such information to be provided on oath.
- 10.2 In providing their personal information on an application form and documentary proof, an applicant consents to the processing of their personal information by the Municipality for the approval of their application for services.
- 10.3 For the purposes of determining the creditworthiness of an account holder the Municipality may make use of the service of a credit bureau, or such any other agency or means as the Municipal Manager or his/her delegate may determine from time to time.

11. APPLICATIONS FOR ALL OTHER MUNICIPAL SERVICES AND APPROVALS

Where an application is made for any other service, for example, rezoning of a property, or the approval of a building plan, all arrears in respect of the subject property must be paid or a suitable arrangement in terms of clause 18 must be made, before such applications will be considered.

12. DEPOSITS

This section must be read with the Sol Plaatje Municipality's Consumer Deposit Policy.

- 12.1 On approval of the application and before services are made available; the Municipality may require the applicant -
- a) to pay the required deposit amount to the Municipality, to serve as security for the due payment of services and working capital;
 - b) to provide any other form of security e.g. bank guarantee; or
 - c) to agree to special conditions regarding payment of the municipal account.
- 12.2 The Municipal Manager or his/her delegate may from time to time review the adequacy of the sum of money deposited and if necessary call for additional security.
- 12.3 The Municipal Manager his/her delegate may, in respect of preferred customers, consider relaxation of the conditions pertaining to the payment of a deposit as set out in clauses 12.1 and 12.2 above.
- 12.4 On termination of the supply of services, the amount of such deposit, as determined by Council from time to time, less any payments due to the Municipality, must be refunded to the depositor.

13. BILLING AND PAYMENT

- 13.1 The account holder must pay all amounts due to the Municipality as reflected in the municipal account, and the onus is on the account holder to verify the accuracy of such account, provided however that:

- (a) the Council may from time to time offer a discount on amounts due to the Municipality as an incentive for timely payment of current amounts due by the due date therefor;
 - (b) an account holder remains liable to make payment of the full amount due, on due date therefor and any discount becoming due to an account holder in terms of any such incentive in force from time to time will be reflected as a credit on the current month's account;
- 13.2 An account holder must pay for metered and other service charges, assessment rates, other municipal charges, levies, fees, fines, interest, taxes or any other liability or obligation from the date of origin of such municipal charges until the written termination of the services.
- 13.3 An account holder -
 - (a) has one account number and will be rendered one consolidated account for each property to which services are rendered or for which rates are due, on which the due date for settlement of the total amount owing is reflected; and
 - (b) will be rendered an account monthly in cycles of approximately thirty days;
- 13.4 Payment must be received before close of business on the due date.
- 13.5 Payment made to any of the service providers appointed by the Municipality to receive payments on its behalf, should be made at least four working days before the due date to enable the payment to be processed, and interest will accrue and no payment discount will be given should the Municipality receive payment from any such service provider after the due date.
- 13.6 The Municipality may estimate the quantity of metered services supplied in respect of a period or periods within the interval between actual successive readings of the meters, and may render an account to an account holder for the quantity of metered services so estimated.
- 13.7 It is the accountholder's responsibility to ensure that their respective meters are free and clear of any obstacles which could cause the meter readers not

to perform their duties of reading said meters. This includes ensuring that the meter boxes are not filled with sand or covered by debris.

- 13.8 If a meter is unread because it is covered (whether by debris or sand etc.) the Municipality has a right to clear the debris or uncover the meter to enable such meter to be read. This will be done at an additional cost to be determined by Council from time to time. Such cost will be billed against the respective meter's account.
- 13.9 If an account holder is dissatisfied with an account rendered for metered services supplied by the Municipality, such account holder may, prior to the due date stipulated therein, lodge an objection in writing to the Chief Financial Officer ("**CFO**"), setting out reasons for such dissatisfaction. The CFO, duly delegated by the Municipal Manager or his/her sub-delegate, shall adjudicate on the objection.
- 13.10 Should an account holder lodge an objection the account holder must notwithstanding such objection, continue to make monthly payments to the Municipality by the due date, of an amount equivalent to the average of the account holder's municipal account for the three month period prior to the month in respect of which the dispute is raised, and taking into account interest as well as the annual amendments of tariffs of Council.
- 13.11 An error or omission in any account or failure to render an account shall not relieve the account holder of the obligation to pay the Municipality monthly by the due date.
- 13.12 If an account holder uses water or electricity for a category of use other than that for which it is supplied by the Municipality and is as a consequence not charged for water or electricity so used, or is charged for the water or electricity at a rate lower than that at which the account holder should have been charged, the account holder shall be liable for the amount due to the Municipality in accordance with the prescribed charges in respect of-
- (a) the quantity of water or electricity which in the opinion of the Municipal Manager, or his/her delegate, the account holder has used and for which the account holder has not been charged; or
 - (b) the difference between the cost of the water or electricity used by the account holder at the rate at which the account holder has been

charged and the cost of the water or electricity at the rate at which the account holder should have been charged.

13.13 An account holder shall not be entitled to a reduction of the amount payable for metered services which are lost due to a default in the meter, save in terms of the provisions of clause 26.8(c).

13.14 The Municipality may-

- (a) consolidate any separate accounts of an account holder liable for payments to the Municipality; and
- (b) credit any payment by an account holder against any debt or account of that account holder;
- (c) implement any of the provisions of this policy and Chapter 9 of the Act against such account holder in relation to any arrears on any of the accounts of such a person;
- (d) allocate payments made in order of the current amounts first and then arrears and in order of such arrears in the order below:
 - (i) Legal Fees and Penalties
 - (ii) Interest
 - (iii) Sewerage charges
 - (iv) Refuse charges
 - (v) Water charges
 - (vi) Electricity charges
 - (vii) Other
- (e) Where required, the deposit contemplated in clause 12 above will be allocated according to the order in (d) above.

14. TERMINATION OF SERVICE AGREEMENT

14.1 Notice of termination of any service agreement must be in writing to the other party of the intention to do so.

14.2 An owner may terminate a service agreement relating to a property sold by him/her, by giving not less than four working days' notice in writing.

- 14.3 The Municipal Manager or his/her delegate may, on not less than fourteen working days' notice in writing, advise an account holder of the termination of the agreement for a supply of municipal services if-
- (a) The account holder has not consumed any water or electricity during the preceding six months, or has vacated the property and has not made satisfactory arrangements for the continuation of the agreement;
 - (b) The account holder has committed a breach of this policy and has failed to rectify such breach; or
 - (c) The Municipality is unable to continue to supply the account holder with municipal services as a result of the assumption by another authority of responsibility for the supply of the municipal service in question.

PROPERTY RATES AND TAXES

15. AMOUNT DUE FOR PROPERTY RATES AND TAXES

- 15.1 Joint owners of a property are jointly and severally liable for payment of rates and taxes levied thereon.
- 15.2 Payment of rates and taxes may not be deferred beyond the due date by reason of an objection to the valuation of the property appearing on the Valuation Roll.

16. CLAIM ON RENTAL FOR PROPERTY RATES AND TAXES IN ARREARS

The Municipality may apply to Court for the attachment of any rent due in respect of rateable property to cover in part or in full any amount due for rates and taxes on a said property which has remained unpaid for a period longer than three months after the payment date.

17. LIABILITY OF DIRECTORS AND MEMBERS FOR RATES AND TAXES

Where a company, close corporation, trust or a body corporate in terms of the Sectional Titles Act, 1986 (Act No. 95 of 1986) is responsible for the payment of any amounts for rates, liability therefor shall be extended to the directors, members or trustees thereof jointly as the case may be.

NON-PAYMENT OF MUNICIPAL ACCOUNTS AND DEBT COLLECTION

18. ARRANGEMENTS FOR PAYMENTS

- 18.1 An account holder, who is unable to pay a municipal account in full, may, before any steps are taken in terms of clause 21 and 30, approach the Municipality in order to make short-term arrangements to settle the account.
- 18.2 Any arrangement concluded with the Municipality to pay-off arrear amounts due by an account holder must be recorded in a written agreement with the Municipality. Any such arrangements must be in accordance with the framework determined by the Council from time to time and contained in the schedule hereto.
- 18.3 If the conditions of the arrangement are not adhered to by the account holder, the total debt becomes due and payable and no further arrangements will be considered.
- 18.4 Only two arrangements may be made with the account holder in any financial year.
- 18.5 In addition to clause 18.4 the Municipality must cause the installation of a prepayment electricity meter at the property in respect of the services where the account holder has defaulted on said arrangements.
- 18.6 The written arrangement which contains an acknowledgement of debt must be signed on behalf of the Municipality by the Municipal Manager or his/her delegate as well as the account holder.

18.7 In any instance where an account holder seeks to make arrangements for payment of arrear amounts due, in instalments, the Municipal Manager or his/her delegate may as a condition of any agreement -

- (a) review and require an increase in the account holder's deposit;
- (b) require of an account holder to pay current and/or arrear amounts by means of a stop order or debit order;
- (c) require of an account holder to convert to a pre-paid metering system;
or
- (d) require any other form of security, including a personal surety from the directors, members or trustees of a company, close corporation, trust or body corporate as the case may be.

The extent of these conditions as well as the amount of the deposit will be determined based on the affordability of the accountholder as assessed by the municipal official. Such increase in the deposit may not exceed the maximum deposits approved by the Municipality for that financial year.

18.8 Interest will be charged on all arrangements at a rate determined by Council from time to time.

19. PAYMENT EXTENSIONS

19.1 Payment extensions are used as an alternative to an arrangement where it is in the opinion of the Municipal Manager or his/her delegate that the accountholder, based on evidence submitted, is unable to commit to fixed monthly payments.

19.2 A payment extension may only be made in periods of not more than 30 days whereupon the accountholder must enter into another extension after sufficient payment is made.

19.3 All payment extensions must be reviewed monthly and consideration must be had to convert same to a formal arrangement.

19.4 No payment extensions for a specific account are permitted for accountholders who have an existing arrangement in respect of such account with the Municipality.

20. INTEREST ON OVERDUE MUNICIPAL ACCOUNTS

- 20.1 The Council must at least annually determine an interest rate to be levied on any arrear amounts due and payable to Council and any arrangements in terms of clause 18 or payment extensions in terms of clause 19, must provide for recovery of interest at the determine the rate.
- 20.2 Notwithstanding the provisions of clauses 18 and 19 above, or the reason for non-payment, interest at the prescribed rate will accrue whilst an account remains unpaid beyond the due date.
- 20.3 Interest must be calculated monthly in advance and a portion of a month shall be regarded as a month.

21. COLLECTION MECHANISMS

- 21.1 One or more of the following mechanisms may be implemented by the Municipality should an account holder fail to settle a municipal account by the due date.
- (a) delivery or mailing of a written demand for payment setting out the status of the account and the consequences of not paying or concluding an arrangement by a stipulated date;
 - (b) informing the account holder telephonically or by any other electronic means of the overdue amount and of the impending disconnection or restriction of services;
 - (c) disconnection or restriction of the supply of municipal services to the property, restriction or termination of the sale of prepaid services to an account holder, disconnection or removal of any pre-paid metering system;
 - (d) debiting of the municipal account of the account holder with all applicable costs and charges (including penalties and charges, and legal costs);
 - (e) institution of action against the account holder for recovery of all arrear amounts and costs and in the case of rates for an order that the property is specially executable;
 - (f) requiring of the account holder to convert to another metering system;

- (g) allocation of a portion of any pre-paid payment to other debts;
- (h) the release of debtor information to a credit bureau;
- (i) the publishing of a list of account holders who remain in default;
- (j) withholding payment of a grant-in-aid allocated to the account holder and subject to the provisions of **clause 33**, excluding the account holder from the tender process;
- (k) setting-off of any amount due by the Municipality to the account holder against amounts due for rates and services or any other outstanding amount owed to the Municipality;
- (l) review and alteration of the conditions of the service agreement;
- (m) classification of the account holder as an unreliable customer;
- (n) using the services of external debt collection specialists or agencies;
- (o) employing any other methods which are in the discretion of the Municipal Manager or his/her delegate appropriate for the recovery of arrear amounts.

21.2 The Municipality's usual practice and procedure in pursuing recovery of debts as determined from time to time by the Municipal Manager in terms of his/her delegated authority under this policy, is contained in the schedule 2. The Municipal Manager shall nevertheless have discretion to implement the procedure in the manner most appropriate for individual circumstances and may accordingly bypass any step.

21.3 The Municipality reserves the right to cause a replacement of conventional meter with a prepaid meter for any customer. The cost of the meter may be fully subsidised by the Municipality in cases of indigent households, as well as accounts with arrears of more than 60 days and longer as part of revenue protection and revenue enhancement strategies of the Municipality.

21.4 If a supply has been disconnected or restricted, and the account holder thereafter remains in arrears, the property must be monitored to ensure that the metered supply remains disconnected or restricted, and if it is found that the supply which had been disconnected or restricted previously has been restored -

- (a) the Municipality will have the right to take action as required in terms of **clause 31** of this policy, and the account holder or the property owner shall be responsible for the applicable fees, charges or damages;
- (b) the Municipality may refuse to supply services for a period determined by Council from time to time; and
- (c) in the instance of the use of a pre-paid meter, the Municipality, may withhold the further supply of pre-paid services.

21.5 Where a duly authorised officer of the Municipality has visited a property for the purpose of disconnecting or restricting the supply of a service and was obstructed or prevented from effecting such disconnection or restriction, an amount equal to the prescribed fee for a reconnection shall become payable for each visit necessary for the purpose of such disconnection or restriction, subject to a maximum of two such visits during which disconnection or restriction could not be effected.

21.6 The right of the Municipality to deny, restrict, disconnect or terminate services due to the non-payment of any assessment rates, metered services, other municipal charges, levies, fees, fines, interest, taxes or any other amount or amounts payable arising from any other liability or obligation prevails notwithstanding the fact that -

- (a) the account holder purported to allocate a payment to the amount due for a particular service;
- (b) the person who entered into a service agreement for supply of services with Council and the owner are different entities or persons, as the case may be.

21.7 The Municipality shall implement an incentive for settlement of arrears accounts as illustrated below:

- a) 100 % of all interest charges and penalties not yet paid and still reflecting on the consumer's most recent account may be written off

if such account is settled in full prior to the next billing run of such account.

- b) 85 % of all interest charges and penalties not yet paid and still reflecting on the consumer's most recent account may be written off if such account is settled in full over a period of two consecutive months.
 - c) 50 % of all interest charges and penalties not yet paid and still reflecting on the consumer's most recent account will be written off if such account is settled in full over a period of three consecutive months.
- 21.8 The incentives contemplated above will only be provided (i.e. removed from the account) once all of the due amounts have been paid within the prescribed periods.
- 21.9 Notwithstanding the above, the Accounting Officer or his/ her delegate is authorised within the ambits of this policy and in the interest of the Municipality to consider each application or request to settle an account and may offer any other discount as they may see necessary based on the circumstances and merits of the application. To implement the above clause, the delegation of powers is as follows;
- a) The CFO may offer a further 20% discount on capital excluding metered services.
 - b) The Accounting Officer may give a further 30% discount on capital excluding metered services.
- 21.10 Such incentives applied will be reported to the Finance Committee monthly for information.
- 21.11 Debt which is classified as irrecoverable will be dealt with in terms of the Municipality's Debt Write-off Policy.

22. USE OF THIRD-PARTY COLLECTION AGENCIES, ATTORNEYS

- 22.1 Where the Municipality exercises its right in terms of clause 21.1 (n), such costs associated with the collection process will be dealt with in the following manner:
- 22.1.1 The fee payable by the Municipality to the service provider will be billed against the debtor's account.
 - 22.1.2 The Municipality may write off this fee against the provision for bad debts.

23. COUNCILLOR AND MUNICIPAL STAFF ARREARS

- a) Staff arrears will be dealt with in accordance with Schedule 2 of the Act, and in terms of any procedures, method or actions referred to in this policy. Notwithstanding any other procedure, method or action that may be taken in terms of this policy, the Municipality shall deduct any outstanding amount from such staff members' salary after this 3 (three) month period.
- b) In accordance with Schedule 1, item 12A of the Systems Act, a Councillor of the Municipality may not be more than 3 (three) months in arrears for municipal service fees, surcharges on fees, property rates or any other municipal taxes, levies and duties levied by the Municipality. Notwithstanding any other procedure, method or action that may be taken in terms of this policy, the Municipality shall deduct any outstanding amount from such Councillor's remuneration after this 3 (three) month.
- c) Upon the event of a staff member no longer being employed by the Municipality, or a Councillor no longer serving as such, the Municipality must deduct all amounts owed to it by such staff member or Councillor from any outstanding amounts the Municipality owes to such staff member or Councillor.
- d) In the event of, and only in such event, this offset not being sufficient to satisfy the debt owed to the Municipality, the Municipality must then lodge

a claim against the Pension of such staff member or Councillor unless a suitable arrangement has been made in terms of clause 18. This provision (d) only applies to debt in respect of property rates, metered services, other municipal charges, levies, fees, fines, interest, and taxes and does not purport to limit or supplant in any way the Municipality's rights in law to recover amounts owed to it.

24. ARREARS OWED BY SPHERES OF GOVERNMENT

Any arrears owed by any sphere of government shall be dealt with in terms of this policy where such action does not conflict with any statutory laws and all requirements in terms of such laws must first be adhered to prior to invoking the prescripts of this policy for the purpose of recovering outstanding debt. For reference, the Local Government: Municipal Finance Management Act, 56 of 2003; the Intergovernmental Relations Framework Act, 13 of 2005; and the Institution of Legal Proceedings Against Certain Organs of State Act, 40 of 2002; and any other applicable legislation.

25. HOUSING RENTAL SCHEMES: COLLECTION PROCESS

Tenants are required to have signed Lease Agreements with the Municipality. No sub-letting by the tenant is permitted. Housing officials may from time to time perform inspections at any rented property of the Municipality. The Municipality adopted a consolidated billing system whereby all services including rental are charged on one account. The process below refers to collection of rent amounts due/overdue:

- a) Rental is payable in advance by the due date.
- b) If payment is not received, a first contact letter requesting payment and offering the debtor an opportunity to make an arrangement within 30 (thirty) days, from the date of the letter, is sent to the defaulting debtor.
- c) If no response to the first contact letter, a letter of demand is sent, allowing the defaulter 30 (thirty) days, from the date of the letter, a further opportunity to make an arrangement.
- d) If the debtor fails to respond to this letter of demand, within 30 (thirty) days, the debtor will, within the next 30 (thirty) days, receive a house visit.

- e) Failure to respond after the house visit, will result in legal proceedings and ultimately the seeking of relief from the Courts of an eviction order.

METERING EQUIPMENT AND METERING OF SERVICES

26. METERING EQUIPMENT AND MEASURING OF CONSUMPTION

- 26.1 The Municipality shall, at the account holder's cost, in the form of a direct charge or prescribed fee, provide, install and maintain appropriately rated metering equipment at the point of metering for measuring metered services.
- 26.2 The Municipality reserves the right to meter the supply to a block of shops, flats, tenement-houses and similar buildings for the building as a whole, or for an individual unit, or for a group of units.
- 26.3 Where any building referred to in 26.2 is metered as a whole -
 - (a) the owner may, at own cost, provide and install appropriate sub-metering equipment for each shop, flat and tenement to the municipality's technical standards; or
 - (b) the relevant Executive Director, duly delegated by the Municipal Manager, may require the installation, at the account holder's expense, of a meter for each unit of any property in separate occupation for the purpose of determining the quantity of metered services supplied to each such unit.
- 26.4 Where the electricity used by consumers is charged at different tariff rates, the consumption shall be metered separately for each rate.
- 26.5 Where sub-metering equipment is installed, accommodation separate from the municipality's metering equipment must be provided by the account holder as required by the Municipality.
- 26.6 Except in the case of pre-payment meters, the quantity of metered services used by an account holder during any metering period is ascertained by reading the appropriate meter or meters supplied and installed by the Municipality at the beginning and end of such metering period, except where the metering equipment is found to be defective.

- 26.7 For the purpose of calculating the amount due and payable for the quantity of metered services consumed, the same amount of metered services shall be deemed to be consumed during every period of 24 hours between readings.
- 26.8 The following shall apply with regard to the accuracy of metering:
- (a) A meter shall be conclusively presumed to be registering accurately if its error, when tested in the manner prescribed in 26.13, is found to be within the limits of error as provided for in the applicable standard specifications;
 - (b) the Municipality has the right to test its metering equipment, and if it is established by test or otherwise that such metering equipment is defective, the Municipality shall in accordance with the provisions of 26.6;
 - (i) in case of a credit meter, adjust the account rendered; or
 - (ii) in the case of prepayment meters, render an account where the meter has been under-registering; or issue a token where the meter has been over-registering;
 - (c) An account holder is entitled to have metering equipment tested by the Municipality on payment of the prescribed fee, and if the metering equipment is found not to comply with the system accuracy requirements as provided for in the applicable standard specifications, an adjustment in accordance with the provisions of clauses 26.7 and 26.8(b) shall be made and the aforesaid fee shall be refunded.
- 26.9 No alterations, repairs, additions or connections of any description may be made on the supply side of the point of metering unless specifically approved in writing by the Municipal Manager or his/her delegate.
- 26.10 Prior to the Municipality making any upward adjustment to an account in terms of clause 26.8(b), the Municipality must -

- (a) notify the consumer in writing of the amount of the adjustment to be made and the reasons therefor;
- (b) in such notification provide sufficient particulars to enable the account holder to submit representations thereon; and
- (c) call upon the account holder in such notice to present it with reasons in writing, if any, within 21 days or such longer period as the Municipality may in its discretion permit, why the account should not be adjusted as notified;
- (d) Should the consumer fail to provide any representation during the period referred to in clause 26.10(c) the Municipality shall be entitled to adjust the account as notified in clause 26.10(a).

26.11 The Municipality must consider any representation provided by the consumer in terms of clause 26.10 and must, if satisfied that a case has been made out therefore, adjust the account appropriately.

26.12 If the Municipal Manager or his/her delegate decides, after having considered a representation made by the account holder, that such representation does not establish a case warranting an amendment to the amount established in terms of clause 26.15, the Municipality shall adjust the account as notified in terms of clause 26.10(a), and the account holder shall have the rights of appeal provided for in this policy.

26.13 Meters are tested in the manner as provided for in the standard specifications applicable thereto.

26.14 When an adjustment is made to the consumption registered on a meter in terms of clauses 26.8(b) or 26.8(c), such adjustment is based either on the percentage error of the meter as determined by the test referred to in clause 26.13, or upon a calculation by the Municipality from consumption data in its possession and where applicable, due allowance shall be made, where possible, for seasonal or other variations which may affect consumption.

26.15 When an adjustment is made as contemplated in clause 26.14, the adjustment may not be for a period exceeding six months preceding the date on which the metering equipment was found to be inaccurate, and that the provisions of such shall not bar an account holder from claiming recovery of an overpayment for any longer period where the account holder is able to prove the claim in the normal legal process.

- 26.16 The relevant Executive Director, duty delegated by the Municipal Manager, may dispense with the use of a meter in case of:
- (a) an automatic sprinkler fire installation;
 - (b) a fire installation or hydrant; or
 - (c) special circumstances at the Municipal Manager's discretion.
- 26.17 The Municipality may by notice -
- (a) prohibit or restrict the consumption of metered services -
 - (i) for specified or non-specified purposes;
 - (ii) during specified hours of the day or on specified days or otherwise than during specified hours of the day or on specified days; and
 - (iii) in a specified or non-specified manner; and
 - (b) determine and impose -
 - (i) limits on the quantity of metered services which may be consumed over a specified period;
 - (ii) charges additional to those prescribed in respect of the supply of metered services in excess of a limit contemplated in subclause (i); and
 - (iii) a general surcharge on the prescribed charges in respect of the supply of metered services; and
 - (c) impose restrictions or prohibitions on the use or manner of use or disposition of an appliance by means of which metered services are used or consumed, or on the connection of such appliance.
- 26.18 The Council may limit the application of the provisions of a notice contemplated in clause 26.17 to specified areas and classes of account holders, property and activities, and may provide for the Municipal Manager or his/her to permit deviations and exemptions from, and the relaxation of any of the provisions on such grounds as he or she may deem fit.
- 26.19 To ensure compliance with a notice published in terms of subsection 26.17, the Municipal Manager or his/her delegate may take, or by written notice

require an account holder at the account holder's expense to take such measures including the installation of measuring devices and devices for restricting the flow of metered services as may be necessary

- 26.20 In addition to the person by whose act or omission a contravention of or failure to comply with the terms of a notice published in terms of clause 26.17 is actually committed, an account holder in respect of the property to which metered services are supplied is presumed also to have committed the contravention or to have so failed to comply, unless it is proved that the account holder had taken all reasonable steps to prevent such a contravention or failure to comply by any other person, provided however, that the fact that the account holder issued instructions to the other person shall not of itself be accepted as sufficient proof that the account holder took all such reasonable steps.
- 26.21 The provisions of this clause also apply in respect of metered services supplied directly by the Municipality to account holders outside its area of jurisdiction, notwithstanding anything to the contrary in the conditions governing such supply, unless otherwise specified in the notice published in terms of clause 26.17.
- 26.22 If such action is necessary as a matter of urgency to prevent waste of metered services, refuse or sewerage, damage to property, danger to life, or pollution of water, the Municipal Manager, or his/her delegate, may -
- (a) without prior notice disconnect the supply of metered services to any property; and
 - (b) enter upon such property and do such emergency work, at the account holder's expense, as he or she may deem necessary, and in addition by written notice require the account holder to do within a specified period such further work as the relevant Executive Director may deem necessary.
- 26.23 Before any metered or pre-paid metered supplies which have been disconnected or restricted for non-payment are restored, an account holder must have a valid service contract, pay all fees and charges as well as any

additional or increased deposits as determined by the Municipality, from time to time.

26.24 The Municipal Manager may, at the written request of an account holder and on the dates requested by the account holder -

- (a) disconnect the supply of metered services to the account holder's property; and
- (b) restore the supply, and the account holder must before the metered services is restored pay the prescribed charge for the disconnection and restoration of his or her supply of metered services.

26.25 After disconnection for non-payment of an account or a contravention of any provision of these by-laws, the prescribed charge for such reconnection must be paid before reconnection is affected.

26.26 Once all conditions for reconnection are met, the Municipality must cause such reconnection within 48 hours.

26.27 The following shall apply to the reading of credit meters:

- (a) Unless otherwise prescribed, credit meters are normally read at intervals of approximately one month and the fixed or minimum charges due in terms of the tariff are assessed accordingly and the Municipality is not obliged to effect any adjustments to such charges;
- (b) if for any reason the credit meter cannot be read, the Municipality may render an estimated account, and estimated consumption shall be adjusted in a subsequent account in accordance with the consumption actually consumed;
- (c) when an account holder vacates a property and a final reading of the meter is not possible, an estimation of the consumption may be made and the final account rendered accordingly;
- (d) if a special reading of the meter is desired by an account holder, this may be obtained upon payment of the prescribed fee; and

- (e) if any calculation of, reading or metering error is discovered in respect of any account rendered to a consumer -
 - (i) the error shall be corrected in subsequent accounts;
 - (ii) any such correction shall only apply in respect of accounts for a period of six months preceding the date on which the error in the accounts was discovered,
 - (iii) the correction shall be based on the actual tariffs applicable during the period;
 - (iv) the application of this clause does not prevent a consumer from reclaiming an overpayment for any longer period where the consumer is able to prove the claim in the normal legal process.

26.28 The following shall apply to pre-payment metering:

- (a) No refund of the amount tendered for the purchase of electricity or water credit shall be given at the point of sale after initiation of the process by which the prepayment meter token is produced;
- (b) copies of previously issued tokens for the transfer of credit to the prepayment meter may be issued at the request of the consumer;
- (c) when an account holder vacates any property where a prepayment meter is installed, no refund for the credit remaining in the meter shall be made to the owner by the Municipality;
- (d) the Municipality shall not be liable for the reinstatement of credit in a prepayment meter lost due to tampering with, or the incorrect use or the abuse of, prepayment meters or tokens;
- (e) where an account holder is indebted to the Municipality for any assessment rates, metered services, other municipal charges, levies, fees, fines, interest, taxes or any other amount or amounts payable arising from any other liability or obligation, the Municipality may allocate a percentage of the amount tendered for the purchase of pre-paid electricity in reduction of the amount owing to the Municipality;

- (f) the Municipality may appoint vendors for the sale of credit for prepayment meters and does not guarantee the continued operation of any vendor.

27. RIGHT OF ACCESS TO PROPERTY

The following shall apply with regard to access to meters and property and should be read with clause 34 of this policy:

- (a) The owner and or occupier of property must allow an authorised representative of the Municipality access at reasonable hours to the property in order to read, inspect, install, relocate or repair any meter or service connection for reticulation, or to disconnect, stop or restrict, or reconnect, the provision of any service.
- (b) The owner is responsible for the cost of relocating a meter if satisfactory access is not possible. In the case of access for the purpose of reading the meters, such relocation will be done if no access is gained for three consecutive months.
- (c) Building plans will only be approved if placement of the water and electricity meters is located as per plan submitted on the sidewalk where it is accessible to the Municipality. In cases where building plans are submitted for improvements to dwellings where meter(s) are still inside the property, it will be a requirement for approval that meters be relocated to the sidewalk on account of the owner/applicant.
- (d) If a person fails to comply with clause (a), the Municipality or its authorised representative may:-
 - (i) by written notice require such person to provide/restore access at his/her own expense within a specified period; and
 - (ii) as a matter of urgency, without prior notice restore access and recover the cost from such person.

28. RESALE OF WATER OR ELECTRICITY

- 28.1 No account holder who is supplied with metered services in terms of this policy may sell or supply water or electricity, supplied to the account holder's property under an agreement with the Municipality, to any other person or persons for such use upon any property other than those in respect of which such agreement is made, or permit or suffer such resale or supply to be made, unless provision has been made therefore in a special agreement with the Municipality or unless prior authority has otherwise been obtained from the Municipality to do so.
- 28.2 If the Municipality grants permission as referred to in clause 28.1, it may stipulate the maximum price at which the water or electricity may be sold and impose such other conditions as it may deem fit.
- 28.3 Permission referred to in clause 28.1 may be withdrawn at any time.
- 28.4 Where water or electricity is resold for use on the same property, such resale must be in accordance with the tariff and subject to such conditions as the Municipality may decide.

29. ASSISTANCE TO INDIGENTS

- 29.1 Subject always to the provisions of the municipality's Indigent Management Policy, which in the event of a contradiction shall apply, for a user to qualify as a indigent household, the following requirements must be met:
- (a) The applicant must be an account holder.
 - (b) The applicant may not be the owner of more than one residential property and he or she must occupy the property.
 - (c) An applicant who is an occupier stemming from a deceased estate where the deceased was registered as an indigent must apply in person and will only qualify for assistance for electricity, water and sewerage charges. The owner or executor of the estate will be responsible for rates, sanitation and refuse charges and will not qualify for assistance in respect of such charges.

- (d) The existing and future accounts of indigent households where the account holder is deceased, i.e. an "**estate late**" account, may be accepted under the assistance scheme, on condition that only the surviving spouse and/or dependent children may apply or benefit.
 - (e) Qualification criteria for assistance shall be as determined by Council from time to time in terms of its Indigent Management Policy, which must be read in conjunction with this policy.
- 29.2 An account holder who is in the seat of assistance must immediately notify the Municipality in the event of any of the qualifying criteria applicable to the account holder changing, to enable the Municipality to review and to reconsider the household's status as an indigent household.
- 29.3 Households which qualify as indigent households may receive a credit for some or all of the following:
- (a) A quantity of electricity; and/or
 - (b) a quantity of water; and/or
 - (c) the refuse removal charges; and/or
 - (d) the sewerage charges; and/or
 - (f) any other service fees, taxes or charges over and above the rendered services; as may be determined by the Council from time to time in terms of its Indigent Management Policy.
- 29.4 The Municipality and its representatives have the right to visit the property mentioned in clause 29.1(b) at any reasonable time for the purposes of auditing an application.
- 29.5 The normal charges and the requirement to pay an account will apply should a household account exceed the credit given.

MISCELLANEOUS PROVISIONS

30. MUNICIPALITY'S POWERS TO RESTRICT OR DISCONNECT SUPPLY OF SERVICES

- 30.1 The Municipality may, in addition to any other provision in this policy, restrict or disconnect the supply of water and electricity, or discontinue any other service to any property if-
- (a) an administration order is granted in terms of the Magistrates Court Act, 1944 (Act No. 37 of 1944), in respect of an account holder;
 - (b) an account holder of any service fails to comply with a condition of supply imposed by the Municipality;
 - (c) an account holder obstructs the efficient supply of electricity, water or any other municipal services to another account holder;
 - (d) an account holder supplies such municipal services to any person who is not entitled thereto or permits such service to continue;
 - (e) an account holder causes a situation which in the opinion of the Municipal Manager or his/her delegate, is dangerous or constitutes a contravention of relevant legislation; or
 - (f) is placed under provisional liquidation or judicial management, or commits an act of insolvency in terms of the Insolvency Act, 1936 (Act No. 24 of 1936).
- 30.2 Where it is possible by the capability of the meter or system, services will be restricted as a first measure of debt collection before suspension or termination.
- 30.3 If a service has been disconnected and no payment is made or a suitable arrangement entered into in terms of clause 18 within 30 days of such disconnection, the Municipality will initiate legal action against the account holder.

31. TAMPERING, UNAUTHORISED CONNECTIONS AND RECONNECTIONS, AND IMPROPER USE

- 31.1 The Municipality shall be entitled to monitor its service network for signs of tampering or irregularities.
- 31.2 No person may in any manner or for any reason whatsoever tamper or interfere with any meter or metering equipment or service connection or service protective device or supply mains or any other equipment of the municipality. This includes reconnecting electricity or water where such has been terminated for reason of non-payment.
- 31.3 Where prima facie evidence exists that a consumer or any person has contravened clause 31.2, the Municipality shall be entitled to disconnect the supply immediately and without prior notice to the account holder, and the account holder is liable for all fees and charges levied by the Municipality for such disconnection and the matter shall be reported to the South African Police Service.
- 31.4 Where an account holder or any person has contravened clause 31.2 and such contravention has resulted in the meter recording less than the true consumption, the Municipality shall be entitled to recover from the account holder the full cost of the estimated consumption.
- 31.5 There will be no reconnection or reinstatement of services until all outstanding debt, included interest, legal fees, penalties and estimates are paid in full. Arrangements in these instances will not be considered.

32. CLEARANCE CERTIFICATES

To affect the transfer of any immovable property from one registered owner to another, the Registrar of Deeds requires a clearance certificate, which certificate is obtainable from the Municipal Manager or his/her delegate, upon application therefore in the prescribed manner and payment of the prescribed fee and subject to the conditions of Section 118 of the Municipal Systems Act, 2000 (Act No 32 of 2000) being met. Any outstanding debt remaining after the issue of a clearance certificate in terms of section 118 (1)(b) remains a debt against the owner. When issuing a clearance certificate in terms of section 118 (1)(b) the Municipality must provide a statement of account for the total balance of arrears in respect of the property to the

conveyancing attorneys so that their clients may be appropriately informed. However, the Municipality does not take responsibility for a purchaser or seller not being informed of any outstanding debt in respect of a property.

33. TENDERS AND GRANTS-IN-AID

- 33.1 No tender submitted to the Municipality for the supply of goods and/or services to the Municipality shall be considered, unless it is accompanied by a municipal account not older than three months from the closing date of said tender, stating that the tenderer is not indebted to the Municipality for any arrear amount reflected on the municipal account.
- 33.2 Notwithstanding the provisions of clause 33.1 above, if the tenderer has made satisfactory arrangements to pay the outstanding amount by means of instalments in terms of this policy, or has settled all arrear amounts in full, the tenderer's tender may be considered.
- 33.3 The Municipal Manager or his/her delegate shall in the conditions of contract applicable to any tender awarded to the tenderer, provide that the amount owing to the Municipality shall be deducted from any payment due to the tenderer.
- 33.4 Payment of any grant-in-aid approved by the Council may be withheld pending payment of any outstanding municipal account, or pending conclusion of an agreement between the Municipality and the recipient of a grant-in-aid in which satisfactory arrangements have been made regarding the settlement of the outstanding municipal account.

34. POWER OF ENTRY AND INSPECTION

- 34.1 A duly authorised representative of the Municipality may for any reason related to the implementation or enforcement of this policy and/or the Council's Credit Control and Debt Collection By-law, at all reasonable times or in emergency at any time, enter property, request information and carry out such inspection as he deems necessary, and may for purposes of installing

or repairing any meter or service connection for reticulation, disconnect, stop or restrict the provision of any service.

34.2 If the Municipality considers it necessary for any work to be carried out to enable an officer to perform a function referred to in clause 34.1 above properly and effectively, it may -

(a) by written notice require an account holder to do, at own expense, specified work within a specified period; or

(b) if the situation is a matter of urgency, without prior notice do such work or cause it to be done at the expense of the account holder.

34.3 If the work referred to in 34.2 is carried out for the sole purpose of establishing whether a contravention of this policy has been committed and it is found that no such contravention has taken place, the Municipality shall bear the expense connected therewith together with that of restoring the property to its former condition.

35. RELAXATION, WAIVER AND DIFFERENTIATION OF CUSTOMERS

35.1 Pursuant to this policy, the Municipality may differentiate between different categories of ratepayers, account holders, customers, debtors, taxes, services, service standards and other matters.

35.2 The Municipality may, in writing, exempt an account holder, category of account holders, or other persons from complying with a provision of this policy, subject to any conditions it may impose, if the application or operation of that provision would be unreasonable, however the Municipality or its authorised agent may not grant exemption from any provision of this policy that may result in -

(a) the wastage or excessive consumption of water or electricity;

(b) the evasion or avoidance of water or electricity restrictions;

(c) significant negative effects on public health, safety or the environment;

(d) the non-payment for services;

(e) the installation of pipes and fittings which are not acceptable in terms of the municipality's prescribed standard; or

(f) the contravention of any Act, or any regulation made in terms thereof;

35.3 The Municipality may at any time upon at least 30 days written notice, withdraw any exemption given in terms of clause 35.2.

36. POWER OF COUNCIL TO RECOVER COSTS

36.1 Where a bank dishonours any payment made to the Municipality, it may levy and recover all related costs and any administration fees against an account of the defaulting account holder and may disconnect or restrict the supplies to the property of such account holder.

36.2 All legal costs, including attorney-and-own-client costs incurred in the recovery of amounts in arrears and payable shall be levied against the arrears account of the account holder.

36.3 For any action taken in demanding payment from an account holder or reminding an account holder by means of telephone, electronic mail, letter or otherwise that payments are due, a fee will be levied against the municipal account of the account holder in terms of the Municipality's tariff provisions.

37. PRIMA FACIE EVIDENCE

A certificate reflecting that an amount is due and payable by any person to the municipality, under the hand of the Municipal Manager or a duly authorised officer of Council, is upon mere production thereof prima facie evidence of the indebtedness for any purpose and the signatory shall not be obliged to prove his/her authority.

38. AUTHENTICATION AND SERVICE OF ORDERS, NOTICES AND OTHER DOCUMENTS

38.1 An order, notice or other document from the Municipality must be signed by the Municipal Manager or his/her delegate. Such authority and any

document purporting to be so signed shall constitute sufficient notice from the Municipality.

38.2 Any notice or other document that is served on a person by a duly authorised officer of the Municipality in terms of this policy, is regarded as having been served -

- (a) when it has been delivered to that person personally;
- (b) when it has been left at that person's place of residence or business in the Republic or at the property to which the notice relates, with a person apparently over the age of sixteen years;
- (c) when it has been posted by registered or certified mail to that person's last known residential or business address in the Republic as reflected in the records of the municipality, or to the address of the property to which the notice relates and an acknowledgement of the posting thereof from the postal service is obtained;
- (d) if that person's address in the Republic is unknown, when it has been served on that person's agent or representative in the Republic in the manner provided by clauses 38.2(a), 38.2(b) or 38.2(c);
- (e) if that person's address and agent or representative in the Republic is unknown, when it has been placed in a conspicuous place on the property or property, if any, to which it relates;
- (f) in the event of a body corporate, when it has been delivered at the registered office of the business property of such body corporate; or
- (g) when it has been delivered, at the request of a person, to that person's electronic mail address.

38.3 When any notice or other document has to be authorised or served on the owner, an account holder or holder of any property or right in any property, it is sufficient if that person is described in the notice or other document as the owner, account holder or holder of the property or right in question, and it is not necessary to name that person.

- 38.4 Service of a copy shall be deemed to be service of the original.
- 38.5 Any legal process is effectively and sufficiently served on the Municipality when it is delivered to the Municipal Manager or a person in attendance at the Municipal Manager's office.

39. DISPUTES

- 39.1 In this policy, dispute refers to the instance when a debtor questions the correctness of any account rendered by the Municipality with the Municipal Manager or his/her delegate as per the process contained below:
- 39.2 In order for a dispute to be registered with the Municipality, the following procedure must be followed:

By the debtor

- (a) The dispute must be submitted in writing or dictated to the official who will record it in writing and have it signed as correct. The document must then immediately be lodged with the relevant authorised official.
- (b) No dispute will be registered verbally whether in person or over the telephone.
- (c) The debtor must furnish full personal particulars including all their account numbers held with the Municipality, direct contact telephone numbers, postal and e-mail addresses and any other relevant particulars required by the Municipality.
- (d) The full nature of the dispute must be described in the correspondence referred to above.
- (e) The onus will be on the debtor to ensure that he/she receives a written acknowledgement of the dispute.

By the Municipality

- (a) Upon receipt of the dispute the following actions are to be taken:
- (b) All disputes received are to be recorded in a register kept for that purpose. The following information should be entered into this register:
 - I. debtors account number;
 - II. debtors name;
 - III. debtors address;
 - IV. full particulars of the dispute;

- V. name of the official to whom the dispute is given to investigate and resolve in accordance with the provisions contained in this Policy;
 - VI. actions that have, or were, taken to resolve the dispute;
 - VII. signature of the controlling official.
- (c) An authorised controlling official will keep custody of the register and conduct a daily or weekly check or follow-up on all disputes as yet unresolved.
- (d) A written acknowledgement of receipt of the dispute must be provided to the debtor.

39.3 The following provisions apply to the consideration of disputes:

- (a) All disputes must be concluded by the Municipal Manager or his/her delegate.
- (b) The Municipal Manager's (delegate) decision is final and will result in the immediate implementation of any debt collection and credit control measures provided for in this policy after the debtor is provided with the outcome of the appeal.
- (c) The same debt will not again be defined as a dispute in terms of this clause and will not be reconsidered as the subject of a dispute.
- (d) Should a debtor not be satisfied with the outcome of the dispute, a debtor may lodge an appeal in terms of clause 42 of this policy.

40. ABANDONMENT OF BAD DEBTS, AND FULL AND FINAL SETTLEMENT OF AN ACCOUNT

40.1 Before terminating the debt collection procedure in any individual instance the Municipal Manager must -

- (a) ensure that all debt collection mechanisms as provided for in this policy have been utilised where reasonable;
- (b) maintain an audit trail; and
- (c) document the reasons for terminating the debt collection procedure, including the cost of enforcement and necessary financial adjustments.

40.2 The Municipal Manager or his/her delegate may consider an offer for full and final settlement of any amount owing, and must, if in his/her sole discretion

he/she considers it in the interests of the Municipality to do so, in writing consent to the acceptance of a lesser amount as full and final settlement of the amount due and payable.

- 40.3 Where the exact amount due and payable to Council has not been paid in full, any lesser amount tendered in full settlement to and accepted by any employee, except the Municipal Manager or the Municipal Manager's delegate, shall not be deemed to be in full and final settlement of such an amount.

41. NATIONAL CREDIT ACT NOT APPLICABLE

The Municipality is not a credit provider in terms of the National Credit Act 34/2005, and nor is that Act applicable to the recovery by the Municipality of amounts due to it for rates, in terms of tariffs relating to the supply of services including fixed tariffs, fines or any other amount.

42. RIGHT OF APPEAL

- 42.1 A person whose rights are affected by a decision of a municipal officer may appeal against that decision by giving written notice of the appeal and reasons to the Municipal Manager within 21 days of the date of the notification of the decision.
- 42.2 The Municipal Manager or a structure created for this purpose and delegated by him to act as an appeal authority must consider the appeal and confirm, vary or revoke the decision, but no such variation or revocation of a decision may detract from any rights that may have accrued as a result of the decision.
- 42.3 When the appeal is against a decision taken by -
- (a) a staff member other than the Municipal Manager, the Municipal Manager is the appeal authority, even if such staff member was acting in terms of a delegation from the Municipal Manager;
- 42.4 An appeal authority must commence with consideration of an appeal within six weeks and decide upon the appeal within a period of twelve weeks.

43. ROLE AND RESPONSIBILITY OF COUNCILLORS

- 43.1 Section 99 of the Act appoints the Executive Mayor as the supervisory authority to oversee and monitor the implementation and enforcement of this policy, the performance of the Municipal Manager in implementing it and its associated bylaw and as required by the Council, to report to it.
- 43.2 In addition to the monitoring role provided in clause 43.1 above, all Councillors are responsible for promoting this policy and compliance with it. In order to maintain the credibility of this policy as adopted by the Council, all Councillors must lead by example and ensure that his/her account with the Municipality is and remains paid in full. Full details of all accounts of Councillors and employees which are in arrears shall be tabled before the Finance Committee and disclosed in the municipality's financial statements.
- 43.3 Furthermore, where Councillors become aware of any breaches to any Policy or By-law of this Municipality, it is necessary that this be reported to the Municipality for investigation and resolution in terms of the respective Policies.
- 43.4 Ward Committees are tasked with the dissemination of Policies and By-laws to the community and to facilitate the implementation thereof.

44. RESPONSIBILITIES OF MUNICIPAL STAFF

- 44.1 Where a staff member becomes aware of any breaches to any Policy or By-law of this Municipality, it is necessary that immediate and appropriate action is taken in terms of the respective Policies.
- 44.2 Where a staff member becomes aware of any attempts, successful or not, to interfere with the implementation of a Policy or By-law they are obliged to report such matter to Council through their respective Manager and Executive Director.

45. DEBT REHABILITATION PROGRAMME

A Customer may enter into a written three-year agreement with the Municipality for the payment of outstanding debt and their current account payment, an upfront 30% payment of the total account is required.

If the Customer makes payment of the confirmed arrangement amount **without default**, they will qualify for the following:

In the first year of the arrangement be entitled to a 50% write-off on all interest charges and 25% on rates. In the second year of the arrangement the Customer shall be entitled to a 25% write-off on all interest charges and rates. In the third year of the arrangement the Customer shall be entitled to a further 25% write-off on all interest charges and rates.

All the following conditions must be met before any of the abovementioned incentives are granted:

- Functional water meter
- Installation of prepaid meter
- Pay arrangement amount (including current account) in full on a monthly basis during the agreement term
- A down payment of 30% (thirty percent) must be made on the day of application.
- An arrangement agreement must be signed between the Municipality and the Customer.

If tampering is committed at the respective address/erf number linked to the account having the arrangement, at any stage during the 3-year period of the agreement: **The Customer shall be disqualified from receiving and further benefits in relation to the arrangement and such agreement shall become null and void.**

46. IMPLEMENTATION DATE OF REVIEW

This Policy becomes effective and wholly enforceable from the 1st July 2024.

By-laws must be adopted in order to give effect to this Policy and such By-laws shall be reviewed annually.

SCHEDULE 1

ARRANGEMENTS

1. Arrangements made in respect of residential properties may not exceed 12 months without approval by the Supervisor and on good cause shown.
2. Arrangements made in respect of commercial properties may not exceed 12 months without approval by the Supervisor and on good cause shown.
3. All arrangements made in excess of 12 months must be reviewed annually.
4. Notwithstanding the above, arrangements to repay debt will be treated holistically, and different repayment periods or methods may be determined for different types of service, debtors or areas within the general rule that the repayment period should be in sympathy with the instalments and the affordability of the debtor be proved.

SCHEDULE 2

DEBT COLLECTION PROCEDURES

The procedures below are a synopsis of the process and may be varied where the circumstances require.

Debt Overdue – Due Date to Next Billing Date

1. List is generated and submitted to Municipality Call Centre
2. Every debtor on list will be phoned and will:
 - a. Have their personal information updated
 - b. Be reminded of the due date and outstanding debt
 - c. Be required to make a commitment to make payment by a date not later than the next billing date.

Debt Overdue 30-60 Days

3. Residential debtors will be restricted from buying electricity tokens until payment is made or an arrangement is entered into.
4. Commercial debtors will have their electricity and/or water services restricted or suspended until payment is made or an arrangement is entered into.

Debt Overdue 60 days plus

5. Residential debtors will be restricted from buying electricity tokens until payment is made or an arrangement is entered into.
6. These accounts will be handed over for more focused collection strategies.

Staff and Councillor Accounts

7. A notice will be issued to such staff member or Councillor setting out the status of their account and giving 14 days for settlement of the arrears in excess of 90 days.
8. Should the staff member or accountholder not be able to settle such account then they may enter into an arrangement with the Municipality on condition that they sign a stop order for the deduction of amounts owing on their account from their monthly salary.

9. Failure to make any arrangement or settlement within the 14-day period will result in the Municipality implementing section 14 of Schedule 1 of the Local Government: Municipal Systems Act in respect of Councillors and sections 10, 14 and 14A of the same Act in respect of Staff members.

ANNEXURE 1

Application for Municipal Services and Service Agreement – Residential

This form is used where there are already services and meters but the consumer of the services on the property changes.

ANNEXURE 2

Application for Municipal Services and Service Agreement – Commercial and Industrial

This form is used where there are already services and meters but the consumer of the services on the property changes.

SOL PLAATJE LOCAL MUNICIPALITY

DEBT WRITE-OFF POLICY



APPROVED ON THE

RESOLUTION NUMBER



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1. Definitions:

In this policy, unless the context indicates otherwise:

- a. "**the Municipality**" means the Sol Plaatje Local Municipality;
- b. "**debt**" means an obligation sounding in money and/or services due and owing to the Municipality;
- c. "**debtor**" means a person, natural or juristic, who owes a debt to the Municipality and who may be compelled to pay in terms of a claim or demand by the Municipality;
- d. "**irrecoverable debt**" means the debt which in terms of this policy meets the criteria for writing off;
- e. "**metered services**" means the supply of a service in which the consumption of the commodity supplied (such as water or electricity) is measured by means of a meter;
- f. "**occupier**" in relation to a property, means a person in occupation thereof irrespective of whether that person has the right to occupy;
- g. "**owner**" means:
 - i. in relation to an immovable property, a person in whose name ownership thereof is registered in the Deeds Office;
 - ii. a trustee, in the case of an immovable property which is trust property;



- iii. an executor or administrator in the case of an immovable property which falls in a deceased estate;
- iv. a trustee or liquidator, in the case of an immovable property in an insolvent estate or an estate in liquidation;
- v. a judicial manager, in the case of an immovable property owned by a corporate body under judicial management;
- vi. a curator, in the case of an immovable property registered in the name of a person under curatorship;
- vii. a lessee, in the case of an immovable property that is registered in the name of the Municipality and is let by it;
- viii. a buyer, in the case of an immovable property sold by the Municipality to the buyer and of which possession has been given to the buyer pending registration of ownership in the name of the buyer.

2. Purpose and Scope of the Policy

The purpose of this policy is to provide a framework for regulating the writing-off of irrecoverable debts and the consequent further enhancement of the Municipality's debt management strategy.

3. Transparency and accountability

- a. The process of writing-off of debts by the Municipality will be undertaken in a transparent and accountable manner.
- b. A proposal to write-off a debt, either as part of a group of debts, or individually, will be considered by Council on its merits pursuant to the procedure and with due regard to the information which must be provided to it in terms of this policy.



- c. The Constitution entitles everyone to administrative action which is lawful, reasonable and procedurally fair and to be given reasons for any such action which affects them.
- d. The Promotion of Administrative Justice Act 3 of 2000 is the legislation required by the Constitution to give effect to the right to just administrative action and in order to promote an efficient administration and good governance and to create a culture of accountability, openness and transparency in public administration or in the exercise of a public power or the performance of a public function.
- e. This policy incorporates the above principles by providing parameters and procedures to guide the Municipality and its officers in implementing it, and thereby exercising a public power through a series of administrative actions. In so doing, this policy seeks to provide certainty on the part of those affected by it with regards to how the Municipality will act in the circumstances covered by the policy and uniformity of action on the part of its officers.
- f. The Municipality commits itself and its officers to act fairly and justly in an open and transparent manner in implementing this policy.

4. Procedures for writing-off of debt

- a. General
 - i. A debt other than that in respect of indigent registrations and settlement incentive payments provided for in terms of the approved Customer Care, Credit Control and Debt



- Collection Policy, may only be written-off by Council and/or as in accordance with clause number 6 of this policy.
- ii. Council may only write-off a debt after consideration of a report and recommendations from the Accounting Officer (containing at least the information prescribed by this policy) or from the Accounting Officer that the debt collection procedures of the Municipality (as provided for in the Municipality's Customer Care, Credit Control and Debt Collection Policy) have been adhered to and that in his/her opinion there is **no reasonable** prospect of recovery of the debt and/or that further efforts to do so would be **uneconomical**.
 - iii. A debt may only be written-off by Council against the Municipality's provision for doubtful debts, being a funded reserve established pursuant to the Municipality's Funding and Reserves Policy and otherwise compliant with regulation 8 of the Municipal Budget Reporting Regulations R3214 dated 17/4/09.
 - iv. Copies of the reports to Council in regard to all debts written-off are to be retained in the records of the Municipality against the name of the debtor and the Accounting Officer must implement a system to alert the Municipality to the contents thereof in the event that the debtor again seeks to establish a credit-based relationship with the Municipality.



- b. Information to be placed by the Accounting Officer before Council in a report recommending the writing-off of a debt or group of debts:
- i. In the case of an individual debt, particulars of the debt including:
 - the amount of the debt, stating separately the capital amount and interest accrued;
 - the composition of the capital amount (cause of action).
 - ii. In the case of a group of debts, particulars of the group including:
 - motivation for submission of the debts in question as a group (e.g. cause of action, collection procedures and prospect of recovery similar in each case)
 - the total amount of the debts in the group, stating separately the total of the capital amounts and interest accrued;
 - the composition of the capital amount (cause of action).
 - iii. Steps taken to recover the debt or group of debts including:
 - all debt collection procedures and mechanisms implemented;
 - the results yielded thereby;



- any arrangements entered into with the debtor during the course of collection;
- an age analysis of the debt or group of debts.

iv. Particulars of the debtor including:

- whether the debtor is a natural or juristic person;
- if the debtor is a natural person, whether he/she has been sequestrated and if so, the outcome of the Municipality's claim against the insolvent estate.
- If the debtor is a juristic person, whether it has been liquidated and if so, the outcome of the Municipality's claim against the estate in liquidation;
- whether the debtor can be traced;
- whether the debtor is gainfully employed or otherwise in receipt of an income and the outcome of any arrangements made with the debtor, emoluments attachment orders issued and/or any distribution orders made.

v. Details of any attachable movable or immovable property which had been owned by the debtor and the outcome of execution by the Municipality against it.

vi. A recommendation to the Accounting Officer in the instance of immovable property that it is not desirable to attach such property where it is not in the interests of the community to do so because the owner is without alternative means, or on humanitarian grounds it would be undesirable to do so.



vii. Any other information relating to the debt which may be requested by Council.

viii. Details of costs incurred thus far in pursuing collection of the debt, and an estimation of the potential liability of the Municipality for further costs should the debt be pursued.

5. Factors which Council may take into consideration when writing-off debt

a. A debt is deemed to be irrecoverable:

- i. if it has prescribed in terms of the Prescription Act, No. 68 of 1969; or
- ii. the debtor has been sequestrated or liquidated and the proceeds of the sequestration or the liquidation are insufficient to satisfy the debt.

b. Where the above instance(s) are not applicable, a debt may not be deemed to be irrecoverable unless:

- i. all of the debtor's attachable movable and immovable property has been sold in execution and the proceeds have not satisfied the debt;
- ii. if the debtor is employed or in receipt of an income and all processes to attach that income or to obtain a court order for payment of the debt in instalments have been exhausted.



- c. A debt may be considered irrecoverable if all reasonable attempts to trace the whereabouts of the debtor have been unsuccessful and no attachable assets have been found.
- d. Notwithstanding the provisions contained herein, special circumstances exist which necessitate the writing-off such debt where it is in the public interest to do so.

6. Delegation to write off debt – Prescribed debt and *in duplum* interest

- a. The Accounting Officer will, after thorough review of any request in terms of this policy, be delegated to write-off any amounts in respect of prescribed debts in terms of the Prescription Act, No. 68 of 1969.
- b. The Accounting Officer will, after thorough review of any request in terms of this policy, be delegated to write-off any qualifying portion of amounts in respect of *in duplum* rule from the accumulated interest debt for every individual account.
- c. The Accounting Officer shall present a report on all write-offs in terms of clause 6 of this policy, to Council through the Finance Committee for information.

7. General provisions relating to the writing-off of debt

- a. Not less often than twice during the Municipality's financial year, the Accounting Officer shall submit a report to Council on debts to be written-off.



- b. A debt **other than** that in respect of indigent registrations; settlement incentive payments in terms of the approved Customer Care, Credit Control and Debt Collection Policy; and clause 6 of this policy, shall not be regarded as written-off until Council has so resolved.
- c. Prior to writing-off a debt and after consideration of the report and recommendation of the Accounting Officer in terms of this policy, Council must be satisfied that:
 - i. the Municipality has exhausted all means of debt recovery provided for in its Customer Care, Credit Control and Debt Collection Policy;
 - ii. recovery of the debt in question has been pursued diligently and completely;
 - iii. no other reasonably possible and practical means of recovering the debt exists.
- d. The writing-off of a debt must be recorded in the records of the Municipality and in its books of account in terms of Generally Recognised Accounting Practice.
- e. Council must in its budget make provision for doubtful debts through the medium of a funded reserve established in terms of the Municipality's Funding and Reserve Policy, compliant with regulation 8, Municipal Budget and Reporting Regulations R3214 dated 17/4/09.
- f. Should any provision of this policy conflict with a provision of the Municipality's Indigent Management Policy and the Customer



Care, Credit Control and Debt Collection Policy, the latter policies take precedence.

- g. In writing off a debt, the Municipality does not abandon its claim and all amounts recovered in reduction of a debt subsequently to its writing-off shall be recorded in the books of the Municipality as income.

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 final budget process 2024/25

SECTION 8:

M F M A CIRCULARS



Rationalisation of Planning, Budgeting and Reporting Requirements for the 2024/25 MTREF: Addendum 5

This circular provides an update to all municipalities on the preparation of statutory planning and reporting documents required for the 2024/25 Medium Term Revenue and Expenditure Framework (MTREF). It is for the attention of all municipalities and **applies to all categories of municipalities**.

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Appendix A – Overview of all prescribed indicators

Appendix B – Technical Indicator Descriptions for all prescribed indicators

Appendix C – Overview of changes to all prescribed indicators

1. Introduction

The Municipal Finance Management Act (MFMA) Circular No. 88 of November 2017 provided guidance to metropolitan municipalities on a common set of performance indicators applied from the 2018/19 planning and reporting cycle onwards. The National Treasury, the Department of Cooperative Governance (DCoG) and the Department of Planning, Monitoring and Evaluation (DPME) have provided subsequent addendum updates in 2019, 2020, 2021, 2022 and now 2023 with the intention of further guiding and clarifying the preparation of planning, budgeting and reporting documents for the Medium-Term Revenue and Expenditure Framework (MTREF).

This Addendum includes additional planning, budgeting, and reporting guidance, as well as certain indicator definitional updates and clarifications. It is reflective of the work to date on planning, budgeting and reporting reforms that should be factored into municipal planning, budgeting and reporting for the 2024/25 MTREF. The reforms will continue to be incrementally implemented in the 2025/26 – 2027/28 MTREF and apply on a differentiated basis per municipal category.

It also includes guidance regarding the continued institutionalisation of the reform in the other categories of municipalities (referring to the non-metropolitan municipalities), the continuing special pilot provisions for rollout in the non-metro municipalities, the use of Circular 88 data for assessment and evaluative purposes, and the next phase of institutionalisation of the reform in moving towards the development of regulations with regard to the reform.

2. Planning and budgeting reforms and guidance

2.1 Institutionalisation of planning, budgeting, and reporting reforms

Since 2021/22, the metropolitan municipalities have been encouraged to institutionalise the planning, budgeting and reporting reforms through the metros longer term frameworks and strategies, spatial development frameworks (SDFs), integrated development plans (IDPs), MTREF budgets, service delivery and budget implementation plans (SDBIPs) and their reporting in terms of Circular 88 indicators.

During the same period, the Cities Support Programme (CSP) and the National Treasury conducted annual assessments and monitoring of city plans and budgets to assess the progress with regards to the institutionalisation. The revised criteria for the assessments were included in Table 1 in Addendum 3 to MFMA Circular 88 that was issued in December 2021.

The assessments reflect that the institutionalisation of the planning, budgeting and reporting reforms are mixed and vary across the metropolitan municipalities. Although the cities espouse the importance of good governance and demonstrate a commitment to promoting a culture of good governance, there is a need for increased effort to ensure that governance effectively delivers on spatially and socially transformed cities. City capabilities, financial sustainability, prudent financial management and issues related to revenue generation remain key concerns. The lack of proper intergovernmental relations (between spheres of government, as well as with state owned enterprises) remain an ongoing challenge and impacts on joint planning, budgeting and implementation of development projects.

In collaboration with relevant national departments, the National Treasury will continue to monitor and assess the institutionalisation of the planning, budgeting, and reporting reforms for the 2024/25 MTREF. As part of this process, the functional integration platform (developed

with the CSIR) and the spatial alignment of city plans, programmes and projects with capital budgets and expenditure will be reviewed. This review aims to assess functional integration and spatial targeting of capital investments as part of ongoing efforts to enhance effectiveness and coherence in governance and resource allocation.

2.2 Guidance on mainstreaming climate responsiveness and resilience into metropolitan planning

Arising from the 2019/20 supplementary guidance note on integrating climate response priorities into the BEPP, developed by the National Treasury’s Cities Support Programme (CSP), metropolitan municipalities were provided guidance for incorporating climate change responsiveness and resilience (CR&R) priorities into their 2019/20 – 2021/22 Built Environment Performance Plans (BEPPs). An assessment framework was introduced to incrementally measure the extent to which metros are integrating CR&R into their BEPPs and their planning processes such as spatial planning, integrated development planning, and infrastructure investment planning. Further to the 2019/20 supplementary guidance note, the guideline on mainstreaming climate responsiveness and resilience into planning was drafted, representing a further step to leveraging spatial planning as a key avenue for anticipating change and responding to the impacts of climate change in urban spaces.

This guideline provides guidance to metros on the integration of CR&R priorities into strategic planning processes and instruments as well as spatial targeting and prioritisation, particularly through the identification of climate risk zones. Additionally, the guideline aims to enable municipalities to assess and report on CR&R mainstreaming progress and outcomes. This guideline is aligned to the Climate Change Bill (B9-2022). To mainstream CR&R, all government sectors and departments must ensure that all policies, strategies, legislation, regulations, and plans are aligned with the Climate Change Bill. The Bill provides for a coordinated and integrated response to climate change across the different spheres of government. Local government is a key player in climate change response as a facilitator and implementer to achieve effective climate action.

Furthermore, this guideline offers recommendations and a progressive approach to mainstreaming CR&R into metropolitan planning. Key recommendations reflect institutional issues e.g. establishing a team/ body for oversight and coordination, developing an institutional map, establishing networks and partnerships; developing an evidence base for risk, adaption, opportunities etc.; developing a climate risk and adaptation plan and mainstreaming climate change response and adaptation into planning instruments.

In taking forward the institutionalisation of planning and reporting, the assessment tool for integrating climate resilience priorities will focus on the following areas (as per the table) in the 2024/25 MTREF and will continue to be implemented in the 2025/26 – 2028/29 MTREF.

1. Climate change response and resilience inform guiding principles and outcomes.
1.1. CR&R is part of the vision, strategic priorities, and/or theory of change. Evidence of integration and consideration found in strategic planning documents such as the City Development Strategy (CDS) or the Growth and Development Strategy (GDS).
1.2. The spatial vision contained in the SDF includes and considers CR&R priorities. The spatial vision is mirrored in the IDP, and relevant sector plans.
1.3. CR&R are included in the problem statement or situational analysis of the SDF, IDP, and sector plans, and bear on the desired impacts and outcomes.
2. Climate change response and resilience guide spatial prioritisation and targeting.
2.1. Climate risk and vulnerability information guide the identification and prioritisation of spatial targeting areas.

2.2. Climate risk zones are included in the SDF and relevant sector plans.
2.3. The most vulnerable communities, informal settlements, economic nodes, and infrastructure, and other assets are identified. Evidence that this information is integrated into the relevant sector plans, SDF, IDP and decision-making tools, processes, and structures.
3. Climate change response and resilience priorities effected through interventions.
3.1. Goals and outcomes for spatially targeted areas are actioned through climate change response and resilience projects and interventions, i.e., climate change adaptation and mitigation projects.
3.2. Climate risk zones are considered in the prioritisation of programmes, projects, and interventions in spatially targeted areas.
4. Resource mobilisation for climate change response and resilience.
4.1. Identify additional investment, fiscal support or human capital/expertise needs in support of CR&R priorities.
4.2. Officials with CR&R expertise are identified and their roles in support of spatial targeting and investment planning are clear and included in performance agreements.
4.3. Intentions are demonstrated to pursue and progressively increase access to climate finance. Existing and potential future alternative revenue and income streams are identified.
4.4. CR&R is integrated into project pipelines and budgets.
5. Climate change response and resilience goals and outcomes are actioned through institutional arrangements.
5.1. CR&R experts are included in relevant transversal planning structures and their roles, and the extent of their involvement is demonstrated.
5.2. Mechanisms are established to institutionalise climate change response and resilience in spatial targeting and in the project pipeline. Arrangements are captured in agreements with specific targets, including individual KPIs.
6. Climate change response and resilience is integrated into the monitoring and evaluation, and reporting frameworks.
6.1. Agreed CR&R indicators are incorporated into monitoring and evaluation frameworks.
6.2. CR&R is incorporated into relevant reporting frameworks and learning networks.

The progressive mainstreaming of CR&R priorities into planning will be evaluated through a conversation between the municipalities and other stakeholders such as National Treasury, DCoG, the Department of Agriculture, Land Reform and Rural Development (DALRRD) and the Department of Forestry, Fisheries and the Environment (DFFE). In support of this process, learnings and experiences will be shared across the municipalities through facilitated peer to peer learning sessions.

Further to this, the cities and relevant sector departments have been working collaboratively in identifying and defining the indicators to be included in the quarterly and annual Circular 88 reporting.

2.3 Policy Framework for Integrated Planning

In September 2022, Cabinet approved the Policy Framework for Integrated Planning. The purpose of this policy framework is to:

- Strengthen integrated planning towards the achievement of the country's development goals;
- Provide an overall framework for planning across the state machinery and improve synergies and alignment of existing planning legislation, policies and processes;
- Provide the basis for the revision of the Integrated Planning Framework Bill; and
- Build on existing progress in the planning system to address gaps in the public policy and planning landscape.

Despite the progress and maturity of the planning system across the spheres of government, several challenges persist. These challenges include the inability of current planning instruments to sufficiently prioritise policy interventions and development goals and translate these into measurable outputs, outcomes and impacts; the lack of adequate and sufficient evidence-based planning and the fragmentation of the planning system and inadequate alignment and coherence across the spheres of government, including SOE's.

A five-year implementation plan for the Policy Framework for Integrated Planning has been developed and will be revised annually to take into consideration the latest developments within the planning system. Key targets monitored as part of the implementation plan and that impacts local government is the approval and implementation of the National Spatial Development Framework, the implementation of the One Plan guidelines, the implementation of the Framework for Local government long-, medium- and short-term plans approved and the National Development Planning Framework Bill once it is approved by Cabinet.

2.4 National Treasury Infrastructure Guidelines and Toolkits

National Treasury in collaboration with relevant sector departments, provincial treasuries, and relevant provincial departments as well as selected municipalities has over the past years been supporting the delivery and management of public sector infrastructure. The IDMS is the government's infrastructure delivery management system that guides, directs and enables infrastructure delivery with the aim to improve the effectiveness and efficiency of infrastructure delivery by national, provincial departments and local government.

In 2018, the Cities Infrastructure Delivery Management System (CIDMS) toolkit was developed to support and guide the metropolitan municipalities on infrastructure planning, delivery, and management. The CIDMS was updated in October 2023 to include guidance on climate change adaptation, incorporate the Local Government Framework for Infrastructure Delivery and Procurement Management (LGFIDPM) that came into effect from 1 July 2021, and has also introduced an additional module in the toolkit, providing guidance on operations and maintenance. The updated CIDMS toolkit is available on the Cities Support Programme website: [Reports, Toolkits & Guidelines \(treasury.gov.za\)](https://reports.treasury.gov.za).

The Local Government IDMS toolkit has also been developed for implementation by local municipalities and is currently being piloted in selected municipalities through the PINK (procurement, infrastructure development and knowledge management) Programme.

The IDMS, CIDMS and LG IDMS collectively comprise the the IDMS BOK (Body of Knowledge), which is a knowledge hub platform that contains a comprehensive and integrated suite of material to support infrastructure practitioners working across the three spheres of government, through interactive learning systems.

3. Reporting guidance and clarifications

3.1 Timeframes for reporting submissions

For planning and reporting purposes, all municipalities are directed to the following reporting deadlines for all MFMA Circular No. 88 indicators applicable to their category of municipality.

Table 1: Reporting timeframes for Circular 88 reporting:

Report Title	Due Date for C88 Reporting
Q2 Report 2023/24 (Oct 2023 – Dec 2023)	31 January 2024
Annual + Q4 Report Verified 2022/23 (Jul 2022 – Jun 2023) (Metros only)	31 January 2024
Q3 Report 2023/24 (Jan 2024 – Mar 2024)	30 April 2024
Annual + Q4 Report 2023/24 (Jul 2023 – Jun 2024)	31 August 2024
Q1 Report 2024/25 (Jul 2024 – Sep 2024)	31 October 2024
Q2 Report 2024/25 (Oct 2024 – Dec 2024)	31 January 2025
Annual + Q4 Report Verified 2023/24 (Jul 2023 –Jun 2024) (Metros only)	31 January 2025

For the 2023/24 financial year, metropolitan municipalities will continue to follow the pre-existing online reporting protocol requiring upload of populated Circular 88 reporting templates with a scanned sign-off by the Municipal Manager. All other categories of municipalities will continue to submit their quarterly reports as per the directives and guidance of the Department of Cooperative Governance (DCoG). All municipalities will be subject to the same submission timeframes and deadlines as per the above table. Due to the different reporting dispensations between categories of municipalities, only metropolitan municipalities re-submit Quarter 4 and Annual Reports after audit verification in January of the new year.

3.2 Guidance related to the implementation of Standard Operating Procedures

The original Circular 88 (issued in 2017) provided guidance on the development of standard operating procedures (SOP) in the case of each indicator. The guidance is reiterated here and expanded upon to assist municipalities to address administrative challenges faced in terms of complete and reliable reporting on indicators. All municipalities should develop SOPs for Circular 88 indicators applicable within their context.

All municipalities should use the Technical Indicator Descriptions (TIDs) issued in Appendix B for a standard indicator definition applicable across contexts. Municipalities are required to apply these indicator definitions within their respective organisations and to provide an operational explanation outlining the necessary steps, responsible parties, frequency, and sequence for regularising the supply of the data required for indicator reporting. The SOP should provide clear and easily implemented instructions regarding the sourcing of data, identification of data collectors, methods for collation and maintenance, and the specific portfolios of evidence used to substantiate reporting on the indicator. The TIDs provide considerable detail which then needs to be set out in an explicit and repeatable process within the respective context of each individual municipality.

In addition to the TIDs, SOPs plays a crucial role in supporting municipalities to systematise their processes, institutionalise the reform beyond one or two role-players with specific knowledge of current and historic data management, and provide a shared reference point, ensuring that team members and other stakeholders are kept informed about data processing procedures. As highlighted in the Circular 88 addendum 4 update (2022), SOPs should be developed even for indicators obtained from the StatsSA General Household Survey reporting to ensure municipalities document and embed the processes through which they extract information for planning and reporting purposes.

The TIDs provide a common departure point for these indicators and should remain unedited or amended as this would detract from the standardising objectives of the reform.

Municipalities have the authority to determine how they operationalise these indicators in terms of **SOPs** that describe the sourcing, collection, collation, storing and managing of data. However, it is crucial to ensure that municipalities adhere to the definitional parameters outlined in the TIDs when formulating and adopting SOPs. This ensures that the operationalisation of indicators remains consistent and aligned with the standardised definitions provided by the TIDs.

3.3 Guidance on “estimate” compliance indicators

There are compliance indicators for which the reported value is based on a process of estimation and subject to various assumptions. Nevertheless, formulating estimates for some indicators using a standardised definition subject to documented operating procedures can provide meaningful data across areas of municipal performance, particularly in areas that are not necessarily within their administrative control.

At present, there are three compliance indicators that include estimates in determining their reported values. This is partly due to the challenge of determining exact values retrospectively or relying on information provided by external sources. These indicators include, C58 – Non-technical electricity losses in MWh; C74 – Informal dwellings affected by structural fires; and C82 – Value of Construction Projects Constructed. It is important to note that these indicators will not be the only estimates within the broader indicator set. In the future, municipalities will undertake calculations to estimate, for instance, greenhouse gas emissions. However, it is important to highlight that, at this stage, policy and technical guidance towards a standardised approach is still under development.

For the purpose of Circular 88, municipal estimates will be deemed acceptable if there are SOPs in place for the reported indicators that make explicit any assumptions made by the municipality related to the data reported and document the calculations undertaken by the municipality to arrive at the reported value. Municipal SOPs will be used to document the procedure used to determine the value of the indicator until the indicator definitions are revised to specify a methodology for producing the estimate value. It is not necessary to obtain the guidance of external expertise or to rely on data supplementary to that which is available to the municipal administration. Municipalities should ensure that their processes for producing estimated values are transparent and replicable. This involves documenting any assumptions explicitly in the estimation process, and these details should be reflected in the SOPs.

3.4 Guidance on coordination between municipal functional departments and M&E units

Sector Technical Working Groups and municipal feedback have highlighted the extent to which there are challenges with the internal coordination and application of TID definitions within municipalities. It is not uncommon for a municipal representative of the monitoring and evaluation (M&E) unit or performance management team to be more familiar with a TID than the data custodian or technical expert responsible for reporting the municipal data. Ideally, all municipal role-players with responsibilities to report data for Circular 88 should know and understand the TID so as to ensure the information reported is consistent with its provisions. While there has been continuous engagement and improvement in the participation of these data custodians in the Technical Working Groups (and addendum update TID clarifications reflect this), many municipalities are not consistently communicating and disseminating the outcomes of these sessions or relaying indicator definitional changes reflected in the Circular 88 addendum updates to the custodians of the datasets on which reporting is based.

Municipal officials who compile reports for the municipality and act as representatives in Technical Working Groups or other municipal platforms are strongly encouraged to prioritise effective communication and dissemination of this information within their organisations. While sharing presentations is a standard practice, additional efforts may involve convening

internal technical briefings, providing support in the development of SOPs, or arranging dedicated question and answer sessions within the municipality. It is the responsibility of municipal officials to communicate and coordinate developments related to the TIDs internally. This proactive approach not only fosters better understanding but also assist in reducing administrative risks associated with inaccurate reporting.

3.5 Interim definitions for revised service delivery indicators

The Circular 88 reporting reform has undertaken a series of consultative engagements with national sector departments, municipalities and other stakeholders via Technical Working Groups. These technical forums have provided formative inputs motivating for indicator revisions to the TIDs based on policy guidance and practical implementation experience. As a result of these engagements, indicator definitions have been revised over the series of MFMA Circular 88 updates since 2019, most often with definitional clarifications that add to the existing indicator detail, thus reducing the likelihood of misinterpretation. However, in specific instances there are service delivery indicators that necessitate significant definitional change across years due to technical consensus, which alters the meaning so substantially that municipal reporting processes must change. Such definitional changes place municipalities in an undesirable position of continuing to report against an indicator that has administrative risk of potential audit finding due to acknowledged shortcomings in the TIDs.

In such instances, it is desirable to continue reporting on established indicators in a manner that maintains tracking of service delivery, especially in cases involving substantial resource allocations. Simultaneously, there is a need to reduce administrative risks for the municipality in the process. Guidance on this matter outlines specific indicators indicated below, where the TID removes problematic provisions. This adjustment allows municipalities to continue reporting on a simplified version of the indicator while preparing to implement a definitional revision, which becomes effective for the 2024/25 period, as detailed in Appendix B containing the full catalogue of all TIDs.

The affected indicators for 2023/24 reporting are:

Indicator reference	Indicator short name	Simplified definition for 2023/24 reporting
HS1.12	<i>Number of serviced sites</i>	<i>The requirement of electrification of the site has been removed from the definition.</i>
EE3.11	<i>Percentage of unplanned outages that are restored to supply within industry standard timeframes</i>	<i>Of the five industry standards applicable in the current definition, only the 98% of customers supplied within 24 hours will be applied. The four other industry standards are omitted from the definition.</i>

Please refer to Appendix C for the identified deletions in the TID that will enable the indicator to continue to be reported for the 2023/24 reporting period. It's crucial to note that the indicators with specified deletions are designated for **interim reporting** only. An updated definition reflecting these changes is outlined in Appendix B, applicable for the 2024/25 planning and reporting cycle.

3.6 Managing exemption notices and exempted indicators

The National Treasury has issued annual exemption notices to municipalities in relation to specific Circular 88 indicators for which data is not reliably available or in instances where the definition of an indicator has been altered due to an identified technical deficiency affecting its operationalisation. These exemption notices are only issued once annually, after the close of the financial year and before the submission deadline of municipal annual performance reports

(APR) at the end of August. This singular notice serves the purpose of comprehensively identifying all affected indicators throughout the year for communication to municipalities.

Responding to municipal requests for early exemption notices, the National Treasury has considered to issue earlier notification regarding indicators which will be exempted in the financial year. This is to assist municipalities in managing internal reporting processes, and where appropriate, to allow them to decide whether to continue investing time and effort in reporting, along with maintaining the necessary portfolios of evidence on indicators or to apply the exemption to no longer report on indicators with acknowledged operational challenges. Although exemption notices will not be issued individually or more frequently than the aforementioned annual cycle, municipalities should refer to the sub-section of **Appendix C 1. Indicators with changes** serve as an early indication of which indicators are likely to be affected by exemption. Most of the content of Appendix C will not qualify for exemption, as **2 – Indicators with clarifications** will NOT be considered for exemption as any definitional revisions do not fundamentally change the existing definition. Instead, they are intended to provide additional clarity and address potential misinterpretations in the TID. Municipalities are advised to continue reporting on indicators in this category, as the changes are not significant enough to warrant an exemption.

3.6.1 Reporting on exempted indicators

There have been inquiries about how to treat indicators that were initially planned for as a result of Circular 88, but subsequently exempted. Municipal experiences on this matter varies, with some acknowledged exemption notices and ceased reporting, while others continued to report on indicators they have successfully operationalised, despite acknowledged challenges. To ensure transparency and accountability for that which was planned, the following guidance is provided in the event that a municipality decides not to report on an exempted indicator: where a municipality decides to no longer report a value against an exempted indicator, it should still include the indicator in the APR with a note stating that it is exempted for reporting in the current year and there is no reported achievement. This practice is crucial for transparency purposes and to establish a clear line of sight between what the municipality had planned and what has been reported.

4. Revisions to the indicators and application across municipalities

The sector and municipal engagements informing this update to MFMA Circular 88 comprised consultations via Technical Working Groups (TWGs), bilateral departmental engagements, and discussions with organised local government in the form of the South African Local Government Association (SALGA) and the South African Cities Network (SACN), among others. The TWGs have produced technical recommendations on the further introduction, selection, refinement and retiring 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 stakeholders.

As a result of the inputs received from the sector TWGs, there are Indicators with further definitional clarification, revision and introduction based on the sectoral feedback received.

4.1 Definitional clarification and indicator revisions

Where indicators have been identified for definitional revision and update these clarifications and revisions are detailed in **Appendix C**. Please refer to Appendices A and B setting out the full list of the indicators, the applicable TIDs for 2024/25 planning and reporting. The detail related to clarification and changes per TID are reflected in Appendix C. To note is the

distinction made within the appendix between **Indicators with changes**; **Indicators with clarifications**; and **Indicators with interim definitions**. Refer to Appendix C for more details.

4.2 Continued institutionalisation of the reform in other categories of municipalities

Although the piloting process in the non-metro municipalities started in the 2021/22 financial year and continued in 2022/23 (as the second year of piloting), observations indicate that progress has significantly varied across municipalities and provinces. In 2023/24, DCoG has continued to undertake additional engagements and technical support sessions at provincial and even district levels in some provinces, particularly as it relates to the use of Circular 88 reporting. However, more work needs to be done, and it is expected that the full institutionalisation of the planning and reporting reform in the 249 non-metro municipalities will not be realised in the coming year.

Some of the activities to be undertaken to increase the uptake of the reporting in the non-metro municipalities in the 2024/25 financial year, fostering progress toward the full institutionalisation of the indicators, include:

- Enhanced scrutiny, feedback and guidance on reported information through provincial Monitoring and Evaluation forum meetings and other sessions with provinces and municipalities;
- Provincial CoGTA M&E Coordinators to be further capacitated to enable them to support municipalities;
- Continued reporting on a subset of priority indicators from the Circular 88 indicators in the Municipal Performance Assessment Tool (MPAT) to assess the performance of municipalities. The reporting on the priority indicators will be used to increase the rate of municipal reporting; and
- Reiterating the significance of indicators for application across local government as part of an on-going pilot process previously communicated in the Addendum 4 update of Circular 88, issued in 2022. The pilot process will be on-going in the 2024/25 FY in all municipalities, excluding the metros.

It has been proposed that the development of regulations be initiated in the 2024/25 financial year as part of the phased approach toward the institutionalisation of Circular 88 indicators. The reporting reforms process began with indicator development for metropolitan municipalities and subsequent rollout in the 2018/19 financial year. This was followed by the development of indicators, tailored for different municipal groupings, namely intermediate cities (ICMs), districts, and local municipalities, and rollout through a piloting process from the 2021/22 financial year. The proposed regulations can outline the extension of the reform's implementation to non-metro municipalities in a phased approach, for example as outlined in the table below, could commence with Intermediate Cities (ICMs), followed by extension to districts in the next year. Subsequently, certain local municipalities might be included in the implementation plan, followed by a broader implementation in the remaining local municipalities, all according to predefined timeframes.

The extension of the roll-out of the reporting reform to non-metro municipalities, mirroring the current practice with metropolitan municipalities, entails the inclusion of Circular 88 indicators in the IDPs and SDBIPs and ultimately in the APRs. This inclusion emphasises the integration of these indicators into the strategic planning and performance management processes of the municipality. This performance reporting will be audited by the Auditor General of South Africa (AGSA), and findings communicated in the management report to the municipality.

It is proposed that the further institutionalisation of the reform in the non-metros follows a two-pronged approach: i) continued support to provincial COGTA's and municipalities to improve compliance of reporting and the quality of reported information; and ii) start developing regulations to revise and replace relevant sections of the current Municipal Planning and Performance Management Regulations of 2001. The regulations and the next Circular 88 update may provide for a staggered extension of the reform in the non-metros.

Example of further institutionalisation and extension of roll-out to non-metro municipalities

Phased roll-out	Year
Development and issuing of regulations	
Development of draft regulations and publishing for comment and input.	2024/25
Review of regulations and submission for consideration, approval and publishing.	2025/26
Extension of roll-out to the non-metros in a phased approach	
Extension of roll-out to the Intermediary City Municipalities (ICM's).	2025/26
Extension of roll-out to the District Municipalities and some local municipalities.	2026/27
Extension of roll-out to rest of local municipalities.	2027/28

4.2.1 Continuing special pilot provisions for rollout across local government

To progressively institutionalise processes for planning and reporting on the indicators, and to afford municipalities the opportunity to build their own capacity to plan for, monitor and report on these indicators, a staggered pilot process continues for non-metro municipalities. It should also be noted that the AGSA will not audit performance against the indicators until the required systems and controls have been put in place.

Due to the continuing pilot process in the 2024/25 financial year, intermediary cities, district municipalities and local municipalities, will not be required to incorporate the indicators in their existing performance indicator tables in the IDP and SDBIP. Instead, these indicators should again find expression in a dedicated Annexure to the IDP and SDBIP which clearly indicates the MFMA Circular No. 88 indicators applicable to the municipality at Tier 1 and 2 levels of readiness.

For the continuing pilot process, the applicable indicators as included in the Appendices will be monitored and reported on, on a quarterly and annual basis to national and provincial CoGTAs. **No reporting on the MFMA Circular 88 indicators will be required in the MSA section 46 statutory annual performance report (APR) for municipalities other than metros.**

Municipalities will continue to plan and report on their own KPIs adopted in the indicator tables of the IDP and SDBIP in the section 46 APR as required for 2024/25, but this should be distinct from reporting on the MFMA Circular 88 indicators. This “parallel” pilot process will continue to allow and encourage municipalities to plan, implement and report on the MFMA Circular 88 indicators, without limiting their statutory performance planning and reporting.

Practically, piloting for all categories of municipality (except metros) means the following as it relates to municipal planning:

- Tier 1 and Tier 2 outcome, output and compliance indicators applicable to the municipality to be included in a dedicated Annexure to the IDP and SDBIP which clearly indicates the indicators;
- Baselines should be in place for Tier 1 and Tier 2 outcome, output and compliance indicators and reflected in the IDP reviews/ updates from 2024/25 onwards;
- Targets for outcome indicators have been set with a five-year horizon for local government (2026/27);
- Targets for output indicators should be set on an annual basis from 2024/25, with potential quarterly targets depending on the frequency of the indicator; and
- NO targets should be set for compliance indicators as these are tracked for monitoring purposes only.

Practically, piloting for all categories of municipality (except metros) means the following as it relates to municipal reporting:

- Quarterly and annual reports will be submitted to national and provincial CoGTAs for all Tier 1 and Tier 2 output and compliance (quarterly and/ or annual) and outcome indicators (annual only); and
- During the continuing piloting process, NO reporting through the MSA Section 46 APR will be required.

It is anticipated that the continued pilot rollout that runs parallel with statutory reporting requirements will provide valuable experience and insight to inform further updates and the regulation of the MFMA Circular No 88 indicators.

5. Utilisation and dissemination of Circular 88 data

5.1 Publishing and disseminating data

Since the introduction of Circular 88 the reform process has sought to give clear expression to a set of standardised indicators for local government that are of public interest. These indicators have been designed to find expression within the IDP, SDBIP and APR to among other things, ensure transparency to the public and support accountability from local government. As the reform moves into the next phase of institutionalisation ahead of planned regulation, Circular 88 data will be made more widely available.

Beyond periodic dissemination of reporting to sector stakeholders, the Joint Planning, Budgeting and Reporting Reforms Steering Committee took the decision to make metro reporting data for the 2020/21 – 2021/22 financial years available to state actors on request, acknowledging the extent of data quality issues encountered with this information during the early stages of reform. Metropolitan municipalities are set to submit their post-audit data for the 2022/23 fiscal year in January 2024, which should further reduce identified data quality issues and improve standardised reporting. The reported data for 2022/23 will be made available to all stakeholders, marking the next step in a progression toward the public dissemination of this information in the 2023/24 fiscal year. This process is intended to further expand the scrutiny of data and strengthen the quality of information reported.

5.2 Use of Circular 88 data for assessment and evaluative purposes

As Circular 88 data becomes more reliable and widely available, it is anticipated that this information will be used for a variety of both intended and unintended purposes. The Circular 88 Addendum 2 (2020) first articulated the reform's intended complementarity and availability to the **Evaluations** data terrain. It also set out the need for the systematic assessment of outcomes, over and beyond monitoring and reporting on individual outcome indicators as part of Circular 88. Consistent with the National Evaluation Policy Framework (2019), it is intended

that this reform furnish data that will not be an end itself but serve to prompt further evaluative inquiry, use and stimulate wider demand for evaluations in local government. Monitoring and reporting data alone will not answer questions of “How?”, “Why?” and “So what?”, and so this data needs to be seen against how it can be used to support evaluative purposes of improving performance; strengthening accountability; generating new knowledge; and ultimately, improving decision-making.

The DCoG has recently piloted the Municipal Performance Assessment Tool (MPAT) where it has sought to draw from Circular 88 standardized indicator data, applied differentially across local government, to produce a rating of the functionality of all municipalities. The indicators in the MPAT are based on a priority or subset of indicators drawn from the Circular 88 indicators. The principle was that reporting in terms of the MPAT is aligned to and draws from the standardised indicator definitions as agreed to between national sector departments and municipalities through the Circular 88 process, and not to duplicate reporting requirements. The indicators and design of the Tool in terms of standards and weightings for the indicators may be revised and refined based on lessons learned from the pilot experience in municipalities. As this assessment is strengthened, it is likely that it will further inform improvements to the indicators included in the assessment and that this information could form the basis of future State of Local Government reports.

In addition to the statutory purposes, such as MFMA Section 71 reporting and APRs, there is an expectation that civil society, research institutions, and the public will actively engage with and utilise this information for new and unforeseen purposes.

6. Legislative frameworks used as a basis for audit

The institutionalisation of MFMA Circular No. 88 is governed by existing legislation which provides a conceptual framework for performance reporting across local government. These legislative frameworks underpinning MFMA Circular No. 88 include:

- **Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA):** Section 53 of the MFMA mandates the Mayor to take reasonable steps to ensure the approval of the municipality's Service Delivery and Budget Implementation Plan (SDBIP) after the adoption of the budget. MFMA Circular No. 13, issued in 2013, guides municipalities in preparing the SDBIP; and
- **Framework for Managing Programme Performance Information issued by the National Treasury in 2007:** This framework provides the conceptual foundation for performance reporting and a results-based approach.

The MFMA Circular No. 88, guided by the aforesaid frameworks, prescribed a set of performance indicators for local government. The National Treasury, in previous circulars, has urged metropolitan municipalities to institutionalise processes for planning and reporting on MFMA Circular No. 88 performance indicators. This implied metropolitan municipalities incorporating MFMA Circular No. 88 outcome indicators into their Integrated Development Plans (IDPs) and output and compliance indicators into Service Delivery and Budget implementation Plans (SDBIPs), with reporting occurring in Annual Performance Reports (APRs). Therefore, by now, all metropolitan municipalities should have measures in place to fully comply with the provision set out in the MFMA Circular No. 88. Considering that the indicators outlined in the MFMA Circular No. 88 are articulated in metropolitan municipalities' IDPs and SDBIPs, and subsequently reported in the APRs, these indicators have become a subject for audit. The Auditor-General of South Africa (AGSA) has been using the aforesaid frameworks as a basis for audit.

Since 2019, AGSA has been assessing the completeness of MFMA Circular No. 88 indicators and reported audit findings solely in management reports. In the upcoming 2023/24 audit cycle, the AGSA will fully implement the assessment of completeness of MFMA Circular No. 88 indicators. This implies that any findings relating to the non-inclusion of the MFMA Circular No. 88 indicators will impact metros audit opinions in the management report and will be reported as material findings in the 2023/24 audit reports. This approach is meant to strengthen the implementation of the MFMA Circular No. 88 and support the planning, budgeting and reporting reforms. While some metros have embraced the reforms, the level of implementation of the MFMA Circular No. 88 varies across metros. The credibility, quality and completeness of the data from MFMA Circular No. 88 still requires further attention.

To progressively institutionalise the reform across the three spheres of government, the National Treasury is strategically planning to introduce a clause in the 2025 Division of Revenue Bill. This clause will emphasise the inclusion of MFMA Circular No. 88 indicators in the Integrated Development Plans (IDPs) and Service Delivery and Budget Implementation Plans (SDBIPs) of metropolitan municipalities. Concurrently, there is an intention to enhance the conditions outlined in the Urban Settlements Development Grants (USDG) framework, or other relevant grant frameworks that supports the integration of planning, budgeting, and reporting reforms. This process complements the concurrent development of regulations that will prescribe general key performance indicators, as mandated by Section 43 of the Municipal Systems Act (MSA). The synchronised approach aims to strengthen and simplify the implementation of performance indicators throughout the local government.

This section should be read in conjunction with the guidance provided in Sections 3 and 4 of the MFMA Circular No. 88 Addendum 4 Update (2022) relating to indicators that may pose a real or perceived audit risk for metropolitan municipalities. If a municipality encounters difficulties in reporting a specific indicator, it is imperative to transparently outline the specific barriers and challenges impeding the provision of such data. Furthermore, the disclosure should include a clear indication of the anticipated resolution timeframe or the specific conditions under which these impediments are expected to be addressed.

7. Towards regulation of the reform

As described in item 4.2 above, the MFMA Circular No. 88 and its addendum updates is now moving to the next phase of institutionalisation with a proposal that the development of regulations commences in the 2024/25 FY. Consistent with the original intentions stated in the original Circular 88 (2017):

The new set of indicators for metropolitan municipalities should be seen as a build-up to the review of the current general key performance indicators for local government as mandated by the 2001 Regulations done in terms of Chapter 6, section 43 of the Municipal Systems Act. A new set of indicators to replace the current general key performance indicators will take a differentiated approach to the powers and functions of each municipal category. The new set of indicators for metropolitan municipalities is thus the 1st phase of the development of a new set of general key performance indicators for local government.

The provisions of Municipal Systems Act (2001) Section 43 indicate that key performance indicators for municipal reporting can regulated as follows:

*The **Minister of local government**, after consultation with **MECs for local government** and **organised local government representing local government nationally**, to prescribe and regulate key performance indicators to local government generally; and when necessary, review and adjust those general KPIs.*

It has been proposed in the draft DCoG Annual Performance Plan (APP) for 2024/25 to initiate the development of regulations. This would specifically involve the development and revision of relevant sections of the existing Municipal Planning and Performance Regulations of 2001. The process will include initiation of the process, development of draft regulations, both sector and public consultation processes, state law advisor certification, review of the draft regulation for Ministerial consideration, etc.

This proposal and the commencement of the process of regulation is intended to:

- Signal to municipalities the next phase of institutionalisation of the reform;
- Reiterate the differentiated approach of the singular set of indicators, applicable to all of local government; and
- Support and reinforce the value of upcoming audit processes and reporting experience ahead of full regulation.

A proposed time frame for the development and issuing of the regulations has been outlined in Section 4.2 above.

Conclusion

This Addendum and its appendices are an update to the MFMA Circular No. 88 dated 30 November 2017, as well as the four Addendums dated 04 December 2019, 17 December 2020, 20 December 2021 and 19 December 2022. This Addendum must be read together with the original circular and the subsequent updates and relevant appendices. Further, this Addendum provides guidance to all categories of municipalities.

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>

<p>Kefiwe Sethoabane Acting Head: Local government Performance Assessment Department of Planning, Monitoring and Evaluation</p>	<p>Chris du Plessis Acting Chief Director: Knowledge Management, Monitoring and Reporting Systems Department of Cooperative Governance</p>	<p>Jan Hattingh Chief Director: Local Government Budget Analysis National Treasury</p>
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18 December 2023



Non-Payment of Obligations

Introduction

The MFMA requires accounting officers to ensure that all money owing by the municipality and municipal entities are be paid within 30 days of receiving the relevant invoice or statement. It has been brought to our attention that municipalities are not making timely settlement of creditors as required by the legal framework. These creditors include the Auditor-General for audit fees, SARS for tax liabilities, Pension funds for staff benefits, Financial Institutions for loan obligations and Creditors for supplies of goods and services.

Non-payment

The scope of the problem

The Office of the Auditor-General, suppliers and other creditors have raised concerns over the timely payment for services rendered and other contractual obligations not being met on time, highlighting a sharp deterioration in payment for services rendered and other contractual obligations.

The National Treasury has communicated with municipalities and municipal entities regarding its failure to meet financial obligations as and when they become due, on a regular basis over the years. The communication clearly explained to municipalities and municipal entities the gravity of the situation in which many municipalities and municipal entities appeared unable to meet their financial commitments and was in breach of the MFMA, providing grounds for an investigation of financial misconduct and consequences to follow.

The failure to settle relevant invoices when due especially impact negatively on the economic viability of suppliers, especially small business that are unable to sustain their operations resulting from delays in payments for services provided. It has a knock-on effect, as it undermines job creation, economic growth, investments, and cash-flows, impacting directly on the ability to pay salaries. Many small businesses are often unable to absorb these costs. This also results in business failures and job losses that have devastating socio economic implications.

Accounting Officer fiduciary obligations

Section 65(2)(e) of the MFMA requires that accounting officers take all reasonable steps to ensure that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure.

Additionally, section 65(2)(f) of the MFMA states that *“the accounting officer of a municipality must... take all reasonable steps to ensure that the municipality complies with its tax, levy, duty, pension, medical aid, audit fees and other statutory commitments”*.

Similarly, sections 94 and 99 of the MFMA relate to municipal entities.

It is imperative, that the accounting officer take steps and enforce measures to ensure that the municipality timeously honour its obligations for payment of invoices, audit fees and other financial commitments, when such payments are due. For example, with regards to payment of audit fees, prior to the commencement of an audit, and where it is expected that costs in excess of budget provision may arise, the accounting officer should ensure that appropriate officials scope the requirements with the Auditor- General. If additional resources are required, then the accounting officer must ensure that this is taken up during the municipal adjustment budget process, which must be backed by cash and collections of revenues due. It is incumbent on the accounting officer of the municipality to ensure this happens.

In terms of section 171(1)(b) of the MFMA, the accounting officer of a municipality *commits an act of financial misconduct if that accounting officer deliberately or negligently fails to comply with a duty imposed by a provision of the MFMA on the accounting officer of a municipality*.

The failure to pay financial obligations within 30 days results in interests and/or penalties being levied against municipalities which then causes the incurrence of fruitless and wasteful expenditure. According to section 171(1)(c) of the MFMA, the accounting officer of a municipality *commits an act of financial misconduct if that accounting officer deliberately or negligently makes or permits or instructs another official of the municipality to make fruitless and wasteful expenditure, amongst others*.

Additionally, under section 173(1) of the MFMA the accounting officer is guilty of an offence if that accounting officer *“deliberately or in a grossly negligent way, contravenes or fails to comply with a provision of section 65(2)(f) (above)”*. Penalties for contravention of section 173 are clearly laid out in section 174 (Penalties).

Factors indicative of serious financial problems

Municipalities and Municipal entities are reminded that failure to make payments when they become due and defaulting on financial obligations, are both factors used to determine whether a municipality or municipal entity is experiencing serious financial problems. These are conditions to trigger a provincial intervention, amongst other measures.

Municipalities and municipal entities are reminded that if a municipality or municipal entity fails to make payments when due and such failures amount in total to 2% of the municipality's operating budget for that year, it indicates that the municipality is experiencing a serious breach of its obligations, which is a factor used when considering whether a mandatory intervention is necessary.

Measures to be instituted

Withholding of allocations

The failure of municipalities and municipal entities to meet their commitments can be regarded as a serious and persistent breach of the measures established in terms of section 216(1) of the Constitution. The National Treasury will, in terms of section 38 of the MFMA, consider withholding transfers until such time that the defaulting municipality or municipal entity addresses the matter satisfactorily.

Accounting officers are required to disclose the amount of funds that have been withheld and the reason for withholding such amounts, in the annual financial statements of the municipality and municipal entity.

Immediate measures to be instituted by municipalities and municipal entities

Initiating payment and fulfilling current commitments

Whilst actions are being considered, the enforcement of the MFMA will be implemented progressively, hence it is critical that all municipalities and municipal entities observe the enabling provisions in the MFMA to secure sound and sustainable management of the financial affairs of municipalities and to act in the interest of good governance. Therefore, to avoid actions to be taken by provincial and national government, those municipalities who are in contravention of the MFMA are urged to take immediate steps to address unresolved matters, including disputes with all creditors, big or small, and to make the necessary payments to settle outstanding amounts due. Such arrangements must be realistic, achievable, and implementable, and must not result in promises being made to pay which cannot be fulfilled.

It has been suggested that some municipal officials are deliberately not processing invoices or withholding payments to creditors as they seek inducement or gratification before making such payments. In those instances, accounting officers must take immediate actions to strengthen internal controls and root out such corrupt practices by implementing consequence management as provided for in the MFMA and councils policies.

Those municipalities affected by this Circular are strongly urged to take the appropriate action as an urgent priority. Failure to do so will be considered a direct contravention of the provisions of the MFMA and will necessitate further action by provincial and national government, including withholding of funds.

Measures to be initiated by Creditors

Implementing extensive and thorough credit control measures

Creditors must implement normal credit control and debt collection procedures against municipalities and municipal entities that remain long-term debtors who fail to attempt to remedy the situation. This will include those municipalities and municipal entities who fail to institute any of the remedial measures described above and persist in poor payment practices.

Creditors that have unpaid invoices for a period longer than 30 days must first approach the accounting officer of the municipality or municipal entity directly. If no satisfactory responses are provided within 15 days, then submit such request with full details relating to the outstanding payment to the relevant provincial treasury in that province for assistance. Lastly, these matters can then be escalated to the National Treasury via email to MFMA@treasury.gov.za for additional assistance. Any communication from creditors must be accompanied by the relevant invoices and an explanation of the circumstances and reasons provided by the municipality or municipal entity for continued non-payment.

Whilst creditors may report matters relating to outstanding invoices to the National Treasury, it remains their responsibility to implement their credit control and debt collection procedures against the relevant municipalities and municipal entities as well as to ensure that any contracts entered between the municipality and the municipal entity with the creditor, contain specific dispute resolution mechanisms along with timeframes.

Future considerations for municipalities

Before undertaking any procurement processes municipalities and municipal entities must first confirm that sufficient funds have been allocated and cash is available for the procurement of the required goods, works or services. This must be confirmed in writing by the Chief Financial Officer. If this is not confirmed, then no orders must be placed, or no such procurement must be allowed to proceed. Accordingly, it is incumbent on the accounting officer, chief financial officer and head of procurement to ensure municipal officials are aware of the control measures and service providers informed before any orders are placed or approved.

For example, municipalities and municipal entities that find themselves in situations in which actual payments cannot be made, such as in the instance of audit fees, that may vary considerably from budgeted provisions, are urged to engage with the Auditor-General to develop an audit plan of action and effective scoping of the audit procedures, including costs and timeframes. These exercises should be completed prior to finalisation of the annual budget of the municipality.

Accounting officers, chief financial officers, and supply chain managers or those with delegated authority to place orders or commit to any procurement must be made aware that if the above is not adhered to then they will be held personally liable for any expenditures incurred, if the necessary approvals have not been received in writing relating to availability of cash resources to honour such commitments.

Payment of other statutory and non-statutory financial obligations

As stated, section 65(2)(f) of the MFMA holds the accounting officer responsible for ensuring that the municipality complies with its commitments relating to any tax, levy, duty, pension, medical aid, audit fees and other statutory commitments. Section 65(2)(e) holds the accounting officer responsible to ensure that all monies owing by the municipality are paid within thirty days of receipt of the invoice or statement. Similarly, accounting officers of municipal entities have such fiduciary responsibilities in terms of the MFMA.

It has been observed that in many instances, municipalities or municipal entities have failed to meet their statutory financial commitments and, in the requirement, to pay creditors on time, including payments to bulk service providers of electricity and water, payments to contractors under a contract which specifies payment arrangements, repayments of loan installments, payment of pension funds. Medical contributions and payments to other creditors.

Municipalities and municipal entities are aware that the practice of prolonging payments to creditors, beyond the stipulated timeframe contravenes provisions of the MFMA. Often this is also used to boost available working capital and cash flows. This practice is unsustainable and not recommended and is also contrary to sound principles of cash management and investment. Regular reviews of cash flow projections, tabling of reports to management and council, and publishing such reports on the actual financial status, focusing on available and unencumbered cash will assist in decision making.

The non-payment of creditors will be regarded as financial misconduct, and such serious or persistent breach will result in action being taken in accordance with section 38 of the MFMA. Depending on the nature of the breach of the Act, other actions may be considered.

Summary of actions and review of all internal processes

A step-by-step approach

The following step-by-step approach adopted by municipalities and municipal entities will ensure that they consistently meet their financial obligations as they arise. This process should be adopted for the prompt payment of all creditors.

Table: Process for payment of all creditors

MATTERS TO BE ATTENDED TO WITHIN THIRTY DAYS OF RECEIPT OF INVOICE

Before committing to any procurement, Municipalities and Municipal entities must receive confirmation in writing from the Chief Financial Officer that cash is available to honour obligations created by placing orders or approving procurement from suppliers, whether it is for goods, services, or works.

- Step 1 **Confirm scope of project and monitor progress**
Prior to order, ensure CFO confirms cash available for the payment of creditor, arrangement of receiving the good / service/works, where appropriate, confirm the scope of the project with service provider or contractor and monitor progress in terms of contractual obligation.
- Step 2 **Receive and check invoices immediately upon receipt**
Upon receipt of an invoice for payment, review to ensure it is in line with the quote, contract, contract price, that the good / service /works have been received in good order and in terms of the contract, and that all calculations in the invoice are accurate.
- Step 3 **Compile all supporting documentation for payment**
If all details are correct on the invoice, attach the requisition, order and other initiating documentation i.e. copy of authorisation for the good to be purchased / service to be performed; or copy of contract, or other legal agreement
- Step 4 **Authorise account for payment**
Once checked and verified, the responsible person must authorise the account for immediate payment by preparing supporting voucher and send for preparation of payment, signing and recording of payment or authorization by other payment means, such as EFT.
- Step 5 **Make payment**
Once approved or other payment means are authorised, pay the creditor within thirty days, and file the documents in a manner that can easily be assessed during the audit.

IF THERE IS A DISPUTE OVER THE TERMS OR AMOUNT TO BE PAID

- Step 6 **If grounds for dispute over service or costs refer immediately to a senior official or CFO**
If there are any grounds to question the amount on the invoice or the service performed, the matter with all accompanying documentation must be provided to a senior official or CFO to take up with the creditor within 7 days.
- Step 7 **Initiate formal dispute and communicate matter to creditor**
The senior official or CFO is required to immediately but within 7 days to contact by telephone, or other means, the creditor (or other service provider or contractor) to verbally explain the cause for the query or concern, and follow-up that query in writing immediately as proof of a dispute being raised – if necessary the parties may consider a meeting to discuss the matter at which minutes must be taken and circulated to both parties as confirmation of discussions and any recommendations/decisions taken.
- Step 8 **Withhold only portion subject to dispute**
If only part of the invoice is queried, arrangements must be made to pay that portion of the amount payable which is not subject to a dispute, and then separately take action to remedy the disputed amount. The dispute resolution process must be addressed in the contract terms and conditions.
- Step 9 **Decision to seek mediation**
Once the municipality has attempted to resolve any dispute by a) contacting the creditor, b) following up in writing, c) where necessary meeting the creditor, and those avenues prove unsatisfactory to the municipality, the municipality may seek remedies by requesting the provincial treasury for assistance. Legal action must be the last resort. In the case of fiscal disputes between organs of state, the municipality may approach the National Treasury for mediation, if this falls within the scope of the MFMA, and other approaches have failed (see Circular 21).

It will be important for municipalities and municipal entities to maintain either a manual or electronic system, processes and procedures that will enable the effective and efficient tracking of each invoice received by the institution. As a minimum, this must provide information related to the supplier, order number, date of order, date of receipt of an invoice, amount of the invoice, the status in the process, date on which payment is due, date paid and the number of days between the date of receipt of the invoice and the date of payment. If there is a dispute, it must also be recorded as such with the details of the dispute and who it was assigned to for a resolution.

Additionally, there should be delegations and assignment of the responsibility to an official within each municipal department or entity to receive and process invoices. Creditors must be made aware of who to contact, how, where and when to submit invoices, how to follow up directly, and what relevant supporting documents will expedite the processes of payments.

Creditors must also be made aware of control measures in place to mitigate fraud, corruption, inducements, or gratification and where to report any such instances without fear of favour.

We also draw your attention to MFMA Circular 87, which is accompanied by the standard operating procedures relating to expenditure management which also addresses the processes and procedures of receipt, recording and payment of invoices. MFMA Circular 87 can be accessed using the following link:
<http://mfma.treasury.gov.za/Circulars/Pages/default.aspx>.

The standard operating procedures can be accessed using the following link:
<http://mfma.treasury.gov.za/Guidelines/Pages/StandardOperatingProcedures.aspx>.

Conclusion

Whilst it is expected that municipalities, municipal entities and organs of state uphold the spirit of co-operative governance contained in the Constitution and the MFMA, there have been a number of instances where this does not appear evident. To negate the need for us to institute remedial action, municipalities and municipal entities that have amounts owing to creditors which remain unresolved for a period are requested to act urgently on the matter.

Contact



National Treasury

Private Bag X115, Pretoria 0001

Phone 012 315 5850

Fax 012 315 5230

Email - General mfma@treasury.gov.za

Website www.treasury.gov.za/legislation/mfma

TV Pillay
Chief Director: MFMA Implementation Unit
December 2023

Ref No: 14/4/P/1

Mayors,
Speakers,
Municipal Managers,
Chief Financial Officers,
Technical Services Managers

JOINT CIRCULAR ON THE STANDARD TRANSFER SPECIFICATION (STS) AND TOKEN IDENTIFIERS (TID) ROLLOVER PREPAYMENT METER RESET BY 24 NOVEMBER 2024

The objective of this circular is to request the Honourable Mayors, Speakers and the municipal administration to urgently prioritise the reset of the prepayment meters ahead of the 24 November 2024 deadline. This is to avert the looming crisis of consumers or citizens not able to purchase services if the prepayment meters reset shall not have been done. The suffering of consumers or citizens must be prevented at all costs.

Prioritising the municipal budget to accommodate Standard Transfer Specification (STS) Prepayment Token Identifier (TID) and related transversal tender

As highlighted by the National Treasury in MFMA Circulars No. 112, 115, 123 and 126 (dated 06 December 2021, 04 March 2022, 03 March 2023 and 07 December 2023 respectively) municipalities are alerted that there is still a pending business risk to the prepayment metering industry that requires urgency of action. The token identifiers (TID) used to identify each credit token will run out of available numbers on 24 November 2024, at which point all Standard Transfer Specification (STS) meters will stop accepting credit tokens. The remedy is to enter a special set of key change tokens to reset the meter memory. It is important that municipalities re-prioritise their proposed budget to accommodate the roll out of the STS TID conversion considering that municipalities are in the process of developing and finalising their 2024/25 MTREF budgets.

Municipalities are advised that the National Treasury, through the Office of the Chief Procurement Officer (OCPO), has issued a transversal contract for the provision of auditing, re-calibration and re-configuration services for standard transfer specification compliant prepayment meters that align to minimum and critical technical specifications for local government.

In this respect the development of the transversal contract for smart prepaid meters (RT29-2024) as per NRS 049 (per latest approved version) has been finalised. Municipalities are cautioned against issuing their own tender to address the STS TID rollover and a smart solution for electricity and water meters as the RT29-2024 contract is available for municipalities to participate.

Municipalities wishing to participate in the RT29-2024 transversal contract must make their interest known to the Office of the Chief Procurement Officer (OCPO) on the email TCcontract1@treasury.gov.za. These municipalities must show evidence of a budget allocation in the current budget as well as future budgets for participation. More information

JOINT CIRCULAR ON THE STANDARD TRANSFER SPECIFICATION (STS) AND TOKEN IDENTIFIERS (TID) ROLLOVER PREPAYMENT METER RESET BY 24 NOVEMBER 2024

regarding the transversal contract (RT29-2024) can be accessed on the National Treasury website on the following link from 13 May 2024:

Link: <https://www.treasury.gov.za/divisions/ocpo/ostb/contracts/default.aspx>

Reporting on Progress on the STS TID rollover

Should the municipality fail to re-prioritise their proposed budget to accommodate the roll out of the STS TID conversion and meaningful implementation progress with regard to this urgent deliverable national government would seriously consider invoking section 216(2) of the Constitution and the implication is that the 2024/25 Local Government Equitable Share (LGES), starting with the July 2024 tranche, will be withheld.

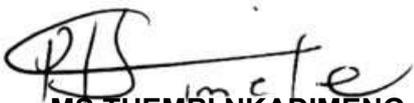
Municipalities are required to report their progress on the STS TID rollover to SALGA for SALGA to update the SALGA dashboard. National government is using the SALGA dashboard to track progress as well as to take any necessary decisions. Municipalities should provide **weekly updates** to Dr. Silas K. Mulaudzi email smulaudzi@salga.org.za (at Tel No: 012 369 8000) at the South African Local Government Association (SALGA) and SALGA officials in the provinces.

Training Workshop on Standard Transfer Specification (STS) Prepayment Token Identifier (TID) Rollover Meter Reset

The South African Local Government Association (SALGA) is providing a training workshop on Standard Transfer Specification (STS) Prepayment Token Identifier (TID) Rollover Meter Reset for selected municipalities and holding provincial workshops bringing together all relevant parties (SALGA and municipalities, Provincial CoGTA, Provincial Treasury, Eskom). Kindly contact Dr. Silas K. Mulaudzi at Tel No. 012 369 8000 or email smulaudzi@salga.org.za SALGA regarding the training workshops on STS TID.

For any other matter aside National Treasury procurement related matters, you can contact Dr. Kevin Naidoo at the national Department of Cooperative Governance (DCoG) at Tel No. 012 395 4617 and [email kevin@cocta.gov.za](mailto:email.kevin@cocta.gov.za).

Thanking you in anticipation. Your assistance in proactively ensuring that the municipality and/ or its entities are not adversely affected by the STS TID deadline of 24 November 2024 will be appreciated.


MS THEMBI NKADIMENG
MINISTER OF COGTA
DATE: 13/05/2024


MR. ENOCH GODONGWANA, MP
MINISTER OF FINANCE
DATE: 17/05/2024