

# *Moretele Local Municipality*

**2025/2026**  
*Service Delivery and Budget Implementation Plan*  
(SDBIP Draft)

**TSOGA OUTRELL**

**Revision Control**  
**2025/26 Planning**  
**March 2025**

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Item	Topic	Page Number
1.	<b>Mayor Foreword and Overview by Accounting Officer</b>	5
2.	SDBIP Approval	7
3.	Key Performance Areas	8
4.	<b>SDBIP Contents</b>	9
	4.1 Budget processes and related matters	9
	4.2 Components of the SDBIP	10
5.	<b>Municipal vision and Demographics</b>	11
	5.1 Municipal Vision	11
	5.2 Demographics	12
6.	<b>Municipal Mandate, Powers, and Functions</b>	23
	6.1 Municipal Mandate	23
	6.2 Powers and Functions	24
7.	<b>Financial Plan with the Monthly Revenue and expenditure projections including the monthly capital expenditure</b>	25
8	<b>Service Delivery, Indicators and Targets</b>	69
	8.1.1 Infrastructure Development Services	71
	8.1.2 Community Development Services	85

3



	<b>8.2 Budget and Treasury</b>	91
	<b>8.3 Local Economic Development</b>	95
	<b>8.4 Human Resources</b>	106
	<b>8.5 Good Governance</b>	113
9	<b>Consolidated Planned Indicators</b>	132
10	<b>Implementing, Monitoring and Reporting of the 2025-2026 SDBIP</b>	133

## **1. Mayor Foreword and Overview by the Accounting Officer**

### **1.1 Foreword by the Mayor**

The Service Delivery and Budget Implementation Plan (SDBIP) is based on the municipality's approved 2025/2026 Integrated Development Plan (IDP) review as approved by Council. The Integrated Development Plan (IDP) is the principal strategic instrument of a municipality that gives effect to its developmental mandate as enshrined in the Constitution of South Africa. The concept of integrated planning has cemented itself as the strategic process within modern day local government as an effective way of ensuring that limited resources of a municipality are being optimised to foster partnerships between a vast array of stakeholders to collectively improve the livelihoods of communities.

The Council had developed short, medium and long-term goals, which included:

- Building adequate qualified, competent and skilled institutional capacity in the administration that will always strive to enhance good governance
- Put systems in place to improve effectiveness and efficiency in all service delivery processes
- Ensure long term financial sustainability in the municipality
- Gradually invest in replacement of dated infrastructure and acquisition of new infrastructure to improve service delivery
- Create an enabling environment for investment in the leading economic sectors and promote local economic development initiatives that would grow the economy and facilitate much needed sustainable job opportunities
- Create a caring environment that will foster the social well-being and improved living conditions of our communities

The 4th Generation IDP outlines the strategic objectives, focus areas and development priorities of the municipality. During its strategic planning process, Council designed a set of strategic objectives, which are aligned to the national strategic focus areas, as well as the Provincial Strategic Goals of the Northwest Provincial Government. The SDBIP utilises the strategies and priorities to align the performance indicators to the IDP. Its development, implementation and ultimate reporting by means of the Annual Performance Report is a key governance mechanism in the municipality's ability to secure a clean audit outcome. 2025/2026 IDP Review process has presented an opportunity to review the organisational strategic objectives as indicated below per each KPA:

These changes are meant to enhance integrated planning and performance for better outcomes going forward.



**Councillor G MANYIKE**  
**Mayor**

## **1.2 Overview by the Accounting officer**

The Municipal Finance Management Act No. 56 of 2003 (MFMA) and National Treasury MFMA Circular No. 13 requires that municipalities must prepare a service delivery budget implementation plan (SDBIP) indicating how the budget and the strategic objectives of Council will be implemented. The SDBIP is prepared in terms of Section 53(1)(c)(ii) of the Municipal Finance Management (MFMA), National Treasury MFMA Circular No. 13 and the Budgeting and Reporting Regulation.

The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration in the applicable financial year. It provides the link between the mayor, the council (executive) and the administration, and facilitates the process for holding management accountable for its performance. It is therefore a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community to monitor the municipality’s performance on a quarterly basis.

The SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the implementation of the budget, the execution of projects, the performance of senior management and the achievement of the strategic objectives set by council. The SDBIP sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services with the inputs and financial resources that will be utilized.

The SDBIP will determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. Expenditure information (for capital projects and services) per municipal ward is provided so that each output can be broken down per ward, where it is possible to support ward councillors to provide feedback to their communities on progress with service delivery.

As mentioned before, it is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps if necessary, in the event of poor performance.

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Mr. S. Ngwenya  
Municipal Manager



Draft 2025/2026 Service Delivery and Budget Implementation Plan  
is hereby approved in terms of section 53(1)(c)(ii) of the  
Municipal Finance Management Act of 2003.

A handwritten signature in black ink, appearing to read "Manyike", is written over the official stamp.

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**Cllr G Manyike**  
**Hon Mayor**

### 3. Key Performance Areas

Key Performance Area	Directorates / Units	Strategic Objective
<b>Basic Services and Infrastructure Development</b>	Infrastructure Development Services	To ensure access to sustainable services and infrastructure to all households
	Community Development Services	To ensure access to public amenities and to promote community safety, development and sustainable livelihoods
<b>Financial Management and Viability</b>	Budget and Treasury Office	To promote and ensure prudent financial management to enhance institutional viability and access to basic services
	Human Resources and Corporate Services	To promote and enhance professional institutional development and transformation through improved human resources systems and technology
<b>Institutional Development and Transformation</b>	Local Economic Development and Planning	To promote and enhance economic development, growth and economic access
<b>Local Economic Development</b>	Development and Planning	
	Strategic Services and Governance	<ul style="list-style-type: none"> <li>• To promote and enhance effective governance systems for improved service delivery</li> </ul>
<b>Good Governance and Public Participation</b>	<ul style="list-style-type: none"> <li>○ Internal Audit</li> <li>○ Communications</li> <li>○ IDP/PMS</li> <li>○ Special Projects</li> <li>○ Public Participation</li> <li>○ MPAC</li> </ul>	<ul style="list-style-type: none"> <li>• To enhance and promote effective governance through credible communication systems</li> <li>• To promote and enhance integrated municipal planning</li> <li>• To promote Institutional development, transformation and good governance</li> </ul>

#### **4. SDBIP Context**

The Municipal Finance Management Act (MFMA) No. 56 of 2003 defines the “service delivery and budget implementation plan” as the detailed plan approved by the mayor of the municipality in terms of Section 53 (1) (c) (ii) for implementing the municipality’s delivery of municipal services and its annual budget and which must include the following: -

- a) Projections of each month of:
  - (i) revenue to be collected, by source; and
  - (ii) operational and capital expenditure, by vote.
- b) Service delivery targets and performance indicators for each quarter; and
- c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54(1)(C).

In terms of Section 53 (i) (c)(ii) of the MFMA, the SDBIP must be approved by the mayor of a municipality within 28 days of the approval of the budget

##### **4.1 Budget processes and related matters**

Section 53 (4) requires that the mayor of a municipality must—

- (a) provide general political guidance over the budget process and the priorities that must guide the preparation of a budget.
- (b) co-ordinate the annual revision of the integrated development plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be considered or revised for the purposes of the budget; and (c) take all reasonable steps to ensure—
  - (i) that the municipality approves its annual budget before the start of the budget year.
  - (ii) that the municipality’s service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and
  - (iii) that the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers-
    - (aa) comply with this Act to promote sound financial management.
    - (bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and

(cc) are concluded in accordance with section 57(2) of the Municipal Systems Act

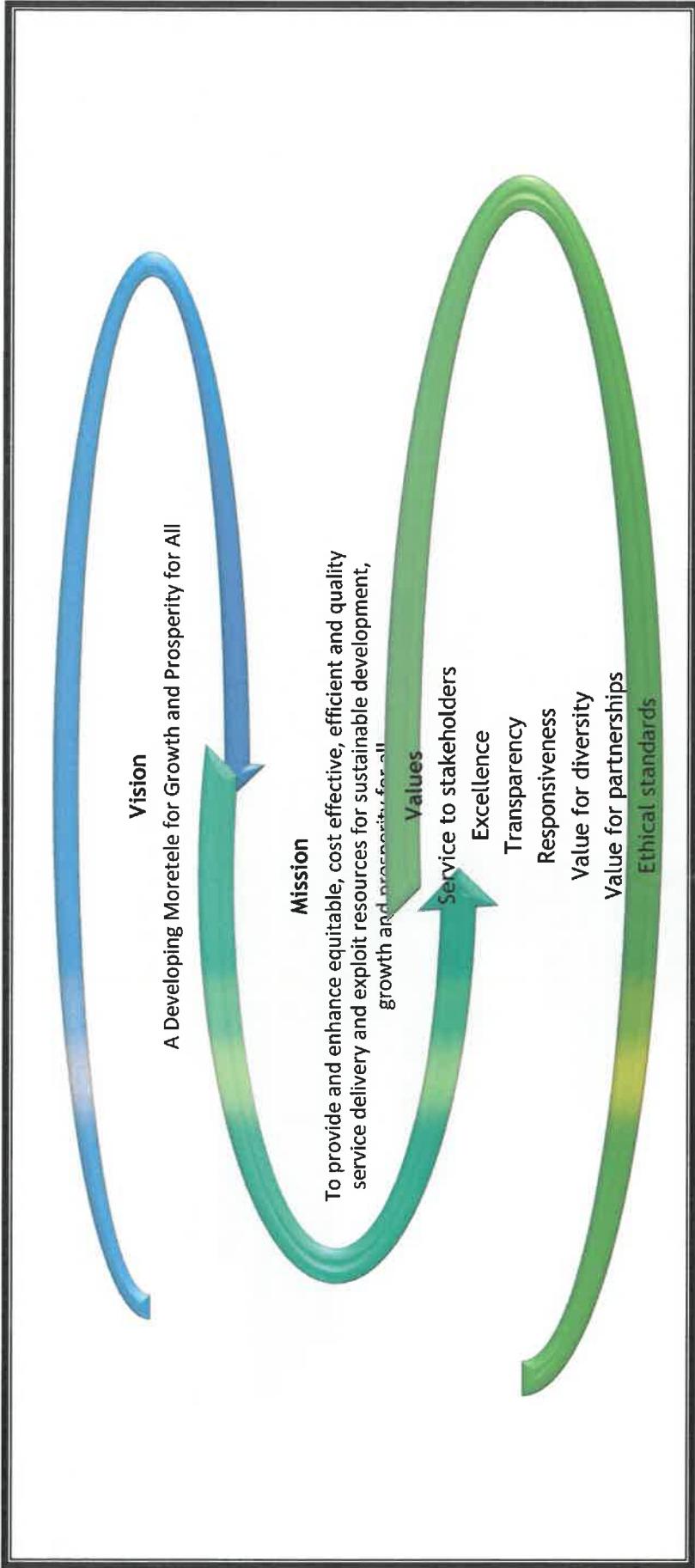
#### 4.2 Components of the SDBIP

**Municipal Finance Management Act Circular 13 provides that the Service Delivery and Budget Implementation Plan should comprise of the following:**

<i>Component Description</i>	
<i>Monthly Projections of Revenue to be Collected for each Source</i>	<ul style="list-style-type: none"><li>o The Municipality must institute measures to achieve its monthly revenue targets for each source These measures will enable the Municipality to assess its cash flow monthly with a view to undertaking contingency plans should there be a cash flow shortage or other challenges and positives</li></ul>
<i>Monthly Projections of Expenditure and Revenue for each Vote</i>	<ul style="list-style-type: none"><li>o The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget</li></ul>
<i>Quarterly Projections of Service Delivery Targets and Performance Indicators for each Vote</i>	<ul style="list-style-type: none"><li>o The focus under this component is a monthly projection per vote in addition to projections by source</li><li>o This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance</li><li>o The focus is on outputs rather than inputs</li><li>o Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services</li></ul>

## 5. Municipality's Vision and Demographics

### 5.1 Municipal Vision

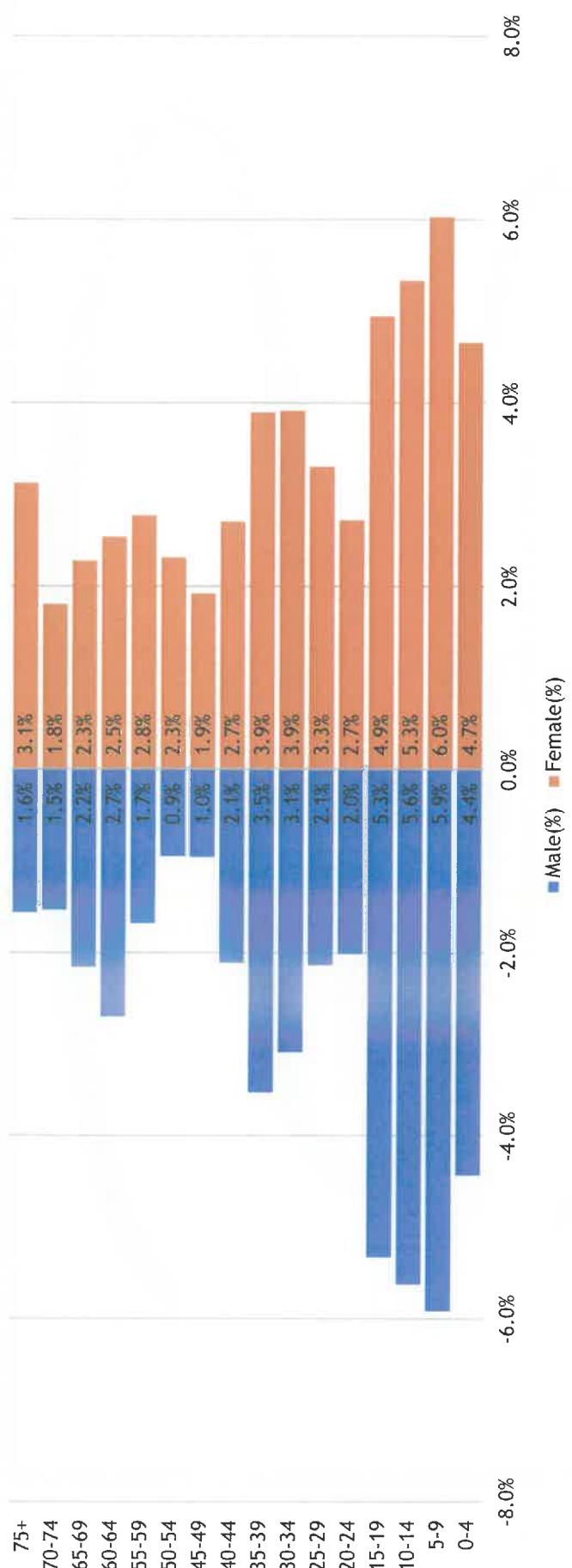


## 5.2 Demographics (Summary)

### Population

South African Population as at census 2022 is at 62,027,503 and Northwest population is at 3,804,548 , Bojanala is at 1,624,428 and Moretele at 186 499.

Population pyramid for Moretele Local Municipality



Male	Female
85353	101146
Total	186499

Local	age	Male	Female	Male(%)	Female(%)
NW371 : Moretele	0-4	8266	8686	-4.4%	4.7%
NW371 : Moretele	5-9	11035	11243	-5.9%	6.0%
NW371 : Moretele	10-14	10492	9945	-5.6%	5.3%
NW371 : Moretele	15-19	9939	9221	-5.3%	4.9%
NW371 : Moretele	20-24	3767	5068	-2.0%	2.7%
NW371 : Moretele	25-29	3994	6160	-2.1%	3.3%
NW371 : Moretele	30-34	5763	7300	-3.1%	3.9%
NW371 : Moretele	35-39	6581	7267	-3.5%	3.9%
NW371 : Moretele	40-44	3945	5044	-2.1%	2.7%
NW371 : Moretele	45-49	1789	3577	-1.0%	1.9%
NW371 : Moretele	50-54	1770	4313	-0.9%	2.3%
NW371 : Moretele	55-59	3141	5166	-1.7%	2.8%
NW371 : Moretele	60-64	5048	4731	-2.7%	2.5%
NW371 : Moretele	65-69	4034	4243	-2.2%	2.3%
NW371 : Moretele	70-74	2868	3361	-1.5%	1.8%
NW371 : Moretele	75+	2922	5823	-1.6%	3.1%
	Total	85353	101146		
	Grand total	186499			

Functional age groups	Number
0-14 (children)	59667
15 -34 (youth)	51212
34-64 (adults)	52371
Elderly ( 65+)	23250

Coloured	297	259	556
Indian or Asian	69	23	91
White	202	127	330
Other	169	39	208
Unspecified	6	3	9

Table 2.3: Labour force characteristics by province and metro

	Oct-Dec 2024	
	Thousand	
Northwest		

Population 15-64 yrs	2,817
Labour Force	1,593
Employed	935
Unemployed	658
Not economically active	1,224
Discouraged work-seekers	339
Other	885
<b>Rates (%)</b>	
Unemployment rate	41.3
Employed / population ratio (Absorption)	33.2
Labour force participation rate	56.6

Home/community play group	1355
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Other (Specify)	83
None	9344

**Space-Time Research  
Census 2022 Version 1.1**

**Table 1**

**Highest level of education  
for Person weight, 20+, Moretele Local  
Municipality**

No schooling	8747
Some primary	12848
Completed primary	5216
Some secondary	43470
Completed Grade 12 / Standard	49903
10	5839
Higher education	
Other	742

Formal dwelling	88.4
Informal dwelling/	7.2
Other	0.4
Not applicable	3.5
Caravan/tent	0.0
Traditional dwelling/hut/structure made of traditional materials	0.4
Total	100.0

<b>Census 2022</b>	
<b>Summation Options and Refuse or Rubbish for Moretele Local Municipality</b>	
	<b>Percentage (%)</b>
Own refuse dump	46.0
Removed by local authority/private company/community members at least once a week	33.8
Communal container/central collection point	11.4
Dump or leave rubbish anywhere (no rubbish disposal)	4.9
Removed by local authority/private company/community members less often	1.9
Communal refuse dump	0.8
Other	1.1
Total	100.0

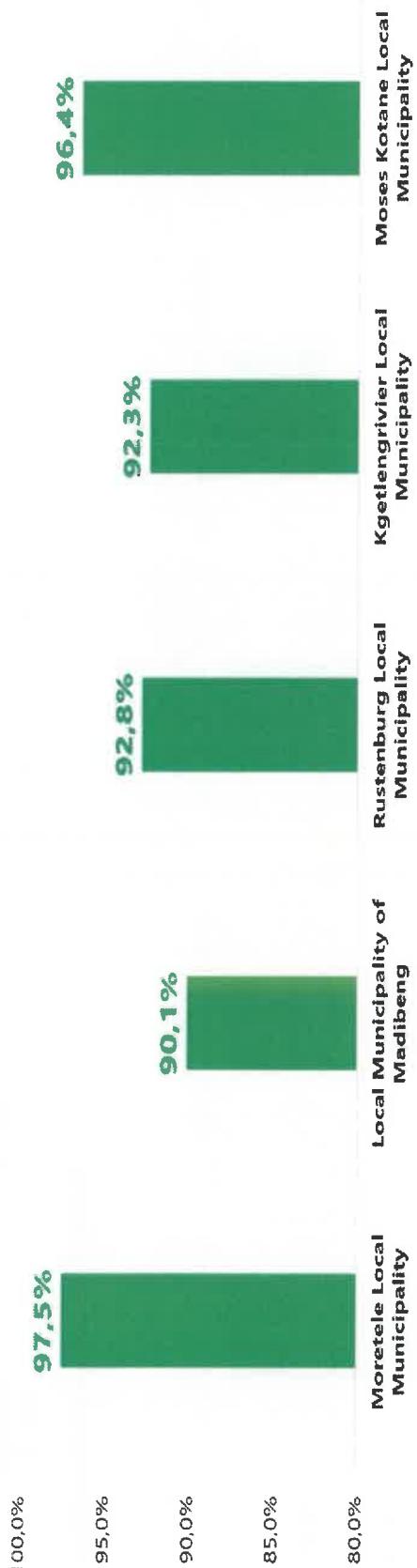
  

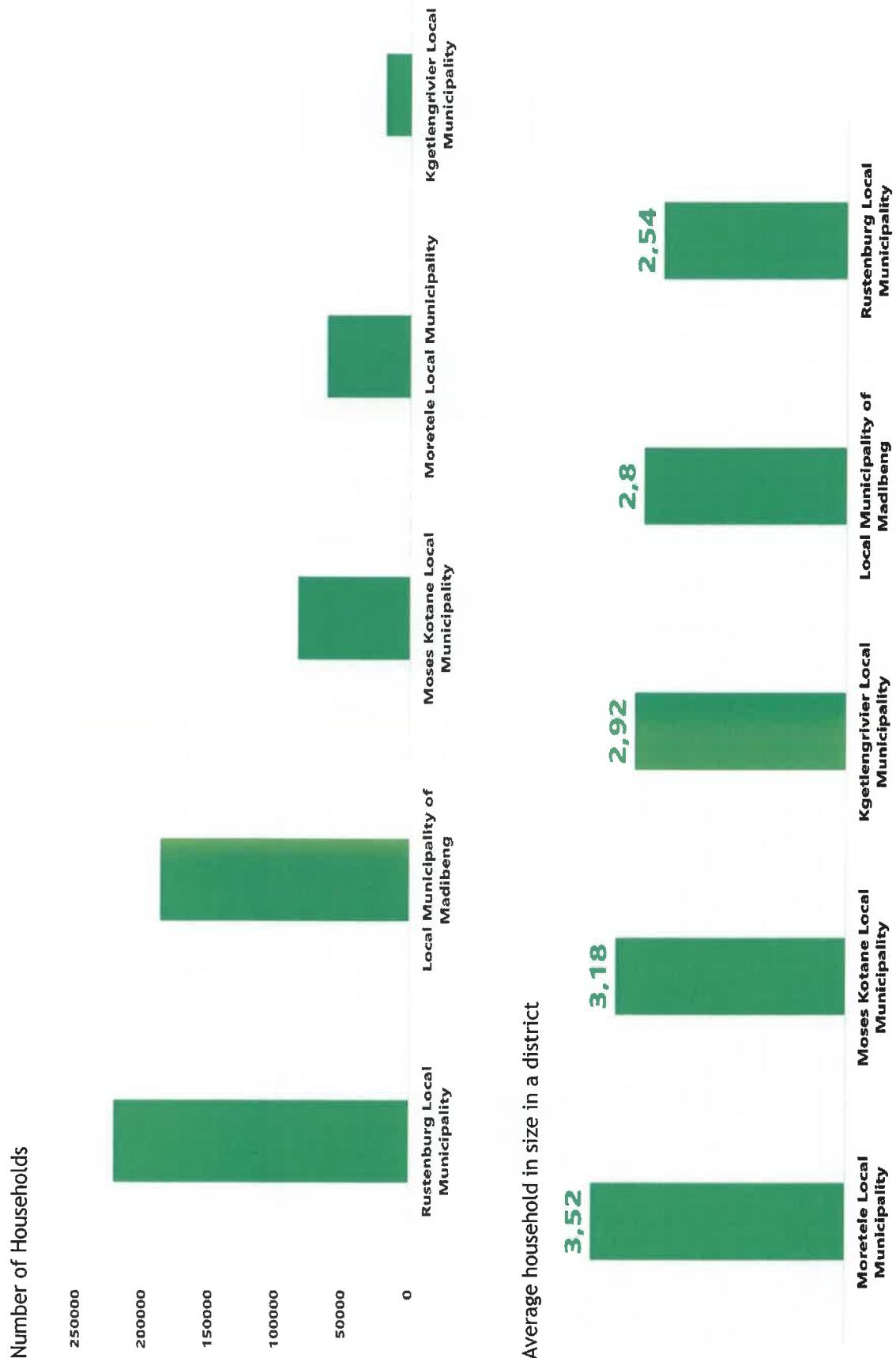
<b>Functional age groups</b>	<b>Number</b>
0-14 (children)	59667
15 -34 (youth)	51212
34-64 (adults)	52371
Elderly ( 65+)	23250

Sex ratio  
0.84

Mid-year population estimates - 2024	
Population by sex:	
Male	Female
85353	101146
Total	186499

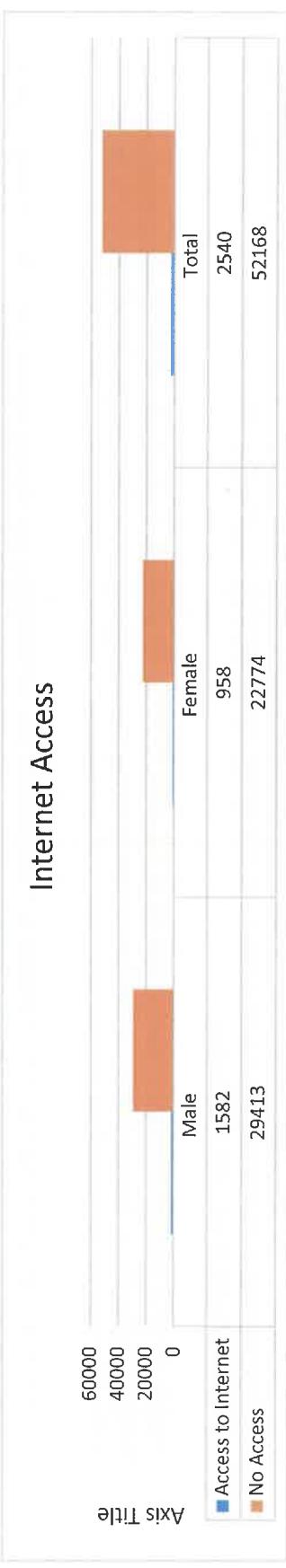
#### Access to electricity lighting





## Internet Services

The figure below indicates 95% have no access to internet services.



## Development Implications

The figure clearly points to the fact that there is a strong need for action to maximize internet access throughout the municipal area. The municipality should in partnership with other sectors explore available means of improving internet and cell phone network access.

## Tenure Status

The figure below indicates that 72% of the households own and fully paid off and with about 23, 7% households occupied rent free. It should be noted that very few areas have been proclaimed and there is a larger percentage of households found in traditional council's areas, which means that security of tenure is not guaranteed for 72% as indicated.



### Census 2022

#### 5.3. Economic Analysis

The spatial development framework of the municipality is shaped by the rich agricultural history characterizing large pieces of land in the area. It is against this backdrop that agriculture has become a focal point in all economic development prospects for the municipality constituency.

The municipality has vast tracts of land which can be used to harness economic development opportunities. It is believed that livestock farming is the main type of farming activity that is carried out in the local municipality. The tourism sector in the Moretele Local Municipality is not well established.

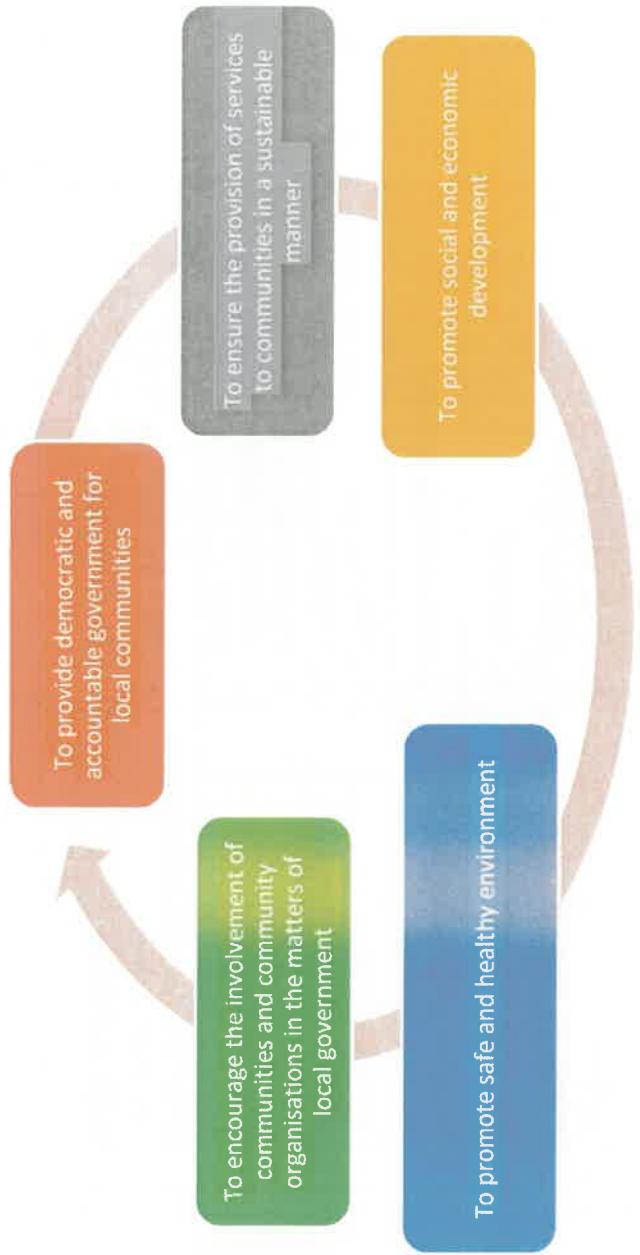
Trading Services are key economic drivers of the local economy. The district economy is largely driven by mining primarily around Rustenburg and Brits. The weakness for the local economy is that there are no industries to boost the economy and create jobs to cushion poverty for the more than 25 000 people who are unemployed.

The real economic growth rate for the Northwest province in 2007 was 2.7% with the poverty gap standing at 8.8%. the contribution of Gauteng province into the South African Economy in 2011 was 34.5% whereas that of the Northwest Province at the same period was 6.5%, this implies that chances of finding employment in the province and the municipality in are very slim.

## **6. Municipal Mandate and Powers and Functions**

### **6.1 Mandate**

Section 152 of the Constitution of the Republic Mandates local government to perform the following functions as depicted by the figure below:



### **6.2 Powers and Functions**

The table below provides a list of allocated powers and functions of the municipality in accordance with Schedule 4 B and 5 B of the Constitution (1996) and Sections 83, 84, 85 and 86 of the Municipal Structures Act.

Authorized Functions	Non-Authorized
• Air Pollution	• Electricity
• Local tourism	• Fire fighting
• Municipal Airport	• Municipal planning
• Storm Water	• Pontoon and Ferries
• Sanitation	• Municipal Health Services
• Billboards and the Display of Advertisement in Public Places	• Facilities
• Control of Public Nuisance	• Childcare Facilities
• Fencing and Fences	• Municipal planning
• Local Amenities	• Beaches and Amusement
• Local Sports Facilities	• Pontoons and Ferries
• Municipal Parks and Recreation	• Water (potable)
• Public Places	• Billboards and the
• Street Lighting	• Displays of
• Building Regulation	• Advertising in Public
• Municipal airport	• Places
	• Cleansing
	• Facilities for the accommodation, care, and burial of animals Licensing of undertakings that sell food to the Public
	• Municipal Abattoirs Pounds
	• Street Trading

## 7. Financial Plan

## EXECUTIVE SUMMARY

This budget is the application of sound financial management principles for the compilation of the Municipality's financial plan which is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically, and equitably to all communities.

The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. The appropriate funds were transferred from low- to high priority programmes to maintain sound financial stewardship.

The Municipality is embarking on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers, mainly state owned. Some of these revenue collection strategies are through the new valuation roll which is implemented from FY 2024/2025 financial year and is valid until 2028/2029.

### BUDGET 2025/2026 MTREF.

*The main challenges experienced during the compilation of the Budget 2025/2026 MTREF can be summarized as follows:*

- Based on the programs that the delivery department must undertake, we had to ensure that they do not drive the budget to be in deficit, which means that certain programs have to wait or stop in order to have a funded budget
  - Aging and poorly maintained roads, wastewater and water infrastructure.
  - Reprioritizing capital projects and expenditure within the existing resource envelope given cash flow realities and also ensuring the non-declining cash position of the municipality.
- The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities and with also ensuring the non-declining cash position of the municipality.

- ❖ Affordability of capital projects - Allocation for MIG was R133.6 million in 2024/2025, it has been increased to R139.5-million in 2025/2026.
- ❖ The municipality has prioritized water and sanitation on new projects and completion of MIG registered projects.
- ❖ WSG allocation for 2024/2025 was R75-million, it has been reduced to R42.5 -million in 2025/2026 financial year. The grant is for the Municipal water Infrastructure Grant, the municipality uses this grant mainly for sanitation projects and yard connections.

***The following budget principles and guidelines directly informed the compilation of the Final Budget 2025/2026:***

- The 2025/2026 Draft Budget priorities and targets, as well as the base line allocations contained in the Draft Budget were adopted as the upper limits for the new baselines.
- Intermediate service level standards were used to inform the measurable objectives, targets, and backlog eradication goals; In view of the following table is a consolidated overview of the proposed 2025/2026 Medium-term Revenue and Expenditure.

#### GRANTS

R thousand	Description	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Total Revenue		824 424	841 520	841 520	817 466	846 670	884 060
Total Expenditure		722 495	754 147	754 147	738 355	769 922	791 732
Surplus/(Deficit) for the year		101 929	87 373	87 373	79 111	76 748	92 328

## OPERATING REVENUE AND EXPENDITURE NARRATION

The following narrations indicate all revenue to be received and charged in 2025/2026 financial years:

### Service charges

<u>MORETELE LOCAL MUNICIPALITY OPERATIONAL BUDGET</u>		2025/2026 MEDIUM TERM REVENUE FRAMEWORK			
<b>DESCRIPTION</b>		2024/2025	2025/2026	2026/2027	2027/2028
		FINAL	DRAFT	DRAFT	DRAFT
CHARGES : RATES AND TAXES		22 119 750	23 091 265	24 130 372	24 733 631
CHARGES : REFUSE REMOVAL		29 275 145	29 710 486	31 045 608	31 820 180
CHARGES : WATER SALES		46 271	48 306	50 480	51 742
CHARGES : WATER BASIC		38 630 139	40 245 678	42 054 408	43 105 194
CHARGES : YARD CONNECTIONS		21 283	6 055	6 328	6 486
<b>LEVIED CHARGES</b>		<b>90 092 588</b>	<b>93 101 790</b>	<b>97 287 196</b>	<b>99 717 233</b>

### Interest

<u>MORETELE LOCAL MUNICIPALITY OPERATIONAL BUDGET</u>		2025/2026 MEDIUM TERM REVENUE FRAMEWORK			
<b>DESCRIPTION</b>		2024/2025	2025/2026	2026/2027	2027/2028
		FINAL	DRAFT	DRAFT	DRAFT
INTEREST ON INVESTMENTS		23 129 194	28 517 777	29 801 077	30 546 103
DAILY INTEREST BANK BALANCE		4 300 900	4 490 139	4 692 195	4 809 500
INTEREST ON OUTSTANDING WATER		9 391 411	9 713 058	10 150 145	10 403 899
INTEREST ON OUTSTANDING REFUSE		6 499 542	6 785 522	7 090 870	7 268 142
INTEREST ON PROPERTY RATES		3 301 843	3 447 123	3 602 244	3 692 300
<b>INTEREST</b>		<b>46 535 173</b>	<b>49 506 495</b>	<b>51 734 287</b>	<b>53 027 644</b>

## Rent and other income

MORETELE LOCAL MUNICIPALITY OPERATIONAL BUDGET		2025/2026 MEDIUM TERM REVENUE FRAMEWORK			
DESCRIPTION	2024/2025 FINAL	2025/2026		2026/2027	
		DRAFT	DRAFT	DRAFT	DRAFT
OFFICE RENTAL	182 998	191 050	199 647	204 638	
TENDER DOCUMENT	740 021	512 198	535 247	548 628	
BAD DEBTS RECOVERED (VBS)	9 300 000	-	-	-	
SUNDRY INCOME	109 126	65 369	68 311	70 018	
BUILDING PLANS	49 482	54 331	56 776	58 196	
FINES & PENALTIES	1 742 059	500 000	522 500	535 563	
TRAFFIC INCOME(20%)LICENCE AND PERMITS	1 149 851	780 534	815 658	836 050	
<b>SUB-TOTAL OTHER INCOME</b>	<b>13 273 538</b>	<b>2 103 482</b>	<b>2 198 139</b>	<b>2 253 092</b>	

Revenue generated from rates and services charges forms an insignificant percentage of the revenue basket for the Municipality, the municipality is grant dependent.

In the 2025/2026 financial year, revenue from rates and trading services charges totalled **R93.1 million or 11%** of the total Budget revenue. The revenue from grants amounted to **R669.3 million which is 82%** of the total revenue budget.

## Operating Revenue Framework

Moretele Local Municipality continues to improve the quality of services to its citizens, it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are facing serious financial difficulties because of our low revenue generation capacity. This will further delay the reduction of backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices must be made in prioritizing projects to be implemented and balancing expenditures against realistically anticipated revenues. The municipality grants reliance and seeks various methods to augment the financial incapacity.

Some of the mechanisms explored are the grant funds sought from different departments and the alignment of the municipality's strategic objectives to the main conditions of the grants being provided by sister departments.

## OPERATING EXPENDITURE FRAMEWORK

The Municipality's expenditure framework for the 2025/2026 budget is informed by the funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA and should there be any operational gains and efficiencies will be directed to funding the capital budget and other core services. Based on the financial constraints that we have as a municipality, the expenditure to be incurred must be budgeted within the revenue we anticipate receiving, it is therefore difficult to propose a new delivery project without the outside of the current expenditure we have.

The following table is a high-level summary of the 2025/2026 budget and MTFREF (classified per main type of operating expenditure):

### EMPLOYEES' COSTS

**NW371 Moretele - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Expenditure R thousand	Description	2021/22			2023/24			Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28			
Employee related costs	-	142 738	156 654	181 836	185 129	185 129	187 585	197 339	206 713	-			
Remuneration of councillors	-	21 578	23 256	25 474	23 657	23 657	24 618	25 726	26 369	-			
Bulk purchases - electricity	-	-	-	-	-	-	-	-	-	-			
Inventory consumed	-	-	-	57 732	57 532	57 532	60 273	62 985	64 559	-			
Debt impairment	-	-	-	72 645	72 645	72 645	75 841	79 254	81 235	-			
Depreciation and amortisation	-	108 093	134 455	112 762	112 762	112 762	105 723	110 481	113 243	-			
Interest	-	101 994	81 229	-	-	-	-	-	-	-			
Contracted services	-	181 819	188 846	189 645	219 455	219 455	201 211	206 624	209 591	-			
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-			
Irrecoverable debts written off	-	4 478	-	-	-	-	-	-	-	-			
Operational costs	-	60 887	77 109	82 401	82 967	82 967	83 105	87 514	90 022	-			
Losses on disposal of Assets	-	7 951	15 701	-	-	-	-	-	-	-			
Other Losses	-	-	9 673	-	-	-	-	-	-	-			
<b>Total Expenditure</b>	-	<b>629 538</b>	<b>686 922</b>	<b>722 495</b>	<b>754 147</b>	<b>754 147</b>	<b>738 355</b>	<b>769 922</b>	<b>791 732</b>				

The original budgeted allocation for employee related costs for the 2025/2026 financial year is R212 million including councillors, which equals 27 per cent of the total operating expenditure. The Salary and Wage Collective Agreement for the period 01 July 2024 to 30 June 2029 dated 6 September 2024 through the agreement that was approved by the Bargaining Committee of the Central Council in terms of Clause 17.3 of the Constitution should was used when budgeting for employee related costs for the 2025/2026 MTREF.

#### COUNCILLORS COSTS

The budget allocation for Councillor's cost for the financial year is R24.6 million. The cost associated with the remuneration of councillors is determined by the Minister of Cooperative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been considered in compiling the Municipality's budget, where a percentage increase of 5.2% was applied based on previous trends.

#### DEBT IMPAIRMENT/WRITE-OFF

The provision of debt impairment was determined based on a non-collection rate of 90 per cent and the Debt Write-off Policy of the Municipality. The current situation is that the municipality has been impairing 90% of its debtors every year. The 10% is mainly the government and business institution who we try every month to collect the amount owed to the municipality.

#### BULK PURCHASES (Water Inventory)

The 2024/2025 budget for bulk purchase was R57.5 million and the budget for 2025/2026 has increased to R60.2 million, this indicates an increase of R2.7 million.

## REPAIRS AND MAINTENANCE

**NW371 Moretele - Supporting Table SA34c Repairs and maintenance expenditure by asset class**

R thousand	Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework			
						Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year 2026/27
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>												
<u>Infrastructure</u>			-	15 799	15 750	20 736	17 730	17 730	19 523	20 402	20 912	
<u>Community Assets</u>			-	-	195	221	301	301	314	328	337	
<u>Furniture and Office Equipment</u>			-	-	36	300	200	200	209	218	224	
<u>Machinery and Equipment</u>			-	-	3	184	184	184	192	201	206	
<u>Transport Assets</u>			-	-	1 138	1 192	1 132	1 132	1 382	1 444	1 481	
<b>Total Repairs and Maintenance Expenditure</b>	<b>1</b>	<b>-</b>	<b>15 799</b>	<b>17 122</b>	<b>22 633</b>	<b>19 547</b>	<b>19 547</b>	<b>21 621</b>	<b>22 594</b>	<b>23 159</b>		

The repairs and maintenance budget are supposed to be aligned to the needs required to preserve and maintain the Municipality's current infrastructure.

In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance are not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. The total budget for Repairs and maintenance is R21.6 million which is 2.7 % of the operational expenditure.

## GENERAL EXPENDITURE

The general expenditure budget for 2024/2025 amounts to R82.9 million compared to R84.1 million for 2025/2026 financial year this reflects R1.2 million increase.

## CONTRACTED SERVICES

The contracted services budget for the year 2024/2025 was R219.4 million and for the financial year 2025/2026 the budget is R201.2 million, this reflects a decrease of R18.4 million. Repairs and maintenance were budgeted under contracted services for the value of R21.6 million, Professional Services for R67 million and other outsourced services service for R113.8 million.

## DEPRECIATION

The Depreciation budget allocation for 2024/2025 was R112.7 million, it has been reduced by R7 million when compared to 2025/2026 budget of R105.7 million, the calculations were based on the current year budget compared to the audited actual, some of the assets were disposed and removed from the asset register.

**Table 2 Summary of revenue classified by main revenue source**

**NW371 Moretele - Table A4 Budgeted Financial Performance (revenue and expenditure)**

R thousand	Description	Ref	2021/22		2022/23		2023/24		Current Year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework	
			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	
<b>Revenue</b>												
<b>Exchange Revenue</b>												
Service charges - Electricity	2	-	(6 407)	33 433	35 530	36 698	38 698	45 630	40 300	42 111	-	-
Service charges - Water	2	-	(5 167)	23 770	25 549	29 275	29 275	34 655	29 710	31 046	-	-
Service charges - Waste Water Management	2	-	-	667	472	744	742	742	515	538	551	551
Sale of Goods and Rendering of Services	2	-	-	-	-	-	-	-	-	-	-	-
Agency services												
Interest												
Interest earned from Receivables												
Interest earned from Current and Non Current Assets												
Dividends												
Rent on Land												
Rental from Fixed Assets												
Licence and permits												
Special rating levies												
Operational Revenue												
<b>Non-Exchange Revenue</b>												
Property rates	2	(1 443)	28 781	28 862	22 120	22 120	22 120	22 120	23 091	24 130	24 734	-
Surcharges and Taxes												
Fines, penalties and forfeits												
Licences or Permits												
Transfer and subsidies - Operational												
Interest												
Fuel Levy												
Operational Revenue												
Gains on disposal of Assets												
Other Gains												
Discontinued Operations												
<b>Total Revenue (excluding capital transfers and cont</b>		(13 017)	562 357	595 828	622 489	631 955	644 268	642 372	657 372	663 911		

The original budgeted allocation for employee related costs for the 2025/2026 financial year is R212 million including Councillors, which equals 27 per cent of the total operating expenditure. The Salary and Wage Collective Agreement for the period 01 July 2024 to 30 June 2029 dated 6 September 2024 through the agreement that was approved by the Bargaining Committee of the Central Council in terms of Clause 17.3 of the Constitution should was used when budgeting for employee related costs for the 2025/2026 MTREF.

#### **COUNCILLORS COSTS**

The budget allocation for Councilor's cost for the financial year is R24.6 million. The cost associated with the remuneration of councilors is determined by the Minister of Cooperative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been considered in compiling the Municipality's budget, where a percentage increase of 5.2% was applied based on previous trends.

#### **DEBT IMPAIRMENT/WRITE-OFF**

The provision of debt impairment was determined based on non-collection rate of 90 per cent and the Debt Write-off Policy of the Municipality. The current situation is that the municipality has been impairing 90% of its debtors every year. The 10% is mainly the government and business institution who we try every month to collect the amount owed to the municipality.

#### **BULK PURCHASES (Water Inventory)**

The 2024/2025 budget for bulk purchase was R57.5 million and the budget for 2025/2026 has increased to R69.4 million, this indicates an increase of R11.9 million.

#### **REPAIRS AND MAINTENANCE**

**NW371 Moretele - Supporting Table SA34c Repairs and maintenance expenditure by asset class**

R thousand	Description	Ref	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework			
			2021/22	2022/23	2023/24	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>									
Infrastructure	-	1	Audited Outcome	Audited Outcome	Audited Outcome	15 799	15 750	20 736	17 730
Community Assets	-		-	-	-	195	221	301	314
Furniture and Office Equipment	-		-	-	-	36	300	200	209
Machinery and Equipment	-		-	-	-	3	184	184	192
Transport Assets	-		-	-	-	1 138	1 192	1 132	1 382
<b>Total Repairs and Maintenance Expenditure</b>	<b>1</b>	<b>-</b>	<b>15 799</b>	<b>17 122</b>	<b>22 633</b>	<b>19 547</b>	<b>19 547</b>	<b>21 621</b>	<b>22 594</b>
									<b>23 159</b>

The repairs and maintenance budget are supposed to be aligned to the needs required to preserve and maintain the Municipality's current infrastructure. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. The total budget for Repairs and maintenance is R21.6 million which is 2.7 % of the operational expenditure.

**Table 2 Summary of revenue classified by main revenue source**

**NW371 Moretele - Table A4 Budgeted Financial Performance (revenue and expenditure)**

R thousand	Description	Ref	2021/22		2022/23		2023/24		Current Year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework	
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue		1										
Exchange Revenue												
Service charges - Electricity	2	-	(6 407)	33 433	-	35 530	38 698	38 698	-	40 300	42 111	43 163
Service charges - Water	2	-	(5 167)	23 770	25 549	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-		667	472	744	29 275	29 275	34 655	29 710	31 046	31 820
Service charges - Waste Management	2	-										
Sale of Goods and Rendering of Services												
Agency services												
Interest												
Interest earned from Receivables												
Interest earned from Current and Non Current Assets												
Dividends												
Rent on Land												
Rental from Fixed Assets												
Licence and permits												
Special rating levies												
Operational Revenue												
Non-Exchange Revenue	2	(1 443)	28 781	28 862	22 120	22 120	22 120	22 120	22 120	23 091	24 130	24 734
Property rates												
Surcharges and Taxes												
Fines, penalties and forfeits												
Licences or permits												
Transfer and subsidies - Operational												
Interest												
Fuel Levy												
Operational Revenue												
Gains on disposal of Assets												
Other Gains												
Discontinued Operations												
Total Revenue (excluding capital transfers and cont)		(13 017)	562 357	595 828	622 489	631 955	631 955	644 268	642 372	657 372	683 911	

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit. Revenue generated from rates and services charges forms an insignificant percentage of the revenue basket for the Municipality, as the municipality is grant dependent. In the 2025/2026 financial year, revenue from rates and services charges totaled R93.1 million this reflects 14% of the total revenue budget excluding capital transfers.

**Table 3 Operating Transfers and Grant Receipts**

**NW371 Moretele - Supporting Table SA18 Transfers and grant receipts**

Description		Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year 2026/27	Budget Year +1 2027/28	
<b>RECEIPTS:</b>											
<b>Operating Transfers and Grants</b>											
<b>National Government:</b>											
Local Government Equitable Share	381 695	420 449	454 622	480 502	480 437	480 437	492 652	500 917	523 547	523 547	
Energy Efficiency and Demand Side Management Grant	376 501	415 351	443 171	469 371	469 371	469 371	479 741	490 420	512 589	512 589	
Expanded Public Works Programme Integrated Grant	2 344	1 998	2 713	1 550	1 550	1 550	3 036	—	—	—	
Infrastructure Skills Development Grant	2 850	2 900	2 900	2 900	2 900	2 900	2 900	2 900	3 000	3 000	
Local Government Financial Management Grant	—	200	—	—	—	—	—	—	—	—	
Municipal Disaster Relief Grant	—	—	—	5 838	6 681	6 616	6 975	7 597	7 958	7 958	
Integrated City Development Grant	—	—	—	—	—	—	—	—	—	—	
Municipal Infrastructure Grant	—	—	—	—	—	—	—	—	—	—	
<b>Other grant providers:</b>											
957	1 505	1 364	1 381	1 526	1 526	1 526	1 559	1 630	1 670	1 670	
<b>Other Grants Received</b>											
957	1 505	1 364	1 381	1 526	1 526	1 526	1 559	1 630	1 670	1 670	
<b>Total Operating Transfers and Grants</b>	5	382 652	421 953	455 986	481 883	481 964	481 964	494 211	502 547	525 218	
<b>Capital Transfers and Grants</b>											
<b>National Government:</b>											
Integrated National Electrification Programme Grant	189 744	196 587	144 320	201 935	209 565	209 565	175 094	189 299	200 150	200 150	
Municipal Infrastructure Grant	110 702	131 587	114 320	126 935	134 565	134 565	132 531	144 352	151 206	151 206	
Local Government Financial Management Grant	79 042	65 000	30 000	75 000	75 000	75 000	42 563	44 947	48 944	48 944	
Water Services Infrastructure Grant	5	189 744	196 587	144 320	201 935	209 565	209 565	175 094	189 299	200 150	
<b>Total Capital Transfers and Grants</b>		572 397	618 540	600 306	683 818	691 529	691 529	669 305	691 846	725 367	
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>											

## BUDGET TABLES

The following pages present the ten main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2025/2026 budget and MTREF as approved by the Council. Each table is accompanied by explanatory notes on the facing page.

**NW371 Moretele - Table A1 Budget Summary**

R thousands	Description	2021/22				2022/23				2023/24				Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year 2025/26	Budget Year +1 2026/27				
<b>Financial Performance</b>																					
Property rates	(1 443)	28 781	28 862	22 120	22 120	22 120	22 120	23 091	24 130	24 734	24 734	24 734	24 734	24 734	24 734	24 734	24 734				
Service charges	(11 574)	57 203	61 079	67 973	67 973	80 285	70 011	73 157	74 984	74 984	74 984	74 984	74 984	74 984	74 984	74 984	74 984				
Investment revenue	-	22 049	31 617	27 430	27 518	27 518	27 518	33 008	34 493	35 356	35 356	35 356	35 356	35 356	35 356	35 356	35 356				
Transfer and subsidies - Operational	-	421 953	455 986	481 883	481 964	481 964	481 964	494 211	502 547	525 218	525 218	525 218	525 218	525 218	525 218	525 218	525 218				
Other own revenue	-	32 371	18 284	23 083	32 381	32 381	32 381	22 052	23 044	23 620	23 620	23 620	23 620	23 620	23 620	23 620	23 620				
<b>Total Revenue (excluding capital transfers and contributions)</b>	(13 017)	562 357	595 828	622 489	631 955	631 955	644 268	642 372	657 372	683 911	683 911	683 911	683 911	683 911	683 911	683 911	683 911				
<b>Employee costs</b>	-	142 738	156 654	181 836	185 129	185 129	185 129	187 585	197 339	206 713	206 713	206 713	206 713	206 713	206 713	206 713	206 713				
Remuneration of councillors	-	21 578	23 256	25 474	23 657	23 657	23 657	24 618	25 726	26 369	26 369	26 369	26 369	26 369	26 369	26 369	26 369				
Depreciation and amortisation	-	108 093	134 455	112 762	112 762	112 762	112 762	105 723	110 481	113 243	113 243	113 243	113 243	113 243	113 243	113 243	113 243				
Interest	-	101 994	81 229	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Inventory consumed and bulk purchases	-	-	-	57 732	57 532	57 532	57 532	57 532	60 273	62 985	64 559	64 559	64 559	64 559	64 559	64 559	64 559				
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Other expenditure	-	255 134	291 328	344 891	375 067	375 067	375 067	375 067	360 157	373 391	380 848	380 848	380 848	380 848	380 848	380 848	380 848				
<b>Total Expenditure</b>	-	629 538	686 922	722 495	754 147	754 147	754 147	738 355	769 922	791 732	791 732	791 732	791 732	791 732	791 732	791 732	791 732				
<b>Surplus/(Deficit)</b>	(13 017)	(67 181)	(91 094)	(100 006)	(122 192)	(122 192)	(109 879)	(95 983)	(112 550)	(107 822)	(107 822)	(107 822)	(107 822)	(107 822)	(107 822)	(107 822)	(107 822)				
Transfers and subsidies - capital (monetary allocations)	-	196 587	144 320	201 935	209 565	209 565	209 565	175 094	189 299	200 150	200 150	200 150	200 150	200 150	200 150	200 150	200 150				
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	(13 017)	129 406	53 225	101 929	87 373	87 373	99 686	79 111	76 748	92 328	92 328	92 328	92 328	92 328	92 328	92 328	92 328				
<b>Share of Surplus/Deficit attributable to Associate</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Surplus/(Deficit) for the year</b>	(13 017)	129 406	53 225	101 929	87 373	87 373	99 686	79 111	76 748	92 328	92 328	92 328	92 328	92 328	92 328	92 328	92 328				
<b>Capital expenditure &amp; funds sources</b>	-	-	128 269	156 885	243 559	274 189	274 189	195 774	189 555	200 150	200 150	200 150	200 150	200 150	200 150	200 150	200 150				
Capital expenditure	-	125 707	-	-	201 935	209 565	209 565	209 565	175 724	189 555	200 150	200 150	200 150	200 150	200 150	200 150	200 150	200 150			
Transfers recognised - capital	-	-	-	30 182	41 624	64 624	64 624	-	-	-	-	-	-	-	-	-	-				
Borrowing	-	-	2 562	156 885	243 559	274 189	274 189	195 774	189 555	200 150	200 150	200 150	200 150	200 150	200 150	200 150	200 150				
Internally generated funds	-	128 269	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Total sources of capital funds</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				

<b>Financial position</b>								
Total current assets	-	342 803	362 861	292 576	288 934	288 934	249 476	217 350
Total non current assets	-	1 279 541	1 545 676	1 502 387	1 707 103	1 707 103	1 797 154	1 876 227
Total current liabilities	-	180 389	187 420	180 449	187 547	187 547	187 547	187 547
Total non current liabilities	-	7 356	7 898	7 356	7 898	7 898	7 898	7 898
Community wealth/Equity	-	1 434 589	1 713 219	1 607 159	1 800 592	1 800 592	1 851 185	1 898 132
<b>Cash flows</b>								
Net cash from (used) operating	-	389 115	506 843	195 584	181 029	181 029	156 515	157 640
Net cash from (used) investing	(171 192)	(207 694)	(169 814)	(243 559)	(274 189)	(274 189)	(195 774)	(189 555)
Net cash from (used) financing	-	-	-	-	-	-	-	(200 150)
<b>Cash/cash equivalents at the year end</b>	(171 192)	453 139	608 683	223 367	192 668	192 668	170 772	138 857
<b>Cash backlog/surplus reconciliation</b>								
Cash and investments available	-	271 718	285 701	240 730	210 031	210 031	171 227	139 788
Application of cash and investments	-	151 435	153 235	162 085	162 331	164 753	167 661	167 818
<b>Balance - surplus (shortfall)</b>	-	120 283	132 486	78 645	47 700	45 278	3 586	(28 030)
<b>Asset management</b>								
Asset register summary (MDV)	-	1 450 554	1 713 346	1 313 770	1 621 596	1 621 596	1 543 673	1 433 192
Depreciation	-	108 093	134 455	112 762	112 762	112 762	105 723	110 481
Renewal and Upgrading of Existing Assets	-	(5 285)	23	2 000	1 700	1 700	450	-
Repairs and Maintenance	-	15 799	17 122	22 633	19 547	19 547	21 621	22 594
<b>Free services</b>								
Cost of Free Basic Services provided	11 574	6 683	6 699	12 312	12 312	12 312	14 886	15 556
Revenue cost of free services provided	1 443	964	5 453	7 358	7 358	7 358	7 682	8 027
<b>Households below minimum service level</b>								
Water:	-	-	-	-	-	-	-	-
Sanitation/sewage:	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-

## **EXPLANATORY NOTES TO MBRR TABLE A1 - BUDGET**

- a. Table A1 is a budget summary and provides a concise overview of the Municipality's budget from all the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
- b. The table provides an overview of the amounts approved by the Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
- c. Financial management reforms emphasize the importance of the municipal budget being funded. This requires a simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
  - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTRF
  - b. Capital expenditure is balanced by capital funding sources, of which
    - i. Transfers recognized are reflected on the Financial Performance Budget;
    - ii. Borrowing is incorporated in the net cash from financing on the Cash Flow budget
    - iii. Internally generated funds are financed from a combination of the current generating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive and is improving indicates that the necessary cash resources are available to fund the Capital Budget.

**Table 7 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification) Explanatory notes to MBRR Table A2  
- Budgeted Financial Performance (revenue and expenditure by standard classification)**

Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified mSCOA standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.

**NW371 Moretele - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)**

Functional Classification Description			Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Revenue - Functional	1	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28		
<b>Governance and administration</b>												
Executive and council			501 197	511 120	528 294	537 680	543 871	557 306	581 1174	-		
Finance and administration			501 197	511 120	528 294	537 680	543 871	557 306	581 1174	-		
Internal audit			-	-	-	-	-	-	-	-		
<b>Community and public safety</b>												
Community and social services			1 308	1 036	1 038	1 183	1 183	1 200	1 285	1 286		
Sport and recreation			1 191	1 036	1 038	1 183	1 183	1 200	1 285	1 286		
Public safety			118	0	-	-	-	-	-	-		
Housing			-	-	-	-	-	-	-	-		
Health			-	-	-	-	-	-	-	-		
<b>Economic and environmental services</b>												
Planning and development			132 237	120 906	134 766	142 331	140 287	152 765	160 000	-		
Road transport			131 587	120 158	133 616	141 181	141 181	139 506	151 949	159 164		
Environmental protection			650	748	1 150	1 150	1 150	781	816	836		
<b>Trading services</b>										-		
Energy sources			-	107 086	160 326	160 326	160 326	132 108	135 345	141 600		
Water management			-	124 201	76 068	124 551	124 551	95 612	97 208	102 511		
Waste water management			-	-	-	-	-	-	-	-		
Waste management			-	-	31 018	35 775	35 775	36 496	38 136	39 088		
Other		4	-	-	-	-	-	-	-	-		
<b>Total Revenue - Functional</b>		2	-	758 944	740 147	824 424	841 520	817 466	846 670	884 060		
<b>Expenditure - Functional</b>												
<b>Governance and administration</b>												
Executive and council			254 782	315 260	348 295	376 315	376 315	352 776	366 631	376 211		
Finance and administration			63 286	75 958	94 193	90 113	90 113	80 354	83 733	83 736		
Internal audit			187 251	234 434	246 442	277 538	277 538	263 514	273 548	282 748		
<b>Community and public safety</b>												
Community and social services			4 245	4 868	7 659	8 663	8 663	9 307	9 350	9 727		
Sport and recreation			22 227	23 707	27 631	18 743	18 743	22 743	23 886	24 883		
Public safety			18 309	19 454	22 932	14 549	14 549	17 805	18 702	19 490		
Housing			3 588	3 991	3 805	3 282	3 282	3 880	4 072	4 234		
Health			-	-	-	-	-	-	-	-		
<b>Economic and environmental services</b>												
Planning and development			330	261	894	912	912	1 058	1 112	1 159		
Road transport			69 082	73 928	118 688	132 581	132 581	138 678	145 603	150 594		
Environmental protection			57 578	61 885	83 569	87 052	87 052	90 660	95 276	98 506		
<b>Trading services</b>												
Energy sources			11 505	12 043	35 119	45 528	45 528	48 018	50 328	52 098		
Water management			-	-	-	-	-	-	-	-		
Waste water management			-	-	-	-	-	-	-	-		
Waste management			-	-	-	-	-	-	-	-		
Other		4	-	-	-	-	-	-	-	-		
<b>Total Expenditure - Functional</b>		3	-	693 238	742 361	722 495	754 147	738 355	769 932	791 732		
<b>Surplus/(Deficit) for the year</b>		-	-	65 706	(2 213)	101 929	87 373	79 111	76 748	92 328		

**TABLE 8 MBRR TABLE A3 - BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE BY MUNICIPAL VOTE)**

**NW371 Moretele - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)**

R thousand	Vote Description	Ref	2021/22		2022/23		2023/24		Current Year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework	
			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year 2026/27	Budget Year +1 2027/28		
<b>Revenue by Vote</b>												
Vote 1 - Executive and Council	1		—	—	511 120	528 294	537 680	543 871	557 306	581 174	—	—
Vote 2 - Finance and Administration			—	501 197	—	—	—	—	—	—	—	—
Vote 3 - Internal Audit			—	—	1 191	1 036	1 038	1 183	1 200	1 255	1 286	—
Vote 4 - Community and Social Services			—	—	118	0	—	—	—	—	—	—
Vote 5 - Sport and Recreation			—	—	131 587	120 158	133 616	141 181	139 506	151 949	159 164	896
Vote 6 - Health			—	650	748	1 150	1 150	1 150	781	816	102 511	—
Vote 7 - Planning and Development			—	—	124 201	76 068	124 551	124 551	95 612	97 208	102 511	—
Vote 8 - Road Transport			—	—	31 018	—	—	—	—	—	—	—
Vote 9 - Energy Sources			—	—	—	35 775	35 775	35 775	36 496	38 136	39 088	—
Vote 10 - Water Management			—	—	—	—	—	—	—	—	—	—
Vote 11 - Waste Water Management			—	—	—	—	—	—	—	—	—	—
Vote 12 - Waste Management			—	—	—	—	—	—	—	—	—	—
Vote 13 -			—	—	—	—	—	—	—	—	—	—
Vote 14 -			—	—	—	—	—	—	—	—	—	—
Vote 15 -			—	—	—	—	—	—	—	—	—	—
<b>Total Revenue by Vote</b>	2		—	758 944	740 147	824 424	841 520	841 520	817 466	846 670	884 060	—
<b>Expenditure by Vote to be appropriated</b>												
Vote 1 - Executive and Council	1		—	63 286	75 958	94 193	90 113	90 113	80 354	83 733	83 736	—
Vote 2 - Finance and Administration			—	187 251	234 434	246 442	277 538	277 538	263 514	273 548	282 748	—
Vote 3 - Internal Audit			—	4 245	4 868	7 659	8 663	8 663	8 907	9 350	9 727	—
Vote 4 - Community and Social Services			—	18 309	19 454	22 932	14 549	14 549	17 805	18 702	19 490	—
Vote 5 - Sport and Recreation			—	3 588	3 991	3 805	3 282	3 282	3 880	4 072	4 234	—
Vote 6 - Health			—	330	261	894	912	912	1 058	1 112	1 159	—
Vote 7 - Planning and Development			—	57 578	61 885	83 569	87 052	87 052	90 660	95 276	98 506	—
Vote 8 - Road Transport			—	11 505	12 043	35 119	45 528	45 528	48 018	50 328	52 088	—
Vote 9 - Energy Sources			—	14 281	18 632	20 949	20 949	20 949	20 490	21 412	21 947	—
Vote 10 - Water Management			—	298 933	297 760	179 363	179 038	179 038	175 981	183 456	188 439	—
Vote 11 - Waste Water Management			—	33 933	13 074	1 049	—	—	—	—	—	—
Vote 12 - Waste Management			—	—	—	26 521	26 521	26 521	27 688	28 934	29 667	—
Vote 13 -			—	—	—	—	—	—	—	—	—	—
Vote 14 -			—	—	—	—	—	—	—	—	—	—
Vote 15 -			—	—	—	—	—	—	—	—	—	—
<b>Total Expenditure by Vote</b>	2		—	693 238	742 361	722 495	754 147	754 147	738 355	769 922	791 732	—
<b>Surplus/(Deficit) for the year</b>	2		—	65 706	(2 213)	101 929	87 373	87 373	79 111	76 748	92 338	—

**EXPLANATORY NOTES TO MBRR TABLE A3 - BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE BY MUNICIPAL VOTE)**

Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organizational structure of the Municipality. This means it is possible to present the operating surplus or deficit of a vote.

Expenditure by Vote	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	8010	8011	8012	8013	8014	8015	8016	8017	8018	8019	8020	8021	8022	8023	8024	8025	8026	8027	8028	8029	8030	8031	8032	8033	8034	8035	8036	8037	8038	8039	8040	8041	8042	8043	8044	8045	8046	8047	8048	8049	8050	8051	8052	8053	8054	8055	8056	8057	8058	8059	8060	8061	8062	8063	8064	8065	8066	8067	8068	8069	8070	8071	8072	8073	8074	8075	8076	8077	8078	8079	8080	8081	8082	8083	8084	8085	8086	8087	8088	8089	8090	8091	8092	8093	8094	8095	8096	8097	8098	8099	80100	80101	80102	80103	80104	80105	80106	80107	80108	80109	80110	80111	80112	80113	80114	80115	80116	80117	80118	80119	80120	80121	80122	80123	80124	80125	80126	80127	80128	80129	80130	80131	80132	80133	80134	80135	80136	80137	80138	80139	80140	80141	80142	80143	80144	80145	80146	80147	80148	80149	80150	80151	80152	80153	80154	80155	80156	80157	80158	80159	80160	80161	80162	80163	80164	80165	80166	80167	80168	80169	80170	80171	80172	80173	80174	80175	80176	80177	80178	80179	80180	80181	80182	80183	80184	80185	80186	80187	80188	80189	80190	80191	80192	80193	80194	80195	80196	80197	80198	80199	80200	80201	80202	80203	80204	80205	80206	80207	80208	80209	80210	80211	80212	80213	80214	80215	80216	80217	80218	80219	80220	80221	80222	80223	80224	80225	80226	80227	80228	80229	80230	80231	80232	80233	80234	80235	80236	80237	80238	80239	80240	80241	80242	80243	80244	80245	80246	80247	80248	80249	80250	80251	80252	80253	80254	80255	80256	80257	80258	80259	80260	80261	80262	80263	80264	80265	80266	80267	80268	80269	80270	80271	80272	80273	80274	80275	80276	80277	80278	80279	80280	80281	80282	80283	80284	80285	80286	80287	80288	80289	80290	80291	80292	80293	80294	80295	80296	80297	80298	80299	80300	80301	80302	80303	80304	80305	80306	80307	80308	80309	80310	80311	80312	80313	80314	80315	80316	80317	80318	80319	80320	80321	80322	80323	80324	80325	80326	80327	80328	80329	80330	80331	80332	80333	80334	80335	80336	80337	80338	80339	80340	80341	80342	80343	80344	80345	80346	80347	80348	80349	80350	80351	80352	80353	80354	80355	80356	80357	80358	80359	80360	80361	80362	80363	80364	80365	80366	80367	80368	80369	80370	80371	80372	80373	80374	80375	80376	80377	80378	80379	80380	80381	80382	80383	80384	80385	80386	80387	80388	80389	80390	80391	80392	80393	80394	80395	80396	80397	80398	80399	80400	80401	80402	80403	80404	80405	80406	80407	80408	80409	80410	80411	80412	80413	80414	80415	80416	80417	80418	80419	80420	80421	80422	80423	80424	80425	80426	80427	80428	80429	80430	80431	80432	80433	80434	80435	80436	80437	80438	80439	80440	80441	80442	80443	80444	80445	80446	80447	80448	80449	80450	80451	80452	80453	80454	80455	80456	80457	80458	80459	80460	80461	80462	80463	80464	80465	80466	80467	80468	80469	80470	80471	80472	80473	80474	80475	80476	80477	80478	804

**NW371 Moretele - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A**

R thousand	Vote Description	Ref	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
			2021/22		2022/23		Budget Year 2025/26	Budget Year 2026/27	Budget Year +1 2027/28
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	
<b>Revenue by Vote</b>	<b>1</b>								
<b>Vote 1 - Executive and Council</b>			-	-	-	-	-	-	-
<b>Vote 2 - Finance and Administration</b>			501 197	511 120	528 294	537 680	543 871	557 306	581 174
2.1 - Finance and Administration - Administrative and Corpora			440 193	478 358	502 531	502 617	517 022	529 248	552 416
2.2 - Finance and Administration - Asset Management			16 279	-	-	-	-	-	-
2.3 - Finance and Administration - Finance			44 327	32 597	25 763	35 063	26 849	28 057	28 759
2.4 - Finance and Administration - Human Resources			399	164	-	-	-	-	-
<b>Vote 4 - Community and Social Services</b>			1 191	1 036	1 038	1 183	1 183	1 200	1 255
4.1 - Community and Social Services - Cemeteries Funeral Parlours and Crematoriums			200	-	-	-	-	-	-
4.2 - Community and Social Services - Community Halls and F			991	1 036	1 038	1 183	1 183	1 200	1 255
4.3 - Community and Social Services - Libraries and Archives			-	-	-	-	-	-	-
<b>Vote 7 - Planning and Development</b>			131 587	120 158	133 616	141 181	141 181	139 506	151 949
7.1 - Planning and Development - Economic Development/Pia			0	-	-	-	-	-	-
7.2 - Planning and Development - Project Management Unit			131 587	120 158	133 616	141 181	141 181	139 506	151 949
<b>Vote 8 - Road Transport</b>			650	748	1 150	1 150	1 150	781	816
8.1 - Road Transport- Public Transport			650	748	1 150	1 150	1 150	781	816
<b>Vote 10 - Water Management</b>			124 201	76 068	124 551	124 551	95 612	97 208	102 511
10.1 - Water Management - Water Treatment			-	20	46	46	48	50	52
10.2 - Water Management - Water Distribution			124 201	76 048	124 505	124 505	95 564	97 158	102 460
<b>Vote 12 - Waste Management</b>			-	31 018	35 775	35 775	36 496	38 136	39 088
12.1 - Solid Waste Removal			-	31 018	35 775	35 775	36 496	38 136	39 088
<b>Total Revenue by Vote</b>	<b>2</b>		758 944	740 147	824 424	841 520	841 520	846 670	884 670

R thousand	Vote Description	Ref	2021/22		2022/23		2023/24		Current Year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework	
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year 2026/27	Budget Year +1 2027/28	
	<b>Vote 8 - Road Transport</b>		-	11 505	12 043	35 119	45 528	45 528	48 018	50 328	52 088	
	8.1 - Road Transport- Public Transport		-	1 780	2 139	4 840	12 823	12 823	14 885	15 654	16 380	
	8.2 - Road Transport- Roads		-	9 724	9 904	30 279	32 705	32 705	33 133	34 674	35 708	
	<b>Vote 9 - Energy Sources</b>		-	14 281	18 632	20 949	20 949	20 949	20 490	21 412	21 947	
	9.1 - Energy Sources - Electricity		-	14 281	18 632	20 949	20 949	20 949	20 490	21 412	21 947	
	9.2 - Energy Sources - Street Lighting and Signal Systems		-	298 933	297 760	179 363	179 038	179 038	175 981	183 456	188 439	
	<b>Vote 10 - Water Management</b>		-	298 933	297 760	177 845	178 176	178 176	174 989	182 413	187 347	
	10.1 - Water Management- Water Treatment		-	-	-	1 518	862	862	991	1 043	1 092	
	10.2 - Water Management - Water Distribution		-	-	-	-	-	-	-	-	-	
	10.3 - Water Management - Water Distribution		-	-	-	-	-	-	-	-	-	
	<b>Vote 11 - Waste Water Management</b>		-	33 933	13 074	1 049	-	-	-	-	-	
	11.1 - Waste Water Management- Public Toilets		-	33 933	13 074	1 049	-	-	-	-	-	
	11.2 - Waste Water Management- Waste Water Treatment		-	-	-	-	-	-	-	-	-	
	<b>Vote 12 - Waste Management</b>		-	-	-	26 521	26 521	26 521	27 688	28 934	29 657	
	12.1 - Solid Waste Removal		-	-	-	26 521	26 521	26 521	27 688	28 934	29 657	
2	<b>Total Expenditure by Vote</b>		-	693 238	742 361	722 495	754 147	754 147	738 355	769 922	791 732	
2	<b>Surplus/(Deficit) for the year</b>		-	65 706	(2 213)	101 929	87 373	87 373	79 111	76 748	92 328	

Table 9 MBRR Table A4 - Budgeted Financial Performance

**NW371 Moretele - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description		Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	
<b>Revenue</b>											
<b>Exchange Revenue</b>											
Service charges - Electricity	2	-	(6 407)	33 433	-	-	-	-	-	-	
Service charges - Water	2	-	-	35 530	38 698	38 698	-	40 300	42 111	43 163	
Service charges - Waste Water Management	2	(5 167)	23 770	25 549	-	-	-	-	-	-	
Service charges - Waste Management	2	-	667	472	29 275	29 275	34 655	29 710	31 046	31 820	
Sale of Goods and Rendering of Services											
Agency services											
Interest											
Interest earned from Receivables											
Interest earned from Current and Non Current Assets											
Dividends											
Rent on Land											
Rental from Fixed Assets											
Licence and permits											
Special rating levies											
Operational Revenue											
<b>Non-Exchange Revenue</b>											
Property rates											
Surcharges and Taxes											
Fines, penalties and forfeits											
Licences or permits											
Transfer and subsidies - Operational											
Interest											
Fuel Levy											
Operational Revenue											
Gains on disposal of Assets											
Other Gains											
Discontinued Operations											
<b>Total Revenue (excluding capital transfers and cont)</b>		(13 017)	562 357	595 828	622 489	631 955	644 268	642 372	657 372	683 911	

**NW371 Moretele - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description		Current Year 2024/25						2025/26 Medium Term Revenue & Expenditure Framework			
R thousand	Ref	2021/22	2022/23	2023/24	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>Expenditure</b>											
Employee related costs	2	-	142 738	156 654	181 836	185 129	185 129	187 585	197 339	206 713	
Remuneration of councillors	2	-	21 578	23 256	25 474	23 657	23 657	24 618	25 726	26 369	
Bulk purchases - electricity	8	-	-	-	-	57 732	57 532	-	-	-	
Inventory consumed	3	-	-	-	72 645	72 645	72 645	75 841	62 985	64 559	
Debt impairment					108 093	134 455	112 762	112 762	105 723	79 254	
Depreciation and amortisation					101 994	81 229	-	-	110 481	81 235	
Interest					181 819	188 846	189 645	219 455	219 455	113 243	
Contracted services					-	-	-	-	201 211	209 591	
Transfers and subsidies					4 478	-	-	-	206 624	-	
Irrecoverable debts written off					60 887	77 109	82 401	82 967	83 105	90 022	
Operational costs					7 951	15 701	-	-	-	-	
Losses on disposal of Assets					9 673	-	-	-	-	-	
Other Losses					-	-	-	-	-	-	
<b>Total Expenditure</b>					629 538	686 922	722 495	754 147	754 147	738 355	
<b>Surplus/(Deficit)</b>					(13 017)	(67 181)	(91 004)	(100 006)	(122 192)	(122 192)	
Transfers and subsidies - capital (monetary allocations)	6	-	196 587	144 320	201 935	209 565	209 565	(109 379)	(109 379)	(112 550)	
Transfers and subsidies - capital (in-kind)	6							175 094	175 094	(107 822)	
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>					(13 017)	129 406	53 225	101 929	87 373	99 586	
Income Tax									79 111	76 748	
<b>Surplus/(Deficit) after income tax</b>					(13 017)	129 406	53 225	101 929	87 373	99 586	
Share of Surplus/Deficit attributable to Joint Venture									79 111	76 748	
Share of Surplus/Deficit attributable to Minorities										92 328	
<b>Surplus/(Deficit) attributable to municipality</b>					(13 017)	129 406	53 225	101 929	87 373	99 586	
Share of Surplus/Deficit attributable to Associate	7								79 111	76 748	
Intercompany/Parent subsidiary transactions										92 328	
<b>Surplus/(Deficit) for the year</b>	1	(13 017)	129 406	53 225	101 929	87 373	87 373	99 586	79 111	76 748	
										92 328	

1. Total operating revenue (excluding capital transfer) is R642.3 million in 2025/2026 and Revenue to be generated from property rates is R23 million in 2025/2026.
2. The original budget for services charges for water is R40.3 million and for refuse is R29.7 million.
3. Transfers recognized - operational transfers include the local government equitable share and other operating grants from national and provincial government is R494.2 million and the capital transfer is R175 million.
4. Bulk purchases (Inventory Water) for 2025/2026 budget are R60.2-million.
5. The original budgeted allocation for employee related costs for the 2025/2026 financial year is R201.2 million, which equals 27 per cent of the total operating expenditure.
6. Professional Services- Budget for professional services for 2025/2026 is R67.8 million.
7. Repairs and maintenance- The budget for 2024/2025 R19.5 million and for 2025/2026 is R21.6 million, which indicate an increase of R2.1 million.

**TABLE 10 MBRR TABLE A5 - BUDGETED CAPITAL EXPENDITURE BY VOTE, STANDARD CLASSIFICATION AND FUNDING SOURCE**

**Table A5** is a breakdown of the capital projects in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.

The budget allocation for 2025/2026 is R195.7 million. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives of the Municipality.

The capital projects are funded from National capital and provincial grants and transfers and internally generated funds from current year surpluses. These funding sources are further discussed in detail in Overview of Budget Funding.



**TABLE 11 STATEMENT OF FINANCIAL POSITION A**

**NW371 Moretele - Table A6 Budgeted Financial Position**

R thousand	Description	Ref	2021/22		2022/23		2023/24		Current Year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework	
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>ASSETS</b>												
<b>Current assets</b>												
Cash and cash equivalents												
Trade and other receivables from exchange transactions	1	—	271 718	285 701	240 730	210 031	210 031	171 227	139 788	115 369	(829)	(15 341)
Receivables from non-exchange transactions	1	—	40 259	40 724	20 431	26 869	26 869	13 326	13 326	62 327	75 796	89 601
Current portion of non-current receivables			22 119	33 840	22 656	49 439	49 439					
Inventory	2	—		223	132	223	132	132	132			132
VAT				8 532	2 496	8 532	2 496	2 496	2 496			2 496
Other current assets				(48)	(32)	4	(32)	(32)	(32)			(32)
<b>Total current assets</b>				342 803	352 861	282 576	288 934	288 934	249 476	217 350		192 225
<b>Non current assets</b>												
Investments												
Investment property												
Property, plant and equipment												
Biological assets												
Living and non-living resources												
Heritage assets												
Intangible assets												
Trade and other receivables from non-exchange transactions												
Non-current receivables from non-exchange transactions												
Other non-current assets												
<b>Total non current assets</b>				1 279 541	1 545 676	1 502 387	1 707 103	1 707 103	1 797 154	1 876 227	1 963 134	
<b>TOTAL ASSETS</b>				—	1 622 344	1 908 537	1 794 964	1 996 037	1 996 037	2 046 630	2 083 577	2 155 359
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank overdraft												
Financial liabilities												
Consumer deposits												
Trade and other payables from exchange transactions	4	—	0	0	0	0	0	0	0	0	0	0
Trade and other payables from non-exchange transactions	5	—	156 339	144 130	156 399	144 257	144 257	144 257	144 257	144 257	144 257	144 257
Provision				865	9 129	865	9 129	9 129	9 129	9 129	9 129	9 129
VAT				3 469	4 556	3 469	4 556	4 556	4 556	4 556	4 556	4 556
Other current liabilities				19 717	29 605	19 717	29 605	29 605	29 605	29 605	29 605	29 605
<b>Total current liabilities</b>				180 389	187 420	180 449	187 547	187 547	187 547	187 547	187 547	187 547
<b>Non current liabilities</b>												
Financial liabilities	6	—	—	—	—	—	—	—	—	—	—	—
Provision	7	—	7 356	7 898	7 356	7 898	7 898	7 898	7 898	7 898	7 898	7 898
Long term portion of trade payables			—	—	—	—	—	—	—	—	—	—
Other non-current liabilities												
<b>Total non current liabilities</b>				—	7 356	7 898	7 898	7 898	7 898	7 898	7 898	7 898
<b>TOTAL LIABILITIES</b>				—	187 745	195 318	187 805	195 445	195 445	195 445	195 445	195 445
<b>NET ASSETS</b>				—	1 434 598	1 713 219	1 607 159	1 800 592	1 800 592	1 851 185	1 898 132	1 959 914
<b>COMMUNITY WEALTH/EQUITY</b>				8	—	1 434 598	1 713 219	1 607 159	1 800 592	1 800 592	1 851 185	1 959 914
Accumulated surplus/(deficit)	9	—	—	—	—	—	—	—	—	—	—	—
Reserves and funds												
Other												
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	10	—	1 434 598	1 713 219	1 607 159	1 800 592	1 800 592	1 800 592	1 800 592	1 851 185	1 898 132	1 959 914

**Table 12 Cash Flow Statement**

**NW371 Moretele - Table A7 Budgeted Cash Flows**

Description		Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year 2026/27	Budget Year +1 2027/28
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Property rates			5 818	10 007	8 263	8 263	8 263	8 263	12 023	12 564	12 878
Service charges			548	556	9 184	9 184	9 184	9 184	7 712	8 059	8 260
Other revenue			22 244	28 224	3 978	13 276	13 276	13 276	2 106	2 201	2 256
Transfers and Subsidies - Operational	1		407 405	449 018	481 883	481 964	481 964	481 964	494 211	502 347	525 218
Transfers and Subsidies - Capital	1		196 680	158 516	201 935	209 565	209 565	209 565	175 094	189 299	200 150
Interest			-	-	27 430	27 518	27 518	27 518	22 161	23 158	23 737
Dividends									-	-	-
<b>Payments</b>											
Suppliers and employees			(243 579)	(139 478)	(537 089)	(568 740)	(568 740)	(568 740)	(556 791)	(580 187)	(597 254)
Interest									-	-	-
Transfers and Subsidies	1										
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>			-	389 115	506 843	195 584	181 029	181 029	156 515	157 640	175 244
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE									-	-	-
Decrease (increase) in non-current receivables									-	-	-
Decrease (increase) in non-current investments									-	-	-
<b>Payments</b>											
Capital assets		(171 192)	(207 694)	(169 814)	(243 559)	(274 189)	(274 189)	(274 189)	(195 774)	(189 555)	(200 150)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		(171 192)	(207 694)	(169 814)	(243 559)	(274 189)	(274 189)	(274 189)	(195 774)	(189 555)	(200 150)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans									-	-	-
Borrowing long term/refinancing									-	-	-
Increase (decrease) in consumer deposits									-	-	-
<b>Payments</b>											
Repayment of borrowing									-	-	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>			-	-	-	-	-	-	-	-	-
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>		(171 192)	181 421	337 029	(47 975)	(93 160)	(93 160)	(39 259)	(31 915)	(24 906)	
Cash/cash equivalents at the year begin:	2	-	271 718	271 654	271 342	285 828	285 828	210 031	170 772	138 857	138 857
Cash/cash equivalents at the year end:	2	(171 192)	453 139	608 683	223 367	192 668	192 668	170 772	138 857	113 952	113 952

**TABLE 13 CASH BACK RESERVE/ ACCUMULATED SURPLUS RECONCILIATION A8**

**NW371 Moretele - Table A8 Cash backed reserves/accumulated surplus reconciliation**

R thousand	Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year 2026/27	Budget Year +1 2027/28
<b>Cash and investments available:</b>											
Cash/cash equivalents at the year end	1	1	(171 192)	453 139	608 683	223 367	192 668	192 668	170 772	138 857	113 952
Other current investments > 90 days			171 192	(181 421)	(322 982)	17 363	17 363	17 363	455	930	1 417
Non current investments	1	1	–	–	–	–	–	–	–	–	–
<b>Cash and investments available:</b>											
<b>Application of cash and investments</b>											
Unspent conditional transfers			–	865	9 129	865	9 129	9 129	9 129	9 129	9 129
Unspent borrowing			–	–	–	–	–	–	–	–	–
Statutory requirements	2	2	–	11 184	27 109	11 184	27 109	27 109	27 109	27 109	27 109
Other working capital requirements	3	3	–	135 917	112 441	146 567	121 537	121 537	123 959	126 867	127 024
Other provisions			–	3 469	4 556	3 469	4 556	4 556	4 556	4 556	4 556
Long term investments committed	4	4	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5	5	–	–	–	–	–	–	–	–	–
<b>Total Application of cash and investments:</b>											
<b>Surplus/(shortfall) - Excluding Non-Current Creditors Tfr to Debt Relief Benefits</b>			–	151 435	153 235	162 085	162 331	162 331	164 753	167 661	167 818
<b>Creditors transferred to Debt Relief - Non-Current portion</b>			–	120 283	132 466	78 645	47 700	47 700	45 278	3 566	(28 030)
<b>Surplus/(shortfall) - Including Non-Current Creditors Tfr to Debt Relief Benefits</b>			–	120 283	132 466	78 645	47 700	47 700	45 278	3 566	(52 611)

**Table 14 A9 Assets Management**

**NW371 Moretele - Table A9 Asset Management**

Description		Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year 2026/27	Budget Year +1 2027/28	
<b>CAPITAL EXPENDITURE</b>											
<b>Total New Assets</b>	1	-	133 387	156 862	241 559	272 489	277 489	195 324	189 555	200 150	
Roads Infrastructure		-	31 795	24 628	74 700	83 721	83 721	39 031	46 941	51 985	
Storm water Infrastructure		-	396	-	-	-	-	-	-	-	
Electrical/Infrastructure		-	15 653	12 703	22 400	30 694	30 694	5 500	19 608	16 650	
Water Supply Infrastructure		-	72 664	95 453	74 235	86 659	86 659	88 981	117 589	65 143	
Sanitation Infrastructure		-	12 879	19 551	44 000	44 477	44 477	31 582	5 162	66 372	
Solid Waste Infrastructure		-	-	(23)	2 000	2 000	2 000	10 000	-	-	
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-	
Infrastructure		-	133 387	152 311	217 335	247 550	247 550	175 094	189 299	200 150	
Community Facilities		-	-	-	7 400	7 550	7 550	11 800	-	-	
Sport and Recreation Facilities		-	-	-	-	-	-	900	-	-	
<b>Community Assets</b>		-	-	-	7 400	7 550	7 550	12 700	-	-	
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-	
Operational Buildings		-	-	-	639	200	200	200	-	-	
Housing		-	-	-	-	700	700	-	-	-	
<b>Other Assets</b>		-	-	639	200	900	900	-	-	-	
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-	
Servitudes		-	-	-	(2 309)	4 200	4 500	4 500	2 200	-	
Licences and Rights		-	-	-	(2 309)	4 200	4 500	4 500	2 200	-	
<b>Intangible Assets</b>		-	-	-	572	1 950	2 014	2 014	-	-	
<b>Computer Equipment</b>		-	-	-	1 438	2 000	1 750	1 750	3 030	256	
Furniture and Office Equipment		-	-	-	483	224	224	224	800	-	
Machinery and Equipment		-	-	-	3 727	8 250	8 000	8 000	500	-	
Transport Assets		-	-	-	-	-	-	-	-	-	
Land		-	-	-	-	-	-	-	-	-	
Living Resources		-	-	-	-	-	-	-	-	-	

**NW371 Moretele - Table A9 Asset Management**

Description		Ref	2021/22		2022/23		2023/24		Current Year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework	
			Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year 2026/27	Budget Year +1 2027/28
<b>Total Upgrading of Existing Assets</b>	R thousand	6	-	(5 285)	23	2 000	1 700	1 700	450	-	-	
<i>Roads Infrastructure</i>			-	-	-	-	-	-	-	-	-	
<i>Storm water Infrastructure</i>			-	-	-	-	-	-	-	-	-	
<i>Electrical Infrastructure</i>			-	-	-	-	-	-	-	-	-	
<i>Water Supply Infrastructure</i>			-	3 696	-	-	-	-	-	-	-	
<i>Sanitation Infrastructure</i>			-	-	-	-	-	-	-	-	-	
<i>Solid Waste Infrastructure</i>			-	-	23	-	-	-	-	-	-	
<i>Information and Communication Infrastructure</i>			-	3 696	23	-	-	-	-	-	-	
<b>Infrastructure</b>			-	-	-	-	-	-	-	-	-	
<i>Non-revenue Generating Investment properties</i>			-	-	-	-	-	-	-	-	-	
Operational Buildings			-	(8 980)	-	2 000	1 700	1 700	450	-	-	
Housing			-	-	-	-	-	-	-	-	-	
<b>Other Assets</b>			-	(8 980)	-	2 000	1 700	1 700	450	-	-	
<i>Biological or Cultivated Assets</i>			-	-	-	-	-	-	-	-	-	
Immature			-	-	-	-	-	-	-	-	-	
<b>Living Resources</b>			-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditure</b>		4	128 102	156 885	243 559	274 189	274 189	195 774	169 555	200 150	200 150	
<i>Roads Infrastructure</i>			31 795	24 628	74 700	83 721	83 721	39 031	46 941	51 985	51 985	
<i>Storm water Infrastructure</i>			-	396	-	-	-	-	-	-	-	
<i>Electrical Infrastructure</i>			15 653	12 703	22 400	30 694	30 694	5 500	19 608	16 650	16 650	
<i>Water Supply Infrastructure</i>			76 360	95 453	74 235	86 659	86 659	88 981	117 589	65 143	65 143	
<i>Sanitation Infrastructure</i>			12 879	19 551	44 000	44 477	44 477	31 582	5 162	66 372	66 372	
<i>Solid Waste Infrastructure</i>			-	-	2 000	2 000	2 000	10 000	-	-	-	
<i>Rail Infrastructure</i>			-	-	-	-	-	-	-	-	-	
<i>Coastal Infrastructure</i>			-	-	-	-	-	-	-	-	-	
<i>Information and Communication Infrastructure</i>			-	137 083	152 335	217 335	247 550	247 550	175 094	189 299	200 150	
<b>Infrastructure</b>			-	-	7 400	7 550	7 550	11 800	-	-	-	
Community Facilities			-	-	-	-	-	900	-	-	-	
Sport and Recreation Facilities			-	-	7 400	7 550	7 550	12 700	-	-	-	
<b>Community Assets</b>			-	-	-	-	-	-	-	-	-	
<b>Heritage Assets</b>			-	-	-	-	-	-	-	-	-	



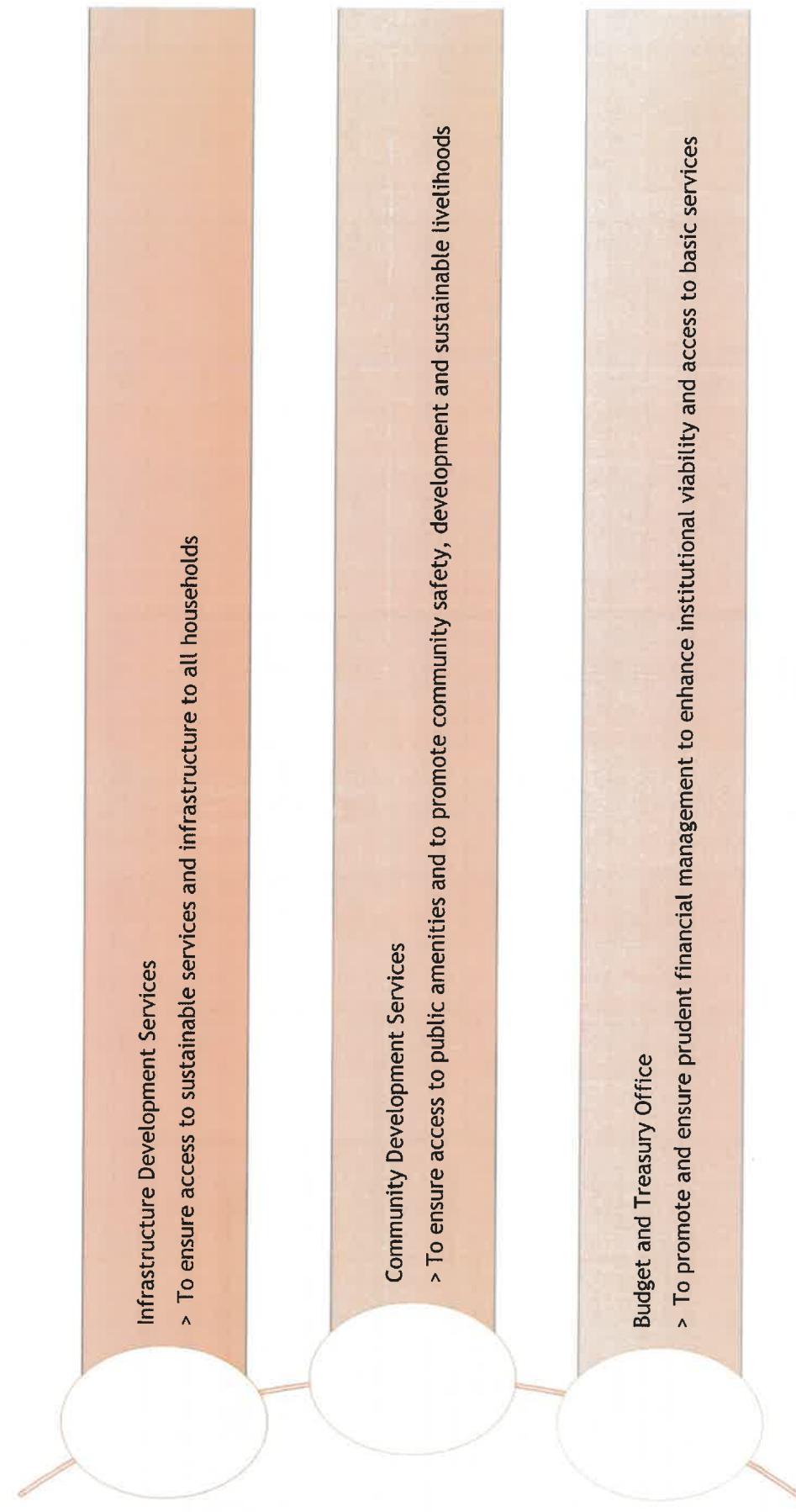
EXPENDITURE OTHER ITEMS									
Depreciation									
<b>Repairs and Maintenance by Asset Class</b>									
<b>Roads Infrastructure</b>	7	-	123 892	151 576	135 395	132 309	127 344	133 075	136 402
Storm water Infrastructure	3	-	108 093	134 455	112 762	112 752	105 723	110 481	113 243
Electrical Infrastructure			<b>15 799</b>	<b>17 122</b>	<b>22 633</b>	<b>19 547</b>	<b>21 621</b>	<b>22 594</b>	<b>23 159</b>
Water Supply Infrastructure			-	194	2 220	3 122	3 122	3 406	3 492
Sanitation Infrastructure			-	-	-	-	-	-	-
Solid Waste Infrastructure			-	-	3 348	4 196	4 196	3 000	3 213
Rail Infrastructure			-	-	4 591	6 799	4 219	6 799	7 282
Coastal Infrastructure			-	-	5 058	5 712	4 663	4 869	5 215
Information and Communication Infrastructure			-	-	-	-	-	-	-
<b>Infrastructure</b>			<b>15 799</b>	<b>2 559</b>	<b>1 809</b>	<b>1 529</b>	<b>1 529</b>	<b>1 596</b>	<b>1 668</b>
Community Facilities			<b>15 799</b>	<b>15 750</b>	<b>20 736</b>	<b>17 730</b>	<b>19 523</b>	<b>20 402</b>	<b>20 912</b>
Sport and Recreation Facilities			-	-	195	221	301	314	328
<b>Community Assets</b>			-	-	<b>195</b>	<b>221</b>	<b>301</b>	<b>314</b>	<b>328</b>
Heritage Assets			-	-	-	-	-	-	-
Revenue Generating			-	-	-	-	-	-	-
Non-revenue Generating			-	-	-	-	-	-	-
<b>Investment properties</b>			-	-	-	-	-	-	-
Operational Buildings			-	-	-	-	-	-	-
Housing			-	-	-	-	-	-	-
<b>Other Assets</b>			-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>			-	-	-	-	-	-	-
Servitudes			-	-	-	-	-	-	-
Licences and Rights			-	-	-	-	-	-	-
<b>Intangible Assets</b>			-	-	-	-	-	-	-
Computer Equipment			-	-	36	300	200	209	218
Furniture and Office Equipment			-	-	3	184	184	192	224
Machinery and Equipment			-	-	1 138	1 192	1 132	1 382	201
Transport Assets			-	-	-	-	-	-	1 481
Land			-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals			-	-	-	-	-	-	-
Mature			-	-	-	-	-	-	-
Immature			-	-	-	-	-	-	-
Living Resources			-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE OTHER ITEMS</b>			<b>-</b>	<b>123 892</b>	<b>151 576</b>	<b>135 395</b>	<b>132 309</b>	<b>127 344</b>	<b>133 075</b>

**Table 15 A10 Basic Service Delivery Measurements**

Description		2021/22		2023/24		Current Year 2024/25		2025/26 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	+1 2026/27	Budget Year +2 2027/28	
<b>Household service targets</b>										
<b>Water:</b>										
Piped water inside dwelling	1 163	1 163	1 163	1 163	1 163	1 163	1 163	1 163	1 163	1 163
Piped water inside yard (but not in dwelling)	22 227	22 227	22 227	22 227	22 227	22 227	22 227	22 227	22 227	22 227
Using public tap (at least min. service level)	—	—	—	—	—	—	—	—	—	—
Other water supply (at least min. service level)	34 766	34 766	34 766	34 766	34 766	34 766	34 766	34 766	34 766	34 766
<i>Minimum Service Level and Above sub-total</i>	58 156	58 156	58 156	58 156	58 156	58 156	58 156	58 156	58 156	58 156
<i>Below Minimum Service Level sub-total</i>	—	—	—	—	—	—	—	—	—	—
<b>Total number of households</b>	<b>58 156</b>	<b>58 156</b>	<b>58 156</b>	<b>58 156</b>	<b>58 156</b>	<b>58 156</b>	<b>58 156</b>	<b>58 156</b>	<b>58 156</b>	<b>58 156</b>
<b>Refuse:</b>										
Removed at least once a week	116 312	116 312	116 312	116 312	116 312	116 312	116 312	116 312	116 312	116 312
<i>Minimum Service Level and Above sub-total</i>	116 312	116 312	116 312	116 312	116 312	116 312	116 312	116 312	116 312	116 312
Removed less frequently than once a week	—	—	—	—	—	—	—	—	—	—
<i>Total number of households</i>	<b>116 312</b>	<b>116 312</b>	<b>116 312</b>	<b>116 312</b>	<b>116 312</b>	<b>116 312</b>	<b>116 312</b>	<b>116 312</b>	<b>116 312</b>	<b>116 312</b>
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>										
Water (6 kilolitres per Indigent household per month)	6 407	3 700	3 711	6 932	6 932	6 932	8 688	9 058	9 284	9 284
Refuse (removed once a week for Indigent households)	5 167	2 983	2 989	5 380	5 380	5 380	6 218	6 498	6 660	6 660
<b>Cost of Free Basic Services provided - Informal FOB</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total cost of FBS provided</b>	<b>11 574</b>	<b>6 683</b>	<b>6 699</b>	<b>12 312</b>	<b>12 312</b>	<b>12 312</b>	<b>14 886</b>	<b>15 556</b>	<b>15 944</b>	<b>15 944</b>
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPR(A)										
Water (in excess of 6 kilolitres per Indigent House)	1 443	964	5 453	7 358	7 358	7 358	7 682	8 027	8 228	8 228
Other	—	—	—	—	—	—	—	—	—	—
<b>Total revenue cost of subsidised services provided</b>	<b>1 443</b>	<b>964</b>	<b>5 453</b>	<b>7 358</b>	<b>7 358</b>	<b>7 358</b>	<b>7 682</b>	<b>8 027</b>	<b>8 228</b>	<b>8 228</b>

## **8. SERVICE DELIVERY OBJECTIVES, INDICATORS AND TARGETS**

### **Municipal objectives by Directorate**



NDP Chapter		Chapter 4: Economic Infrastructure, Chapter 13: Building a capable state, Chapter 12: Building Safer Communities, Chapter 14: Promoting accountability and fighting corruption, Chapter 8: Human Settlements																			
National Outcome	Responsive, Accountable, Effective and Efficient Local Government System, An efficient, competitive and responsive economic infrastructure network																				
Municipal Strategic Objective	To ensure access to sustainable services and infrastructure to all households																				
Key Performance Area	Basic Service Delivery (IDS)																				
Planning Level	Strategic Objective	Measurable Objective	Indicator	Evidence	UOM	BaseLine	Annual budget	Annual Target	Q1 Jul23- Sept23	Q2 Oct23 - Dec23	Q3 Jan 24- Mar24	Q4 Apr 24- Jun24	Administrative DEPT	RESP PERSON							
Output ref 1.1	Optimised access to water services	Water supply to Moeka, (Ga-Motle, Ratsiepane, Kromkuil, Mmakaunyane, Norokie) with reticulation and yard connections Schedule C	Number (620) yard connections with reticulations to Moeka, (Ga-Motle, Ratsiepane, Kromkuil, Mmakaunyane, Norokie by September 2025	Progress reports, Minutes & Completion certificate	Numb er	41 856	R 20 000 00 0.00	620	620			IDS	Director IDS								
Output ref 1.2	Optimised access to water services	Water Reticulation pipeline, elevation of steel tank& refurbishment of package plant with	Number (2000) water reticulation, elevation of steel tank, refurbishment and yard connections	Q1: Appointment letter, Minutes, Progress reports	Numb er	41 856	R 50 000 00 0.00	2000		2000	IDS	Director IDS									

Output ref	Description	Objectives	Activities	Resources	Timeline	Impact	Owner	Director IDs
Output ref 1.3	Optimised access to water services	Water Reticulation & Yard Connection: Drilling & equipping of 2 boreholes, elevation of 2 steel tanks(456kl&#92 kl) 5km reticulation pipeline, 200-yard connections	Number (2) drilling and equipping of boreholes, (2) elevation of steel tank, (5km) reticulation pipeline and (200) yard connection in Ward 12 by June 2026	Minutes, Progress reports and completion certificates	41 856 6.51	R 18 980 85	2 drilling and equipping of boreholes, 2 elevation of steel tanks, 5km reticulation pipeline and 200-yard connections	Drilling of 2 boreholes and 4 km of reticulation pipelines
Output ref 1.4	Optimised access to water services	Refurbishment of reservoirs in various villages	Number (3) of reservoirs refurbished in Mathibestad, Makapanstad and Opperman by June 2026	Minutes, Progress report and completion certificate	41 856	R10 000 000.00	3	Water & Sanitation Provision & Authority

Output ref 1.5	Human dignity enhanced through adequate sanitation	Construction of Ablution facilities in various wards	Number (400) VIP toilets constructed in Ward 4 by December 2025	Progress report and completion certificate	Numb er 43 571	R 31 582 14 3.00	400 200 200	Water & Sanitation Provision & Authority	Director IDs
Output ref 1.6	Human dignity enhanced through adequate sanitation	Construction of Ablution facilities in various wards	Number (450) VIP toilets constructed in Ward 7 by December 2025	Progress report and completion certificate	Numb er 43 571		450 200 250	Water & Sanitation Provision & Authority	Director IDs
Output ref 1.7	Human dignity enhanced through adequate sanitation	Construction of Ablution facilities in various wards	Number (280) VIP toilets in Ward 26 constructed by March 2026	Progress report and completion certificate	Numb er 43 571		280 100 180	Water & Sanitation Provision & Authority	Director IDs
Output ref 1.8	Integrated and safe road networks promoted and ensured	Paved roads & stormwater drainage constructed in ward 11(Mogogelo)	Km (1) of road paved by June 2026 in ward 11 (Mogogelo) by June 2026	Progress report and completion certificate	KM 105	R 10 000 000.00	1KM	IDS	Director IDs
Output ref 1.9	Integrated and safe road networks promoted and ensured	Paved roads & stormwater drainage constructed in Motla	Km (1) of storm water by June 2026 in ward Motla by June 2026	Progress report and completion certificate	KM 105	R 10 000 000.00	1KM	IDS	Director IDs
Output ref 1.10	Integrated and safe road networks promoted and ensured	Paved roads & stormwater drainage constructed in ward 17	Km (1) of road paved by June 2026 in ward 17	Progress report and completion certificate	KM 105	R10 000 000.00	1KM	IDS	Director IDs
Output ref 1.11	Integrated and safe road networks promoted and ensured	Paved roads & stormwater drainage constructed in ward 22	Km (1) of road paved with stormwater by June 2026 in Ward 22	Progress report and completion certificate	KM 105	R10 000 000.00	1KM	IDS	Director IDs

Output ref	Community lighting erected for improved public safety	Community lighting erected for improved public safety in ward	Number (6) of high mast-lights erected by March 2026 in Ward 8	Progress report and completion certificate	Number er	335	R 5 500 000.00	6	IDS	Director IDS
Output ref	Community facilities constructed for improved public safety	Completion of Community Hall in Ward 15 by June 2026	Number (1) completion of Community Hall in Ward 15 completed by June 2026	Progress report and completion certificate	Number er	1	R 10 000 00 0.00	1	IDS	Director IDS

CDS

National Outcome Responsive, Accountable, Effective and Efficient Local Government System, Outcome 2: A long and healthy life for all South Africans; Outcome 3: All people in South Africa are and feel safe									
NDP Chapters Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption, Chapter 10: Promoting health; Chapter 11: Social Protection									
Municipal Strategic Objectives To ensure access to public amenities and to promote community safety, development and sustainable livelihoods									
Strategic Goals SG CDS: To ensure access to safe and habitable public facilities, to promote and maximize participation in sports, To promote and maximise participation in sports and recreation									
Key Performance Area	Planning Level	Strategic objective	Measurable Objective	Key Performance Indicator	Evidence	Baseline	UOM	Annual Budget	Annual Target
Sdbi ref.					New	Number	R200 00	1	Draft By-law
2.1	Output	Access to safe and habitable public facilities ensured	Improved Revenue Collection through cemetery development	Number (1) of Cemetery and Facilities By-Laws developed by June 2026	Council Resolution and Final copy of approved Cemetery and Municipal Facilities By-laws				Final By-law
2.2	Output	Access to safe and habitable public facilities ensured	To provide accessible and adequate cemeteries and protect from damage	Number (3) of cemeteries fenced in W2, W7 & W11 by June 2026	Completion certificate for cemetery fencing signed by 30 Jun 2026		2 000 000	0	Community Development Services Director
2.3	Output	Access to safe and habitable	To improve access to safe and habitable	Number (4) Municipal Public facilities developed	Completion certificate and delivery	2	Number	2.2 M	1
									Community Development

		public facilities ensured	public facilities through upgrading and maintaining community facilities	and maintained at Moss Mary, Ward 17 Office- Makapanstad Mogogelo, Lefatlheng & MLM Hall by June 2026	note signed off by 30 Jun 2026		ent Services Director
2.4	Output	Community Resilience promoted through effective disaster management activities	Development of disaster management plan	Number of (1) development of disaster management Plan by June 2026	Council Resolution and Final copy Reviewed Disaster Management Plan	1 Number	Draft Plan
2.5	Output	Community Resilience promoted through effective disaster management Initiatives	Community support for victims of disaster provided through various relief Materials	Percentage of 100% of Disaster Relief Materials for disaster victims by June 2026	Proof of Purchase materials and Delivery notes	1 Percent age	Final Disaster Management Plan
2.6	Output	Community safety programs designed and implemented in collaboration with other Security Cluster agencies in the fight against crime	To create an environment focused on lifting the vulnerable society through social sector meetings and awareness programs	Number of 20 Social Sector Meeting and Awareness Programs {Disability Forum, Woman & Children, Older Person, LDAC & NPO's Forums} by June 2026	Attendance Registers and Programmes	14 Number	Community Development Services Director

2.7	Output	Maximize participation in sports and recreation	Improvement of sports facilities	Number of Sports Complex (2) Grandstand installed in Lebotloane and Motla Sports Complex by 30 June 2026	Completion certificate and delivery note signed off by 30 Jun 2026	1	Number 1 500 000	2	0	1	0	1	Community Development Services Director
2.8	Output	Encourage and promote a culture of learning	Revitalization of community libraries to encourage a culture of learning	Percentages of Community Libraries (100) revitalized and maintained by June 2026	Quarterly reports on library grant spending	New age	Percent age 1 100 000	100(cumulative)	25	50	75	100	Community Development Services Director
2.9	Output	Promote public safety and security	Community Safety programs designed and implemented in collaboration with other security cluster agencies	Number(12) of security cluster initiatives to fight crime implemented by June 2026	Attendance Registers and Programs	7	Number R300 000	12	2	6	03	01	Community Development Services Director

BTO

National Outcome Responsive, Accountable, Effective and Efficient Local Government System									
NDP Chapters Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption									
Municipal Strategic Objectives To promote and enhance effective governance systems for improved service delivery, to enhance and promote effective governance through credible communication systems, to promote and enhance integrated municipal planning, to promote Institutional development and transformation and good governance									
Strategic Goals SG BTO: Ensuring Prudent Financial Management through improved sustainable revenue generation measures									
Key Performance Area Financial Management and Viability									
Outcome Ensuring Prudent Financial Management through improved sustainable revenue generation measures									
Sdbi ref.	Planning Level	Strategic Objective	Measurable Objective	Key Performance Indicator	Evidence	UoM	Baseline	Budget	Annual Target
3.1	Output	Prudent Financial Management through improved sustainable revenue generation measures ensured	Enhanced municipal budgeting and budget implementation	Percentage (100%) of Total expenditure against total budget By June 2026 (apply to all quarters)	Annual Financial Statement	Percentage of R-value	R5,400,000 .00	100% Spending	100%
3.2	Output	Prudent Financial Management through improved sustainable revenue generation measures ensured	Improved financial sustainability and liability management	Percentage (100%) change in cash backed reserves reconciliation by June 2026	Annual Financial Statement	Percentage of R-value	Operations	100%	100%



Indicator	Target	Metric	Formula	Report Period	Reporting Entity	Owner	Review Frequency	Review Period	Owner
3.5	Output	Prudent Financial Management through improved sustainable expenditure management	Improved expenditure management	Percentage (5%) of total operating expenditure on contracted services	Section 52 report	Percentage	2% and 5%	Operations	5% in each Quarter
3.6	Output	Prudent Financial Management through improved sustainable Assets management	Improved asset management	(8%) change of repairs and maintenance of existing infrastructure	Audited AFS 4 <sup>th</sup> quarter Sec 52 report	Percentage	8%	R5,500,000 .00	8%

3.7	Output	Prudent Financial Management through improved sustainable supply chain management	Improved supply chain management	Percentage (50%) change in the amount of irregular expenditure as a result of SCM transgressions	(1)Irregular Expenditure report (2)Audited AFS of the previous year  Formula	Percentage 100%  Operations 1	50%  Budget and Treasury Office  Chief financial officer
3.8	Output	Prudent Financial Management through Improved revenue and debtors' management	Improved revenue and debtors' management	Percentage (100%) change in Gross Consumer Debtors' (Current and Non-current)  Formula:	Age debtors' analysis of current and previous year  Operations 1	100%  100%  100%  Budget and Treasury Office  Chief financial officer	100%  Budget and Treasury Office  Chief financial officer

			Gross Debtors - Bad Debt Provision) / Billed Revenue) × Number of days in the reporting period year to date by June 2026								
3.9	Output	Prudent Financial Management through Improved audit opinion	Improved audit opinion	Number of submitted Financial Statements by June 2026	1.Acknowledgement letter from AG(SA), 2, Signed of Set of AFS	Number	4	R8 000 000	4	1	1
3.10	Outcome	Prudent Financial Management through Improved audit opinion	Improved audit opinion	Percentage (100%) of findings have been resolved by June 2026	AAP progress report	Percentage on all findings raised by AG	60%	Operationa l	80%	80%	80%
3.11	Outcome	Effective governance & compliance	Implementa tion of council resolution	Percentage (100%) of council resolutions implemented by June 2026	1.Council resolution register and progress	Percentage of resolution implemented	100%	Operationa l	100%	100%	100%
3.12	Outcome	Good governance, accountabi lity, & operational efficiency	Implementa tion resolution by committee s	Percentage of resolutions implemented by June 2026	1.Audit committee resolution register. 2. Risk committee	Percentage of resolution implemented	100%	Operationa l	100%	100%	100%

				resolution register. 3. Audit committee register										
3.13	Outcome	Enhancing Internal control & risk management	Implementing	Percentage (%) of audit findings resolved within the specified planned audit by June 2026.	1. Internal Audit report	Percentage of plans fully implemented within the set timeframe	100%	Operational	100%	100%	100%	100%	Budget and Treasury Office	
<b>Moretele Local Municipality</b>														
<b>2025/2026</b>														
<b>Adjusted SDBIP</b>														
<b>HR</b>														
<b>National Outcome</b>														
support an inclusive growth path														
<b>NDP Chapters</b>														
Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption														
<b>Municipal Strategic Objectives</b>														
To promote and enhance effective governance systems for improved service delivery, to enhance and promote effective governance through credible communication systems, to promote and enhance integrated municipal planning, to promote institutional development and transformation and good governance														
<b>Strategic Goals</b>														
To promote and enhance professional institutional development and transformation through improved human resources systems and technology.														
<b>Key Performance Area</b>														
Human Resource and cooperation services.														
<b>Outcome</b>														
To promote and enhance professional institutional development and transformation through improved human resources systems and technology.														
Sdbip ref.	Planning Level	Strategic Objective	Measurable Objective	Key Performance Indicator	Budget	UOM	Baseline	Annual Target	Q1	Q2	Q3	Q4	Department	Person
4.1	Output	Professional institutional development and	Approval of HR Policies	Number (8) of Approved HR	Q1-Q4: Council	Operational	Number	8	8	2	2	2	Human Resources	Director Human

4.2	Output	Professional institutional development and transformation through improved human resources systems and technology	Review Staff Establishment	Policies by June 2026	Resolution on Approved Policies					and Corporate Services	Resource and Corporate Services
4.3	Output	Professional institutional development and transformation through improved human resources systems and technology	Filling of Critical Vacant Senior Managers Position	Number (1) of Reviewed and Approved Staff Establishment by June 2026	Q4: Signed Copy of Approved Reviewed Staff Establishment	Operational Number	1	1	0	0	Human Resources and Corporate Services
4.4	Output	Professional institutional development and transformation through improved human resources systems and technology	Staff Appointments	Number (2) of Senior Managers appointed by June 2026	Q4: Council Resolution on Appointment of Senior Managers	Operational Number	5	2	0	0	Human Resources and Corporate Services
4.6	Output	Professional institutional development and transformation through improved human resources systems and technology	Enhanced measures and systems that create safe working conditions as prescribed for in OHSA/COIDA	Percentage (100) of staff Appointments by March 2026	Q1- Q4: Signed Recruitment Files & Appointment Letters	Operational Percentage	100%	50	0	50	Human Resources and Corporate Services
4.7	Output	Professional institutional development and transformation through improved human resources systems and technology	Workplace Skills Plan implemented to promote employee development and professional growth	Number (2) implementation of planned OHSA/COIDA-related initiatives by June 2026	Q2 and Q4: Risk Assessment, Site Inspection, Medical Surveillance reports	Operational Number	225000	2	0	1	Human Resources and Corporate Services
					Q1-Q4: Attendance registers, results and Proof of payments	Operational Number	2.6M	Percentage	New	100% in each Quarter	Human Resources and Corporate Services

4.8	Output	Professional institutional development and transformation through improved human resources systems and technology	Maintenance of Municipal Buildings	Percentage (100) implementation of Municipal Buildings maintenance by June 2026	Q3-Q4: Maintenance /Delivery Reports/Note	R400 000	Perce ntage	1	100 in the 3 <sup>rd</sup> and 4 <sup>th</sup> quart es	0	0	100 %	100 %	Human Resources and Corporate Services	Director Human Resource and Corporate Services
4.9	Output	Professional institutional development and transformation through improved human resources systems and technology	Communication of Council Resolutions to Senior Managers	Percentage (100%) of Council Resolution Register updated and circulated to Senior Managers by June 2026	Q1-Q4: Signed Updated Council Resolution Register Acknowledg ment of Receipt	R200 000	Numb er	100	100	0	0	100 %	100 %	Human Resources and Corporate Services	Director Human Resource and Corporate Services
4.10	Output	Professional institutional development and transformation through improved human resources systems and technology	Improved fleet efficiency, reliability and prudency	Percentage (100%) completion of planned Procurement of new fleet, maintenance and repairs by June 2026	Proof of purchase and delivery notes, maintenance , and repairs reports Q2-Q4	R8M	Perce ntage	100	100	100	100	100 %	100 %	Human Resources and Corporate Services	Director Human Resource and Corporate Services
4.11	Output	Professional institutional development and transformation through improved human resources systems and technology	Security and access control	Percentage (100%) provision of security and access control services by June 2026	Q1-Q4: Quarterly security, assessment reports and monthly OB entries	R45,6 M	Perce ntage	100 in each quart e	100	100	100	100 %	100 %	Human Resources and Corporate Services	Director Human Resource and Corporate Services
4.12	Output	Professional institutional development and transformation through improved human resources systems and technology	Service and governance systems improved through the	Percentage (100) implementation of planned information and communication	Q1-Q4: Compliance Certificates or copies of reports	R16,8 M	Perce ntage	100 in each quart e	100	100	100	100 %	100 %	Human Resources and Corporate Services	Director Human Resource and

Strategic Initiatives and Performance Metrics										Overall Strategic Objectives		
Strategic Pillar	Initiative Description	Performance Metrics			Key Performance Indicators (KPIs)			Strategic Impact			Overall Status	Owner
		Target	Actual	Variance	Score	Value	Score	Impact	Score	Value		
4.13	Output	Professional institutional development and transformation through improved human resources systems and technology	Employee Wellness Day Promoted	No of (1) Employee Wellness/Campaigns initiatives held June 2026	Q1-Q4 Attendance Register, Pictures	R62 000	Percentage	4	1	1	1	Human Resources and Corporate Services
4.15	Output	Professional institutional development and transformation through improved human resources systems and technology	Good records keeping and access to information promoted for a better Audit Opinion through the implementation of Records Management legislative compliant systems	Percentage (100) implementation of planned records keeping and access to information initiatives (Records Management legislative compliant systems by June 2026)	Q1 - Q4 Reports	Operational	Percentage	100	100 in each quarter	100	100	Human Resources and Corporate Services
4.16	Output	Professional institutional development and transformation through improved human resources systems and technology	Institutionalization of Risk Management	100% of Risk Treatment Plans resolved by June 2026	Q1-Q4: Risk Reports	Operational	Percentage	100	100 in each quarter	100	100	Human Resources and Corporate Services
4.17	Output	Professional institutional development and transformation through improved human resources systems and technology	Post Audit Action Plan to address all the audit findings of AGSA and Internal Audit implemented	100% of Findings resolved by June 2026	Q3-Q4 : Post audit Action Plan	Operational	Percentage	100	100 in the 3rd and 4th quarters	0	0	Human Resources and Corporate Services

<b>4.18</b>	<b>Output</b>	Professional institutional development and transformation through improved human resources systems and technology	Harmonious Employer Employee Relations	Number (04) of LLF Meetings held by June 2026	Q1-Q4: Attendance Register	Capita l	Numb er	4	4	1	1	1	1	Human Resources and Corporate Services	Director Human Resource and Corporate Services
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## LED

National Outcome Responsive, Accountable, Effective and Efficient Local Government System									
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption									
To promote and enhance economic development, growth and economic access									
SG LED: To maximise the economic potential and growth of the local economy through innovation and improved economic performance, To Maximise the economic potential and growth of Agriculture as a critical economic anchor in the local economy, To minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impacts on the natural environment, To maximise (should be minimise) environmental damage through temporary job creation, To maximise the economic potential development of Tourism in the area, Compliance with Town Planning Legislations/policies/regulations									
Key Performance Area	Strategic Goals	Municipal Strategic Objectives	Measurable Objective	Key Performance Indicator	Evidence	Budget	UoM	Baseline	Annual Target
5.1	Output	Spatial Planning, Land use management, control and Geospatial information management	Land use survey initiatives	2026 Number (4) of milestone to be achieved for land use survey by June 2026	Draft land use survey report	R325000	number	Non e	1 3
5.2	Output	Spatial Planning, Land use management, control and Geospatial information management	Feasibility study on all incomplete land tenure upgrading Project closure by June 2026	Number (1) Feasibility study on all MLW incomplete land tenure upgrading Project closure by June 2026	Final feasibility study report with cost estimations	R480000	number	non e	1 1
5.3	Output	Spatial Planning, Land use management, control and Geospatial	Delivery, supply, installation	Number (5) of milestone for delivery,	Training session attendance	R1 400 000	number	non e	5 2 1 1



5.5	Output	Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Waste Reclaimers support program	Number (5) of waste reclaimers supported by June 2026	Appointment letters and acknowledgement letters from beneficiaries	2m	Number	New	5	2	1	1	1	Local Economic Development and Planning	Director Local Economic Development
5.6	Output	Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Procurement of wheelie bins and skip bins	Number of wheelie bins (150) and skip bins (12) procured and distributed by June 2026.	Registers and photos	R1.500 000	Number	20	Num ber	150 wheelie bins and 12 skip bins	Local Economic Development and Planning	Local Economic Development and Planning	Local Economic Development and Planning	Director Local Economic Development	
5.7	Output	Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Development of Landfill site (Makapanstad	Number () of landfill site development by June 2026	License and business plan	R10m	number	new	num ber	1	Accountability	Local Economic Development and Planning	Local Economic Development and Planning	Local Economic Development and Planning	
5.8	Output	Maximise the economic potential and growth of the local economy through innovation and improved economic performance	LED Strategy reviewed	Number (1) of LED Strategy reviewed by June 2026	Reviewed LED Strategy		Number	1	1	1		Local Economic Development and Planning	Local Economic Development and Planning	Local Economic Development and Planning	
5.9	Output	Maximise the economic potential and growth of the local economy through innovation and improved economic performance	Developing Business by-law	Number (1) of by-laws promulgated and gazetting business by-law	Copy of the gazette business by-law	R300 000	Number	1	1	1		Local Economic Development and Planning	Local Economic Development and Planning	Local Economic Development and Planning	

5.10	Output	Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Cleaning of illegal dump hotspots	Number (26) Wards with weekly cleaning of illegal dump hotspots by June 2026	Monthly signed cleaning of illegal dumps reports, including pictures by service, Councillors, and the Environmental Officer	R10 800 000	Number 26	26	26	26	26	Local Economic Development and Planning	Director Local Economic Development and Planning	
5.11		Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Wards with access to weekly waste removal services	Number (26) wards with access to weekly waste removal services by June 2026	Monthly signed waste collection reports, including pictures by service, Councillors, and the Environmental Officer	33M	Number 26	26	26	26	26	Local Economic Development and Planning	Director LED and Planning	
5.12	Output	Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Wards with weekly skip-bins maintenance	Number (26) Wards with weekly skip-bins maintenance by June 2026	Monthly signed skip bins maintenance reports, including pictures by service, Councillors, and the Environmental Officer	R12M	Number 26	26	26	26	26	Local Economic Development and Planning	Director LED and Planning	

5.13	Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Closure and rehabilitation of Ga-motta dumpsite	Number (1) Closure and rehabilitation of Ga-motta dumpsite by June 2026	Final Closure and Rehabilitation Plan, Closure license	R600 000	Number 1	1	1	1	Local Economic Development and Planning	Director LED and Planning
5.14	Output	Maximise the economic potential and growth of the local economy through innovation and improved economic performance	SMME Development and support	Number of SMME's projects developed and supported by June 2026	Application form, approval letter, completion certificates, delivery notes and reports	R3M	Number 3	6	2	1	Local Economic Development and Planning
5.15	Output	Maximise the economic potential and growth of the local economy through innovation and improved economic performance	Minimize the unemployment rate in Moretele through the EPWP initiatives	Number (390) of jobs created through Phefafatsa Moretele Project by June 2026	Monthly reports and attendance registers	R9M	Number 390	390	Monitored, Supervision and Quarterly reports	Monitoring, Supervision and Quarterly reports	Monitoring, Supervision and Quarterly reports
5.16	Output	Maximise the economic potential and growth of the local economy through innovation and improved economic performance	Agriculture Development and support	Number 12 Of Agricultural Projects developed and supported by June 2026	Appointment letter, pictures, completion certificates and acknowledgement letters from beneficiaries.	R9,4	number 05	12	4	3	2

5.17	Output	Maximise the economic potential development of Tourism in the area	Tourism Development and supported	Number 8 of Tourism projects supported by June 2026	Completion certificate, delivery notes, and acknowledgement of beneficiaries.	R5M	Numb er	3	8	2	2	2	2	2	Local Economic Development and Planning	Director LED and Planning
<b>Moretele Local Municipality</b>																
<b>2025/2026 Draft SDBIP</b>																
<b>Office of the Speaker</b>																
<b>National Outcome</b>																
National Outcome Responsive, Accountable, Effective and Efficient Local Government System																
<b>NDP Chapters</b>																
Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption																
<b>Municipal Strategic Objectives</b>																
To promote and enhance effective governance systems for improved service delivery, to enhance and promote effective governance through credible communication systems, to promote and enhance integrated municipal planning, to promote institutional development and transformation and good governance																
<b>Strategic Goals</b>																
SG Governance: Efficient and effective Audit Management functions provided, Efficient and effective Risk Management functions provided, to ensure credible planning for improved outcomes, achieve improved in institutional development, transformation, and good governance outcomes through implementation of Performance Management, Promote participatory development and local democracy through effective oversight																
<b>Key Performance Area</b>																
Good Governance and Public Participation																
<b>Sdbip ref</b>																
<b>Planning Level</b>																
<b>Strategic Objective</b>																
<b>Measurable Objective</b>																
<b>Key Performance Indicator</b>																
<b>Budget</b>																
<b>UOM</b>																
<b>Baseline</b>																
<b>Annual Target</b>																
<b>Q1</b>																
<b>Q2</b>																
<b>Q3</b>																
<b>Q4</b>																
<b>Accountability</b>																
<b>Department</b>																
<b>Person</b>																

6.1	Output	Participatory development and local democracy promoted through effective ward committee system	Percentage (100) of Democracy participatory development and effective ward system by June 2026	Q1-Q4: Copies of Ward Committee meeting attendance registers	R150 000	Percent age	10 0	100% in each Quarter	100 100 100	Office of the Speaker	Manager-Office of the Speaker
6.2	Output	Participatory development and local democracy promoted through effective ward committee system	Conduct and hold Ward Committee meetings	Number (20) of Ward Committee meetings held by June 2026	Q1-Q4: Copies of Ward Committee meeting attendance registers	R5 149 600	Number r	20 20 5	5 5 5	Office of the Speaker	Manager-Office of the Speaker
6.3	Output	Participatory development and local democracy promoted through effective Ward committees system	Councillors and Ward committees capacity building	Number (2) of Council capacity building by March 2026	Q1; copies of attendance register of workshop	R1,2000 000	Number r	1 2 0	1 1 0	Office of the Speaker	Manager-Office of the Speaker
6.4	Output	Participatory development and local democracy promoted through Ward councilors and secretaries forums	Hold Ward Councilors and Secretaries Forum	Number (4) of Ward Councilors and Secretaries Forum held by June 2026	Q1-Q4: Copy of Attendance Registers	150 000	Number r	4 4 1	1 1 1	Office of the Speaker	Manager-Office of the Speaker
6.5	Output	Participatory development and local democracy promoted through effective Ordinary Council meetings	Hold Ordinary Council meetings	Number (4) of Ordinary Council meetings held by June 2026	Q1-Q4: Copy of Community Attendance Registers	150 000	Number r	4 4 1	1 1 1	Office of the Speaker	Manager-Office of the Speaker

<b>6.6</b>	<b>Output</b>	Participatory development and local democracy promoted through effective ward committee and ward councilors capacity building	Ward Councillors and ward committee capacity building	Number (2) of ward councillor and ward committee capacity building conducted by June 2026	1 300,000	Number r	ne w	2	1 ward council lor	Ward comm ittees	Office of the Speaker	Manager- Office of the Speaker
<b>6.7</b>	<b>Output</b>	Participatory development and local democracy promoted through effective public participation	Public participation programs	Number (4) of public participation programs held by June 2026	Q1-Q4 Attendan ce registers	1 200 000	Number r	ne w	4	1	1	Office of the Speaker

Good Governance

Office of the Mayor

National Outcome			National Outcome Responsive, Accountable, Effective and Efficient Local Government System													
NDP Chapters			Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption													
Municipal Strategic Objectives			To promote and enhance effective governance systems for improved service delivery, to enhance and promote effective governance through credible communication systems, to promote and enhance integrated municipal planning, to promote institutional development and transformation and good governance													
Strategic Goals			SG Governance: Efficient and effective Audit Management functions provided, Efficient and effective Risk Management functions provided, to ensure credible planning for improved outcomes, achieve improvement in institutional development, transformation, and good governance outcomes through implementation of Performance Management, Promote participatory development and local democracy through effective oversight													
Key Performance Area	Sdbi p ref.	Planning Level	Strategic objective	Measurable Objective	Key Performance Indicator	Evidence	Budget	UoM	Annual Target	Q1	Q2	Q3	Q4	Accountability	Departm ent	Person
7.1	Output	Good Government and Public Participation through Implementation of IGR & Protocol Initiatives	Implementation of IGR & Protocol Initiatives	Percentage (100) Implementation of IGR & Protocol Initiatives by June 2026	Report	R200 000	Percenta ge	100	100	25	25	25	25	Chief of Staff - Manager Office of the Mayor	Office of the Mayor	Chief of Staff - Manager Office of the Mayor
7.2	Output	Good Government and Public Participation through empowerment of Women, Youth and People living with Disabilities	Promotion and empowerment of Women by June 2026	Percentage (100) of Women empowerment initiatives by June 2026	Q1-Q4 Reports	150 000	Percenta ge	100	100	25	25	25	25	Office of the Mayor	Office of the Mayor	Chief of Staff - Manager Office of the Mayor
7.3	Output	Good Government and Public Participation	Promotion and support of people	Percentage (100) of support for people living	Q1-Q4 Reports	100 000	Percenta ge	1	1	0	0	0	0	Office of the Mayor	Manager - Office of the	Manager - Office of the

7.4	Output	through empowerment of Women, Youth and People living with Disabilities	living with disabilities	with disabilities by June 2026							Special Project Office
7.5	Output	Good Government and Public Participation through promotion of Social Cohesion	Promotion of Social Cohesion through celebrating National Days	Percentage of Social Cohesion through celebrating National Days initiatives implemented by June 2026	Attendance registers and pictures	100 000	Percenta ge	100	100	25	Manager - Office of the Special Projects
											Office of the Mayor
											Manager - Office of the Special Projects

**Moretele Local Municipality**

**2025/2026  
Draft SDBIP**

**Good Governance**

**Office of the Chief whip**

Sd bip ref	Plann ing Level	Strategic Objective	Measurable Objective	Key Performance Indicator	Evidence	Budget	UoM	Baseline e	Annua l Targ et	Q1	Q2	Q3	Q4	Accountability	Departme nt	Person
8.1	Outpu t	Participatory development and local democracy promoted through effective oversight	Hold information sharing sessions between portfolios Whips	Number of Whipy information sharing sessions held by June 2026	Attendance registers and Report	R30 000	Number	4	4	1	1	1	1	Office of the Chief whip	Manager Office of the Chief whip	Manager Office of the Chief whip
8.2	Outpu t	Participatory development and local democracy promoted through effective Oversight	Hold direct engagements with Stakeholders concerning good governance and service delivery issues	Number (4) of Governance Forum held by June 2026	Attendance Register and Reports	R250 000	Number	4	4	1	1	1	1	Office of the Chief whip	Manager Office of the Chief whip	Manager Office of the Chief whip
8.3	Outpu t	Participatory development and local democracy promoted through effective Oversight	Capacitate councillors as Custodians of the society in the implementation of service delivery	Number (4) of Council Caucuses held by June 2026	Attendance Register and Reports	R40 000	Number	4	4	1	1	1	1	Office of the Chief whip	Manager Office of the Chief whip	Manager Office of the Chief whip



Good Governance and Public Participation  
Office of the Municipal Manager

National Outcome	Responsive, Accountable, Effective and Efficient Local Government System
NDP Chapters	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state
Municipal Strategic Objectives	To promote and enhance effective governance systems for improved service delivery, to enhance and promote effective governance through credible communication systems, to promote and enhance integrated municipal planning, to promote Institutional development and transformation and good governance
Strategic Goals	SG Governance: Efficient and effective Audit Management functions provided, Efficient and effective Risk Management functions provided, to ensure credible planning for improved outcomes, achieve improved outcomes in institutional development, transformation, and good governance outcomes through implementation of Performance Management, Promote participatory development and local democracy through effective oversight
Key Performance Area	Good Governance and Public Participation

SDBIP ref no	Planning level	Strategic Objective	Measurable Objective	Key Performance Indicator	Evidence	Budget	UOM	Baseline	Annual Target	Q1	Q2	Q3	Q4	Accountability
					Q1-Q4: Report	Operational	Number	1	1	0	0	1	0	Department
						Operational	Numb er							Person
9.1	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Annual Report consistent with Circular 63 (National Treasury) prepared	Number (1) of 2024/2025 Annual Report approved by January 2026	Q1-Q4: Report	Operational	Number	1	1	0	0	1	0	Office of the Municipal Manager
9.2	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	2024 -2025 Performance agreements finalized and signed by Senior Managers	Number (6) of signed performance agreements for Senior Managers by September 2025	Q1: Copies of signed Performance Agreements	Operational	Number	6	6	0	0	0	0	Office of the Municipal Manager
9.3	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Preparation, printing and approval of the Annual Report	Percentage (100) completion of the preparation, printing and approval of the Annual Report	Q2: Council resolution and Copy of Annual Report	Percentage	1	100%	0	0	10	0	0%	Office of the Municipal Manager

9.4	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Implement initiatives performance management organisational wide through Performance Management	Percentage (100) of performance management system configurations and cascading by June 2026	Q1-Q4: Quarterly Reports	2.2M	Percent age	100 %	100% Cumulative method	2 5	50 75	100	Office of the Municipal Manager	PMS Manager r	
9.5	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Conduct PMS capacity building and engagements with stakeholders	Number of PMS Capacity building and engagements with stakeholders by March 2026	Attendance register	R200 000	Number	1	1	0	0	1	0	Office of the Municipal Manager	PMS Manager r
9.6	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Conduct quarterly performance reviews for all section 56/57 employees	Number (1) of individual (section 54/56 managers) performance reviews conducted by June 2026	Operational	Q3: Performance Review Report	Number	1	1	0	0	1	0	Office of the Municipal Manager	PMS Manager r
9.7	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Conduct PMS policy review	Percentage (100) completion of PMS policy review and approval by June 2026	Q4: Council Approved Copy of the policy	Operational	Percent age	100 %	100%	0	0	0	100%	Office of the Municipal Manager	PMS Manager r

9.8	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Preparation and approval of the SDBIP	Percentage (100) completion of the preparation and approval of the SDBIP by the Mayor by June 2026	Q4: Council Approved Copy of the SDBIP	Operational Percentage %	100%	100%	0	0	0	100%	Office of the Municipal Manager	PMS Manager
9.10	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Prepare consolidated quarterly performance report	Number (4) of quarterly performance reports tabled and approved by June 2026	Q1-Q4: Council Approved Copies of the reports	Operational Number	4	4	1	1	1	1	Office of the Municipal Manager	PMS Manager
9.11	Output	Efficient and effective Audit Management functions provided	Risk-based internal Audit Plan developed	Number (1) Internal Audit Plan approved by September 2025	Approved Internal Audit Plan by Audit Committee	Operational Number	1	1	1				Office of the Municipal Manager	Internal Audit Manager



9.18	Output	Promote participatory development and local democracy through effective Planning	Hold 2025-2026 IDP Ward based consultations held by December 2025	Number (26) of 2026-2027 IDP Ward based consultations held by December 2025	2025-2026 Ward Based consultation report	780 000	Number	26	26	0	0	Office of the Municipal Manager	IDP Manager
9.19	Output	Promote participatory development and local democracy through effective Planning	Holding IDP REP Forum meetings held by June 2026	Number (4) of IDP REP Forum meetings held by June 2026	Minutes and attendance register	R100 000	Number	4	4	1	1	1	Office of the Municipal Manager
9.20	Output	Promote participatory development and local democracy through effective Planning	Capacitate IDP REP Forums	Number (1) of IDP REP Forums capacitated by December 2025	Report and Attendance register	200 000	Number	1	1	0	0	0	Office of the Municipal Manager

9.21	Output	Promote participatory development and local democracy through effective Communication	Communication Strategy developed and implemented	Number (1) of Communication Strategy developed and implemented to improve communication by June 2026	Copy of communication strategy	100 000	Number	New	1	1	0	0	Office of the Municipal Manager	Communication Manager	
9.22	Output	Promote participatory development and local democracy through effective Communication	Develop Cooperate Identity Manuals	Number (1) of Cooperate Identity Manuals developed by December 2025	Cooperative identity manual	200 000	Number	1	1	0	1	0	Office of the Municipal Manager	Communication Manager	
8.23	Output	Promote participatory development and local democracy through effective Communication	Develop Communications and Social Media Policies	Number (3) of Communications and Social Media Policies developed by June 2026	Copies of media, communications , and social media policies	50 000	Number	1	3	0	1	1	Office of the Municipal Manager	Communication Manager	
9.24	Output	Promote participatory development and local democracy through effective Communication	Procure Diaries, Promotion Materials and Calendars	Number (3) of Diaries, Promotion Materials and Calendars procured by June 2026	Proof of purchase	250 000	Number	1	3	0	2	1	0	Office of the Municipal Manager	Communication Manager
9.25	Output	Promote participatory development and local democracy through effective Communication	Hold Media Communications and Coverage Promotions	Number (4) of Media Communications and Coverage Promotions held by June 2026	Proof of purchase	100 000	Number	1	4	1	1	1	1	Office of the Municipal Manager	Communication Manager

9.26	Output	Promote participatory development and local democracy through effective Communication	Marketing and Simile Cust for the Municipality	Number (4) of marketing and simile Cust programs conducted by June 2026	Pamphlets 250 000	Number 1	1 4	1 1	1 1	1 1	Office of the Municipal Manager	Communication Manager
9.27	Output	Promote participatory development and local democracy through effective oversight	Communities and interested stakeholders engaged on the 2024/2025 Annual Report	Number (1) of 2023/2024 Annual Oversight Report approved by March 2026	Q3: Copy of annual oversight report R500 000	Number 1	1 0	0 0	1 0	0 0	Office of the Municipal Manager	MPAC Manager

## 9.Consolidated planned Indicators

Directorate / Unit	Planned Annual indicators
Infrastructure Development Services	13
Community Development services	9
Budget and Treasury Office	13
Human Resources and Corporate Services	18
LED and Planning	17
<b>Strategic Services</b>	
• IDP/PMS	14
• Communications	6
• Speaker's Office	7
• Special Projects (Mayor's Office)	5
• Internal Audit	2
• Risk	3
• Chief Whip	6
<b>Totals</b>	<b>113</b>

## 10. Implementation, Monitoring and Reporting of the 2025/2026 SDBIP

- Directors are to submit monthly reports to the Municipal Manager by Directors, the Municipal Manager submits to the mayor in accordance with section 71 (g) (ii) or the MFMA
- The Mayor or the Budget and Treasury Chairperson as delegated convenes quarterly Budget Steering Committee
- The mayor submits quarterly reports to Council in accordance with section 52 (d) of MFMA indicating progress in the implementation of the SDBIP
- The revision of the SDBIP may be done as per section 54 (1) (c) of the MFMA as part of the adjustment budget.
- Section 121 of the MFMA requires a municipality to account in a form of an assessment of performance against the measurable objectives set in the IDP and SDBIP.

Directorate:	Office of the Municipal Manager	
Director:	Name:	

