



**STELLENBOSCH**

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY



## TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2026/27

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## 1. MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, Geraldine Mettler, the Municipal Manager of the Stellenbosch Municipality, hereby submit the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the 2026/27 financial year for consideration and approval by the Executive Mayor. This TL SDBIP 2026/27 has been prepared in terms of the stipulated requirements as documented in the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and the regulations made under this Act.



GERALDINE METTLER  
MUNICIPAL MANAGER

Date: 24/06/26

## 2. EXECUTIVE MAYOR'S CERTIFICATE OF APPROVAL

I, Cllr Jeremy Fasser, in my capacity as the Executive Mayor of the Stellenbosch Municipality, hereby submit the approved Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the 2026/27 financial year to the Council for notification, as required in terms of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and the regulations made under this Act.



**CLLR JEREMY FASSER**  
**EXECUTIVE MAYOR**

Date: 24/06/2026

### 3. IMPLEMENTATION, MONITORING AND REVIEW – ONE YEAR

The Local Government: Municipal Finance Management, 2003 (Act No. 56 of 2003) (MFMA) requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their strategic planning tool, the Integrated Development Plan (IDP). The SDBIP is a contract between the Council, the administration and the community. It gives effect to the IDP and the budget of the municipality.

The municipal budget shall give effect to the Strategic Focus Areas (SFAs) as contained in the IDP. The Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) shall contain details on the execution of the budget and information on programmes and projects. Quarterly, half-yearly, and annual performance reports must also be submitted to the Council as a means to monitor the implementation of the predetermined objectives as contained in the IDP.

The SDBIP is a one-year detailed implementation plan which gives effect to the IDP and the Budget of the Municipality. It is a contract between the administration, Council and community expressing the goals and objectives set by Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring the performance in service delivery against end-of-year targets and implementing the budget.

Indicators developed for the Stellenbosch Municipality address the SFAs of the municipality. The municipality utilises the one-year TL SDBIP to ensure that it delivers on its service delivery mandate by indicating clear indicators and targets. These indicators also form the basis of the performance plans of the Municipal Manager and Directors, hence, the Municipal Manager and Directors are being evaluated on the approved TL SDBIP indicators.

The **five** necessary components are:

1. Monthly projections of revenue to be collected for each month;
2. Monthly projections of expenditure (operating and capital) and revenue for each vote;
3. Quarterly projections of service delivery targets and performance indicators;
4. Ward information for expenditure and service delivery; and
5. Detailed capital works plan broken down by ward over three years.

## 4. TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2026/27: PER STRATEGIC FOCUS AREA (SFA)

### 4.1 SFA 1 - VALLEY OF POSSIBILITY

| SFA 1 – Valley of Possibility |                                   |                                                                                                                                                                      |                                                                                                                                                  |                |       |                 |                                    |                                                                                                                                           |                                                                      |           |           |               |                    |
|-------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|-----------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------|-----------|---------------|--------------------|
| IDP Ref No                    | Directorate                       | Indicator (Activity / Project / Programme / Key Initiative)                                                                                                          | Unit of Measurement                                                                                                                              | Indicator Type | Wards | 5-year target   | Baseline (Actual result (2024/25)) | Annual Target 2026/27                                                                                                                     | TOP LAYER: Service Delivery and Budget Implementation Plan (2026/27) |           |           |               | Delivery Indicator |
|                               |                                   |                                                                                                                                                                      |                                                                                                                                                  |                |       |                 |                                    |                                                                                                                                           | Q1                                                                   | Q2        | Q3        | Q4            |                    |
| KPI003                        | Planning and Economic Development | The number of jobs created through the municipality's local economic development initiatives including capital projects (NKPI Proxy - MSA, Reg. S10(d))              | Number of job opportunities created through the municipality's local economic development initiatives including capital projects by 30 June      | Programme      | ALL   | 1 100 per annum | 1 341                              | 1 100 job opportunities created through the municipality's local economic development initiatives including capital projects by 30 June   | 664 (664)                                                            | 800 (800) | 950 (950) | 1 100 (1 100) | Output             |
| KPI004                        | Planning and Economic Development | Submission of Land-use applications to the Municipal Planning Tribunal (MPT) within 120 days from the conclusion of the administrative processing of the application | Percentage of Land-use applications submitted to the MPT within 120 days from the conclusion of the administrative processing of the application | Programme      | ALL   | 80% per annum   | 87.50%                             | 80% of land-use applications submitted to the MPT within 120 days from the conclusion of the administrative processing of the application | 80%                                                                  | 80%       | 80%       | 80%           | Output             |
| KPI005                        | Planning and Economic Development | Provide training opportunities to entrepreneurs and Small, Medium and Micro Enterprises (SMMEs)                                                                      | Number of quarterly training opportunities provided to entrepreneurs and SMMEs                                                                   | Programme      | All   | 12 per annum    | 14                                 | 12 quarterly training opportunities provided to entrepreneurs and SMMEs                                                                   | 3 (3)                                                                | 3 (6)     | 3 (9)     | 3 (12)        | Output             |
| KPI007                        | Planning and Economic Development | Submission of the revised Housing Pipeline (document) to the MayCo                                                                                                   | Number of revised Housing Pipelines (document) submitted to the MayCo by 31 May                                                                  | Programme      | ALL   | 1 per annum     | 1                                  | 1 revised Housing Pipeline (document) submitted to the MayCo by 31 May                                                                    | n/a                                                                  | n/a       | n/a       | 1             | Output             |

## 4.2

## SFA 2 - GREEN AND SUSTAINABLE VALLEY

| SFA 2 – Green and Sustainable Valley |                                   |                                                                                                                              |                                                                                                        |                |       |               |                                    |                                                                                                 |                                                                            |     |       |       |                    |
|--------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------|-------|---------------|------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----|-------|-------|--------------------|
| IDP Ref No                           | Directorate                       | Indicator (Activity / Project / Programme / Key Initiative)                                                                  | Unit of Measurement                                                                                    | Indicator Type | Wards | 5-year target | Baseline (Actual result (2024/25)) | Annual Target 2026/27                                                                           | TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2026/27) |     |       |       | Delivery Indicator |
|                                      |                                   |                                                                                                                              |                                                                                                        |                |       |               |                                    |                                                                                                 | Q1                                                                         | Q2  | Q3    | Q4    |                    |
| KPI014                               | Planning and Economic Development | Process building plan applications of <500sqm within 30 days after the date of receipt                                       | Percentage of building plan applications of <500sqm processed within 30 days after the date of receipt | Programme      | All   | 60% per annum | 87.41%                             | 75% of building plan applications of <500sqm processed within 30 days after the date of receipt | 75%                                                                        | 75% | 75%   | 75%   | Outcome            |
| KPI016                               | Infrastructure Services           | Reduce organic waste                                                                                                         | Percentage of organic waste reduced by 30 June                                                         | Programme      | All   | 20% per annum | 37.06%                             | 20% of organic waste reduced by 30 June                                                         | n/a                                                                        | n/a | n/a   | 20%   | Output             |
| KPI019                               | Infrastructure Services           | Conduct an external audit of the Stellenbosch Municipal Waste Disposal Facilities                                            | Number of external audits of the Stellenbosch Municipal Waste Disposal Facilities conducted by 30 June | Programme      | All   | 1 per annum   | 1                                  | 1 external audit of the Stellenbosch Municipal Waste Disposal Facilities conducted by 30 June   | n/a                                                                        | n/a | n/a   | 1     | Output             |
| KPI021                               | Infrastructure Services           | Implementation of identified waste minimisation projects                                                                     | Number of identified waste minimisation projects implemented by 30 June                                | Programme      | All   | 2 per annum   | 2                                  | 2 identified waste minimisation projects implemented by 30 June                                 | n/a                                                                        | n/a | 1 (1) | 1 (2) | Output             |
| KPI022                               | Infrastructure Services           | Wastewater quality measured to the Department of Water and Sanitation's License Conditions for physical and micro parameters | Percentage of wastewater quality compliance as per the analysis certificate, measured quarterly        | Programme      | All   | 70% per annum | 58.74%                             | 70% of wastewater quality compliance as per the analysis certificate, measured quarterly        | 70%                                                                        | 70% | 70%   | 70%   | Outcome            |

## 4.3

## SFA 3 - SAFE VALLEY

| SFA 3 – Safe Valley |                                   |                                                                             |                                                                                            |                |       |               |                                  |                                                                                   |                                                                            |     |     |     |                    |
|---------------------|-----------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------|-------|---------------|----------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----|-----|-----|--------------------|
| IDP Ref No          | Directorate                       | Indicator (Activity / Project / Programme / Key Initiative)                 | Unit of Measurement                                                                        | Indicator Type | Wards | 5-year target | Baseline (Actual result 2024/25) | Annual Target 2026/27                                                             | TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2026/27) |     |     |     | Delivery Indicator |
|                     |                                   |                                                                             |                                                                                            |                |       |               |                                  |                                                                                   | Q1                                                                         | Q2  | Q3  | Q4  |                    |
| KPI024              | Community and Protection Services | Submission of the revised Disaster Management Plan to the Municipal Manager | Number of revised Disaster Management Plans submitted to the Municipal Manager by 31 March | Programme      | All   | 1 per annum   | 1                                | 1 revised Disaster Management Plan submitted to the Municipal Manager by 31 March | n/a                                                                        | n/a | 1   | n/a | Output             |
| KPI025              | Community and Protection Services | Submission of the revised Safety and Security Plan to the Municipal Manager | Number of revised Safety and Security Plans submitted to the Municipal Manager by 30 April | Programme      | All   | 1 per annum   | 1                                | 1 revised Safety and Security Plan submitted to the Municipal Manager by 30 April | n/a                                                                        | n/a | n/a | 1   | Output             |
| KPI026              | Community and Protection Services | Submission of the revised Traffic Management Plan to the Municipal Manager  | Number of revised Traffic Management Plans submitted to the Municipal Manager by 31 March  | Programme      | All   | 1 per annum   | 1                                | 1 revised Traffic Management Plan submitted to the Municipal Manager by 31 March  | n/a                                                                        | n/a | 1   | n/a | Output             |

## 4.4

## SFA 4 - DIGNIFIED LIVING

| SFA 4 – Dignified Living |                         |                                                                                                                                                                                                                                                       |                                                                                                                                                  |                |       |                |                                    |                                                                                                                                           |                                                                            |      |      |      |                    |
|--------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|----------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------|------|------|--------------------|
| IDP Ref No               | Directorate             | Indicator (Activity / Project / Programme / Key Initiative)                                                                                                                                                                                           | Unit of Measurement                                                                                                                              | Indicator Type | Wards | 5-year target  | Baseline (Actual result (2024/25)) | Annual Target 2026/27                                                                                                                     | TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2026/27) |      |      |      | Delivery Indicator |
|                          |                         |                                                                                                                                                                                                                                                       |                                                                                                                                                  |                |       |                |                                    |                                                                                                                                           | Q1                                                                         | Q2   | Q3   | Q4   |                    |
| KPI028                   | Infrastructure Services | Provision of waterborne toilet facilities in informal settlements as identified by the Department: Integrated Human Settlements                                                                                                                       | Number of waterborne toilet facilities provided in Informal settlements as identified by the Department: Integrated Human Settlements by 30 June | Programme      | All   | 20 per annum   | 46                                 | 20 waterborne toilet facilities provided in Informal settlements as identified by the Department: Integrated Human Settlements by 30 June | n/a                                                                        | n/a  | n/a  | 20   | Output             |
| KPI029                   | Infrastructure Services | Limit unaccounted electricity to less than 9% annually {(Number of Electricity Units Purchased and / or Generated - Number of Electricity Units Sold (incl. Free basic electricity)) / Number of Electricity Units Purchased and/or Generated} x 100} | Percentage of average electricity losses, measured by 30 June                                                                                    | Programme      | All   | <9% per annum  | 5.61%                              | <9% of average electricity losses, measured by 30 June                                                                                    | n/a                                                                        | n/a  | n/a  | <9%  | Outcome            |
| KPI030                   | Infrastructure Services | Water quality measured quarterly ito the SANS 241 physical and micro parameters                                                                                                                                                                       | Percentage of water quality level as per the analysis certificate, measured quarterly                                                            | Programme      | All   | 90% per annum  | 93.57%                             | 90% of water quality level as per the analysis certificate, measured quarterly                                                            | 90%                                                                        | 90%  | 90%  | 90%  | Outcome            |
| KPI031                   | Infrastructure Services | Limit unaccounted water to less than 25%                                                                                                                                                                                                              | Percentage of average unaccounted water, measured by 30 June                                                                                     | Programme      | All   | <25% per annum | 31.20%                             | <25% of average unaccounted water, measured by 30 June                                                                                    | n/a                                                                        | n/a  | n/a  | <25% | Outcome            |
| KPI032                   | Financial Services      | Registered indigent formal households with access to free basic water (NKPI Proxy - MSA, Reg. S10(a), (b))                                                                                                                                            | Percentage of registered indigent formal households with access to free basic water, measured quarterly                                          | Programme      | All   | 100% per annum | 100%                               | 100% of registered indigent formal households with access to free basic water, measured quarterly                                         | 100%                                                                       | 100% | 100% | 100% | Outcome            |

| SFA 4 – Dignified Living |                    |                                                                                                                                               |                                                                                                                                            |                |       |                  |                                    |                                                                                                                                      |                                                                            |                 |                 |                 |                    |
|--------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------|-----------------|-----------------|--------------------|
| IDP Ref No               | Directorate        | Indicator (Activity / Project / Programme / Key Initiative)                                                                                   | Unit of Measurement                                                                                                                        | Indicator Type | Wards | 5-year target    | Baseline (Actual result (2024/25)) | Annual Target 2026/27                                                                                                                | TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2026/27) |                 |                 |                 | Delivery Indicator |
|                          |                    |                                                                                                                                               |                                                                                                                                            |                |       |                  |                                    |                                                                                                                                      | Q1                                                                         | Q2              | Q3              | Q4              |                    |
| KPI033                   | Financial Services | Registered indigent formal households with access to free basic electricity provided by the municipality (NKPI Proxy - MSA, Reg. S10(a), (b)) | Percentage of registered indigent formal households with access to free basic electricity provided by the municipality, measured quarterly | Programme      | All   | 100% per annum   | 100%                               | 100% of registered indigent formal households with access to free basic electricity provided by the municipality, measured quarterly | 100%                                                                       | 100%            | 100%            | 100%            | Outcome            |
| KPI034                   | Financial Services | Registered indigent formal households with access to free basic refuse removal (NKPI Proxy - MSA, Reg. S10(a), (b))                           | Percentage of registered indigent formal households with access to free basic refuse removal, measured quarterly                           | Programme      | All   | 100% per annum   | 100%                               | 100% of registered indigent formal households with access to free basic refuse removal, measured quarterly                           | 100%                                                                       | 100%            | 100%            | 100%            | Outcome            |
| KPI035                   | Financial Services | Registered indigent formal households with access to free basic sanitation (NKPI Proxy - MSA, Reg. S10(a), (b))                               | Percentage of registered indigent formal households with access to free basic sanitation, measured quarterly                               | Programme      | All   | 100% per annum   | 100%                               | 100% of registered indigent formal households with access to free basic sanitation, measured quarterly                               | 100%                                                                       | 100%            | 100%            | 100%            | Outcome            |
| KPI036                   | Financial Services | Formal households with access to water (NKPI Proxy - MSA, Reg. S10(a))                                                                        | Number of formal households with access to water, measured quarterly                                                                       | Programme      | All   | 28 000 per annum | 27 486                             | 28 000 formal households with access to water, measured quarterly                                                                    | 28 000 (28 000)                                                            | 28 000 (28 000) | 28 000 (28 000) | 28 000 (28 000) | Outcome            |
| KPI037                   | Financial Services | Formal households with access to electricity (NKPI Proxy - MSA, Reg. S10(a))                                                                  | Number of formal households with access to electricity, measured quarterly                                                                 | Programme      | All   | 28 000 per annum | 27 486                             | 28 000 formal households with access to electricity, measured quarterly                                                              | 28 000 (28 000)                                                            | 28 000 (28 000) | 28 000 (28 000) | 28 000 (28 000) | Outcome            |
| KPI038                   | Financial Services | Formal households with access to refuse removal (NKPI Proxy - MSA, Reg. S10(a))                                                               | Number of formal households with access to refuse removal, measured quarterly                                                              | Programme      | All   | 28 000 per annum | 27 486                             | 28 000 formal households with access to refuse removal, measured quarterly                                                           | 28 000 (28 000)                                                            | 28 000 (28 000) | 28 000 (28 000) | 28 000 (28 000) | Outcome            |

| SFA 4 – Dignified Living |                    |                                                                             |                                                                           |                |       |                  |                                    |                                                                        |                                                                            |                 |                 |                 |                    |
|--------------------------|--------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------|-------|------------------|------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------|-----------------|-----------------|--------------------|
| IDP Ref No               | Directorate        | Indicator (Activity / Project / Programme / Key Initiative)                 | Unit of Measurement                                                       | Indicator Type | Wards | 5-year target    | Baseline (Actual result (2024/25)) | Annual Target 2026/27                                                  | TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2026/27) |                 |                 |                 | Delivery Indicator |
|                          |                    |                                                                             |                                                                           |                |       |                  |                                    |                                                                        | Q1                                                                         | Q2              | Q3              | Q4              |                    |
| KPI039                   | Financial Services | Formal households with access to sanitation (NKPI Proxy - MSA, Reg. S10(a)) | Number of formal households with access to sanitation, measured quarterly | Programme      | All   | 28 000 per annum | 27 486                             | 28 000 formal households with access to sanitation, measured quarterly | 28 000 (28 000)                                                            | 28 000 (28 000) | 28 000 (28 000) | 28 000 (28 000) | Outcome            |

## 4.5

## SFA 5 - GOOD GOVERNANCE AND COMPLIANCE

| SFA 5 – Good Governance and Compliance |                                 |                                                                                                                                                                                         |                                                                                                                                                                                                      |                |       |               |                                  |                                                                                                                                     |                                                                            |     |     |            |                    |
|----------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|---------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----|-----|------------|--------------------|
| IDP Ref No                             | Directorate                     | Indicator (Activity / Project / Programme / Key Initiative)                                                                                                                             | Unit of Measurement                                                                                                                                                                                  | Indicator Type | Wards | 5-year target | Baseline (Actual result 2024/25) | Annual Target 2026/27                                                                                                               | TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2026/27) |     |     |            | Delivery Indicator |
|                                        |                                 |                                                                                                                                                                                         |                                                                                                                                                                                                      |                |       |               |                                  |                                                                                                                                     | Q1                                                                         | Q2  | Q3  | Q4         |                    |
| KPI040                                 | Financial Services              | Actual expenditure of the approved Capital Budget for the municipality by 30 June (NKPI - MSA, Reg. S10(c))                                                                             | Percentage of the approved Capital Budget for the municipality actually spent by 30 June                                                                                                             | Programme      | All   | 90% per annum | 89.29%                           | 90% of the approved Capital Budget for the municipality actually spent by 30 June                                                   | 10%                                                                        | 30% | 60% | 90%        | Input              |
| KPI042                                 | Financial Services              | Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii))                                                   | Cost coverage as at 30 June annually [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation) | Programme      | All   | 2 per annum   | 3.02                             | 2                                                                                                                                   | n/a                                                                        | n/a | n/a | 2 (months) | Input              |
| KPI043                                 | Financial Services              | Achieve an average payment percentage of 96% by 30 June (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100 | (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100                                                                      | Programme      | All   | 96% per annum | 97.21%                           | 96%                                                                                                                                 | n/a                                                                        | n/a | n/a | 96%        | Input              |
| KPI044                                 | Office of the Municipal Manager | Employment equity appointments made within the financial year in the three highest levels of management                                                                                 | Percentage of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June                                                           | Programme      | All   | 50% per annum | 75%                              | 50% of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June | n/a                                                                        | n/a | n/a | 50%        | Output             |

SFA 5 – Good Governance and Compliance

| IDP Ref No | Directorate                     | Indicator (Activity / Project / Programme / Key Initiative)                                                                                 | Unit of Measurement                                                                                                                                                                            | Indicator Type | Wards | 5-year target   | Baseline (Actual result 2024/25) | Annual Target 2026/27                                                                                                                                                                     | TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2026/27) |     |     |       | Delivery Indicator |
|------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|-----------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----|-----|-------|--------------------|
|            |                                 |                                                                                                                                             |                                                                                                                                                                                                |                |       |                 |                                  |                                                                                                                                                                                           | Q1                                                                         | Q2  | Q3  | Q4    |                    |
| KPI045     | Corporate Services              | The percentage of the payroll budget spent on implementing the Municipal Workplace Skills Plan (NKPI Proxy- MSA, Reg. S10(f))               | Percentage of the municipality's payroll budget spent on implementing its Workplace Skills Plan ((Total Actual Training Expenditure / Total Annual payroll Budget) x 100), measured by 30 June | Programme      | All   | 0.20% per annum | 0.82%                            | 0.20% of the municipality's payroll budget spent on implementing its Workplace Skills Plan ((Total Actual Training Expenditure / Total Annual payroll Budget) x 100), measured by 30 June | n/a                                                                        | n/a | n/a | 0.20% | Input              |
| KPI046     | Financial Services              | Financial viability measured in terms of the municipality's ability to meet its service debt obligations (NKPI Proxy - MSA, Reg. S10(g)(i)) | Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured by 30 June                                                  | Programme      | All   | 15% per annum   | 36.22%                           | 15%                                                                                                                                                                                       | n/a                                                                        | n/a | n/a | 15%   | Input              |
| KPI047     | Financial Services              | Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MSA, Reg. S10(g)(ii))                                | Service debtors to revenue ratio – (Total outstanding service debtors / revenue received for services) measured by 30 June                                                                     | Programme      | All   | 27% per annum   | 24.59%                           | 27%                                                                                                                                                                                       | n/a                                                                        | n/a | n/a | 27%   | Input              |
| KPI048     | Office of the Municipal Manager | Submission of the revised Risk-Based Audit Plan (RBAP) to the Audit and Performance Audit Committee (APAC)                                  | Number of revised RBAPs submitted to the APAC by 30 June                                                                                                                                       | Programme      | All   | 1 per annum     | 1                                | 1 revised RBAP submitted to the APAC by 30 June                                                                                                                                           | n/a                                                                        | n/a | n/a | 1     | Output             |
| KPI049     | Office of the Municipal Manager | Submission of the Auditor General of South Africa (AGSA) Audit Action Plan (AAP) to the Audit and Performance Audit Committee (APAC)        | Number of AGSA Audit Action Plans submitted to the APAC by 31 March                                                                                                                            | Programme      | All   | 1 per annum     | 1                                | 1 AGSA Audit Action Plan submitted to the APAC by 31 March                                                                                                                                | n/a                                                                        | n/a | 1   | n/a   | Output             |

SFA 5 – Good Governance and Compliance

| IDP Ref No | Directorate                     | Indicator (Activity / Project / Programme / Key Initiative)                                                                          | Unit of Measurement                                                                                      | Indicator Type | Wards | 5-year target | Baseline (Actual result 2024/25) | Annual Target 2026/27                                                                           | TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2026/27) |     |     |     | Delivery Indicator |
|------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------|-------|---------------|----------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----|-----|-----|--------------------|
|            |                                 |                                                                                                                                      |                                                                                                          |                |       |               |                                  |                                                                                                 | Q1                                                                         | Q2  | Q3  | Q4  |                    |
| KPI050     | Office of the Municipal Manager | Submission of the revised Strategic Risk Register (SRR) to the Ethics, Risk, and Fraud Management Committee                          | Number of revised SRRs submitted to the Ethics, Risk, and Fraud Management Committee by 30 June          | Programme      | All   | 1 per annum   | 1                                | 1 revised SRR submitted to the Ethics, Risk, and Fraud Management Committee by 30 June          | n/a                                                                        | n/a | n/a | 1   | Output             |
| KPI051     | Corporate Services              | Submission of the revised Information and Communication Technology (ICT) Backup Disaster Recovery Plan to the ICT Steering Committee | Number of revised ICT Backup Disaster Recovery Plans submitted to the ICT Steering Committee by 31 March | Programme      | All   | 1 per annum   | 1                                | 1 revised ICT Backup Disaster Recovery Plan submitted to the ICT Steering Committee by 31 March | n/a                                                                        | n/a | 1   | n/a | Output             |
| KPI052     | Corporate Services              | Submission of the revised Strategic ICT Plan to the ICT Steering Committee                                                           | Number of revised Strategic ICT Plans submitted to the ICT Steering Committee by 31 March                | Programme      | All   | 1 per annum   | 1                                | 1 revised Strategic ICT Plan submitted to the ICT Steering Committee by 31 March                | n/a                                                                        | n/a | 1   | n/a | Output             |
| KPI053     | Office of the Municipal Manager | Submission of the draft Integrated Development Plan (IDP) to the Council                                                             | Number of draft IDPs submitted to the Council by 31 March                                                | Programme      | All   | 1 per annum   | 1                                | 1 draft IDP submitted to the Council by 31 March                                                | n/a                                                                        | n/a | 1   | n/a | Output             |
| KPI054     | Office of the Municipal Manager | Submission of the IDP / Budget / SDF time schedule (process plan) to the Council                                                     | Number of IDP / Budget / SDF time schedules (process plan) submitted to the Council by 31 August         | Programme      | All   | 1 per annum   | 1                                | 1 IDP / Budget / SDF time schedule (process plan) submitted to the Council by 31 August         | 1                                                                          | n/a | n/a | n/a | Output             |
| KPI060     | Infrastructure Services         | Submission of the updated Comprehensive Integrated Transport Plan (CITP) 2023 - 2028 to the Municipal Manager                        | Number of updated CITPs 2023 - 2028 submitted to the Municipal Manager by 30 June                        | Programme      | All   | 1 per annum   | 1                                | 1 updated CITP 2023 - 2028 submitted to the Municipal Manager by 30 June                        | n/a                                                                        | n/a | n/a | 1   | Output             |

**Annexure A:**  
**Revenue by source projections for the 2026/27 financial year**

Revenue by source projections for the 2026/2027 financial year

| Revenue                                                  | July                | August              | September           | October             | November            | December            | January             | February            | March               | April               | May                 | June                |
|----------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Exchange Revenue</b>                                  |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Service charges - Electricity                            | -98 400 600         | -108 804 600        | -35 365 600         | -81 950 600         | -81 044 600         | -83 035 600         | -83 685 600         | -84 904 600         | -78 530 600         | -78 639 600         | -67 950 600         | -491 541 776        |
| Service charges - Water                                  | -15 355 500         | -13 290 000         | -19 354 900         | -17 153 000         | -18 935 100         | -18 525 000         | -25 709 300         | -28 524 300         | -14 621 200         | -16 521 200         | -21 706 300         | -14 954 859         |
| Service charges - Waste Water Management                 | -16 366 000         | -10 964 000         | -11 684 000         | -10 988 700         | -10 868 700         | -11 062 000         | -10 684 000         | -10 684 000         | -10 884 000         | -10 884 000         | -10 884 000         | -14 086 146         |
| Service charges - Waste Management                       | -17 700 700         | -8 000 000          | -8 501 200          | -8 005 500          | -7 902 000          | -9 318 500          | -8 904 800          | -8 922 000          | -9 301 700          | -8 920 500          | -8 920 500          | -20 459 455         |
| Sale of Goods and Rendering of Services                  | -3 223 000          | -3 045 200          | -2 164 287          | -4 480 841          | -5 618 043          | -2 684 138          | -1 171 265          | -405 079            | -1 676 782          | -1 878 933          | -1 883 100          | -5 989 536          |
| Agency services                                          | -165 535            | -370 754            | -303 384            | -467 412            | -453 819            | -129 643            | -130 000            | -467 506            | -416 519            | -410 000            | -410 000            | -434 796            |
| Interest                                                 | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Interest earned from Receivables                         | -1 695 118          | -1 704 671          | -1 820 607          | -1 886 085          | -1 769 618          | -1 746 226          | -1 806 041          | -1 852 831          | -1 818 559          | -950 000            | -1 455 936          | -1 320 230          |
| Interest earned from Current and Non Current Assets      | -3 990 191          | -4 285 809          | -4 933 185          | -4 406 284          | -4 812 459          | -3 967 750          | -4 498 301          | -4 150 000          | -4 150 000          | -4 150 000          | -4 150 000          | -3 812 436          |
| Development Charges                                      | -660 435            | -55 239             | -512 368            | -3 337 429          | -978 921            | -1 874 876          | -4 395 288          | -7 833 141          | -2 790 861          | -3 746 194          | -3 537 194          | -21 416 733         |
| Dividends                                                | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Rent on Land                                             | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Rental from Fixed Assets                                 | 543 600             | -884 820            | -866 477            | -593 600            | -753 000            | -900 127            | -916 209            | -959 500            | -3 496 327          | -1 037 700          | -1 039 500          | -4 058 302          |
| Licence and permits                                      | -158 188            | -701 924            | -696 215            | -902 674            | -648 862            | -533 685            | -755 410            | -1 389 065          | -634 587            | -751 000            | -813 341            | -1 207 237          |
| Operational Revenue                                      | -368 828            | -215 988            | -494 696            | -774 667            | -338 032            | -418 781            | -670 894            | -601 485            | -275 450            | -590 808            | -477 543            | -5 827 265          |
| <b>Non-Exchange Revenue</b>                              | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Property rates                                           | -65 279 301         | -40 297 798         | -42 793 367         | -41 713 156         | -42 576 910         | -41 514 912         | -42 226 588         | -42 163 104         | -42 598 022         | -42 149 622         | -42 597 622         | -131 066 671        |
| Surcharges and Taxes                                     | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Fines, penalties and forfeits                            | -6 924              | -6 604              | -393 422            | -41 271             | -21 974             | -63 355 834         | -17 807             | -71 168 816         | -6 393 904          | -6 012 572          | -25 382 574         | -9 271 268          |
| Licences or permits                                      | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Transfer and subsidies - Operational                     | -92 701 678         | -1 501 678          | -7 223 928          | -1 649 802          | -1 501 678          | -162 359 928        | -1 501 678          | -1 501 678          | -7 371 170          | -1 501 678          | -1 501 678          | -7 223 935          |
| Interest                                                 | -332 579            | -340 465            | -334 902            | -334 000            | 180 486             | -372 130            | -378 926            | -384 852            | -384 880            | -340 000            | -413 341            | -151 250            |
| Fuel Levy                                                | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Operational Revenue                                      | -400 000            | -250 000            | -250 000            | -250 000            | -250 000            | -250 000            | -250 000            | -250 000            | -250 000            | -250 000            | -250 000            | -565 237            |
| Gains on disposal of Assets                              | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Other Gains                                              | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Discontinued Operations                                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Transfers and subsidies - capital (monetary allocations) | -                   | -5 410 458          | -12 472 204         | -6 998 719          | -5 046 915          | -12 928 139         | -2 654 423          | -4 386 801          | -12 928 139         | -2 654 423          | -4 500 000          | -9 764 679          |
| Transfers and subsidies - capital (in-kind)              | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| <b>Grand Total</b>                                       | <b>-316 260 977</b> | <b>-200 130 008</b> | <b>-150 164 742</b> | <b>-185 933 740</b> | <b>-183 340 145</b> | <b>-414 977 269</b> | <b>-190 356 530</b> | <b>-270 548 758</b> | <b>-198 522 700</b> | <b>-181 388 230</b> | <b>-197 873 229</b> | <b>-743 151 811</b> |

**Annexure B:**  
**Expenditure by type projections for the 2026/27 financial year**

**Expenditure by type projections for the 2026/2027 financial year**

| Expenditure by Type             | July               | August             | September          | October            | November           | December           | January            | February           | March              | April              | May                | June               |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Employee related costs          | 61 521 719         | 61 521 719         | 61 521 719         | 61 521 719         | 61 521 719         | 61 521 719         | 61 521 719         | 61 521 719         | 61 521 719         | 61 521 719         | 61 521 719         | 107 049 402        |
| Remuneration of councillors     | 2 414 427          | 2 414 427          | 2 414 427          | 2 414 427          | 2 414 427          | 2 414 427          | 2 414 427          | 2 414 427          | 2 414 427          | 2 414 427          | 2 414 427          | 2 414 396          |
| Inventory consumed              | 4 772 636          | 9 241 170          | 9 572 585          | 10 113 572         | 9 317 183          | 9 690 274          | 10 427 649         | 10 991 696         | 4 972 880          | 3 760 799          | 3 522 464          | 44 515 196         |
| Debt impairment                 | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | 79 651 355         |
| Depreciation and amortisation   | 19 394 958         | 19 394 958         | 19 394 958         | 19 394 958         | 19 394 958         | 19 394 958         | 19 394 958         | 19 394 958         | 19 394 958         | 19 394 958         | 19 394 958         | 19 394 550         |
| Bulk purchases - electricity    | 95 074 289         | 97 133 070         | 95 222 921         | 63 705 900         | 61 469 834         | 59 516 694         | 53 534 991         | 57 549 106         | 94 208 537         | 95 074 289         | 95 074 289         | 95 074 292         |
| Interest                        | -                  | -                  | -                  | -                  | -                  | 32 048 077         | -                  | -                  | -                  | -                  | -                  | 40 582 847         |
| Contracted services             | 1 620 764          | 13 650 603         | 29 791 524         | 23 230 177         | 23 474 820         | 30 766 879         | 25 036 536         | 27 452 439         | 24 477 163         | 3 550 526          | 5 919 061          | 206 700 573        |
| Transfers and subsidies         | -                  | 2 632 525          | 845 750            | 605 830            | 444 836            | 523 260            | 1 004 434          | 1 200 748          | -                  | -                  | -                  | 2 507 716          |
| Irrecoverable debts written off | -                  | -                  | 11 606             | -                  | -                  | 214 730            | -                  | -                  | 4 610              | -                  | -                  | 132 172 987        |
| Operational costs               | 21 047 817         | 12 438 706         | 13 131 464         | 18 453 408         | 14 670 093         | 16 404 914         | 9 421 374          | 14 617 122         | 6 655 081          | 2 590 731          | 2 667 019          | 87 605 430         |
| Losses on disposal of Assets    | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Other Losses                    | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | 4 655 433          |
| <b>Grand Total</b>              | <b>205 846 610</b> | <b>218 427 178</b> | <b>231 906 954</b> | <b>199 439 991</b> | <b>192 707 870</b> | <b>232 495 932</b> | <b>182 756 088</b> | <b>195 142 215</b> | <b>213 649 375</b> | <b>188 307 449</b> | <b>190 513 937</b> | <b>822 324 177</b> |

**Annexure C:**  
**Projections for the 2026/27 Financial Year**

## Projections for the 2026/2027 financial year

### Operational Expenditure

| Directorates                      | July               | August             | September          | October            | November           | December           | January            | February           | March              | April              | May                | June               | Total                |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| Municipal Manager                 | 1 361 725          | 1 657 671          | 1 562 501          | 1 511 773          | 1 629 816          | 1 359 666          | 1 647 925          | 1 571 243          | 1 812 500          | 1 488 554          | 1 678 183          | 5 814 051          | 23 095 608           |
| Planning and Economic Development | 6 970 467          | 8 202 680          | 16 696 797         | 10 203 753         | 10 029 087         | 17 552 735         | 11 223 176         | 11 849 913         | 17 419 251         | 8 806 584          | 10 849 914         | 28 181 879         | 157 986 236          |
| Infrastructure Services           | 135 660 111        | 147 241 725        | 153 095 513        | 121 495 750        | 118 177 473        | 149 226 679        | 112 622 844        | 117 999 777        | 141 143 464        | 134 330 660        | 134 038 993        | 388 937 879        | 1 853 970 868        |
| Community and Protection Services | 24 896 354         | 33 206 219         | 34 814 402         | 34 496 922         | 37 904 182         | 35 538 920         | 33 792 847         | 36 547 535         | 32 225 250         | 24 404 343         | 24 704 343         | 266 102 229        | 618 633 546          |
| Corporate Services                | 13 623 338         | 17 846 500         | 14 307 987         | 19 541 088         | 12 084 099         | 16 931 854         | 13 197 450         | 17 493 873         | 11 351 421         | 10 513 855         | 10 503 763         | 100 701 130        | 258 096 358          |
| Financial Services                | 23 334 615         | 10 272 383         | 11 429 754         | 12 190 705         | 12 883 213         | 11 886 078         | 10 271 846         | 9 679 874          | 9 697 489          | 8 763 453          | 8 738 741          | 32 587 009         | 161 735 160          |
| <b>Grand Total</b>                | <b>205 846 610</b> | <b>218 427 178</b> | <b>231 906 954</b> | <b>199 439 991</b> | <b>192 707 870</b> | <b>232 495 932</b> | <b>182 756 088</b> | <b>195 142 215</b> | <b>213 649 375</b> | <b>188 307 449</b> | <b>190 513 937</b> | <b>822 324 177</b> | <b>3 073 517 776</b> |

### Operational Revenue

| Directorates                      | July                 | August               | September            | October              | November             | December             | January              | February             | March                | April                | May                  | June                 | Total                  |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Municipal Manager                 | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                      |
| Planning and Economic Development | - 1 415 248          | - 2 798 079          | - 11 740 430         | - 1 879 510          | - 5 682 138          | - 11 749 228         | - 1 648 168          | - 547 329            | - 13 959 875         | - 1 882 623          | - 1 882 623          | - 12 246 387         | - 67 431 638           |
| Infrastructure Services           | - 206 972 019        | - 148 839 542        | - 86 327 540         | - 130 909 146        | - 127 109 432        | - 241 873 171        | - 138 210 065        | - 142 530 883        | - 127 466 018        | - 122 741 530        | - 118 984 143        | - 574 456 171        | - 2 166 419 660        |
| Community and Protection Services | - 1 802 867          | - 2 251 718          | - 2 528 711          | - 4 720 910          | - 2 226 124          | - 66 178 510         | - 2 160 021          | - 79 369 320         | - 8 591 464          | - 8 611 582          | - 28 617 456         | - 13 337 127         | - 220 395 810          |
| Corporate Services                | - 934 542            | - 946 998            | - 831 230            | - 1 553 419          | - 606 297            | - 627 842            | - 700 303            | - 646 500            | - 956 385            | - 832 973            | - 809 144            | - 4 351 639          | - 13 797 272           |
| Financial Services                | - 105 136 301        | - 45 293 671         | - 48 736 831         | - 46 870 755         | - 47 716 154         | - 94 548 518         | - 47 637 973         | - 47 454 726         | - 47 548 958         | - 47 319 522         | - 47 579 863         | - 138 760 487        | - 764 603 759          |
| <b>Grand Total</b>                | <b>- 316 260 977</b> | <b>- 200 130 008</b> | <b>- 150 164 742</b> | <b>- 185 933 740</b> | <b>- 183 340 145</b> | <b>- 414 977 269</b> | <b>- 190 356 530</b> | <b>- 270 548 758</b> | <b>- 198 522 700</b> | <b>- 181 388 230</b> | <b>- 197 873 229</b> | <b>- 743 151 811</b> | <b>- 3 232 648 139</b> |

### Capital Expenditure

| Directorates                      | July              | August            | September         | October           | November          | December          | January           | February          | March             | April             | May               | June               | Total              |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| Municipal Manager                 | -                 | -                 | 10 000            | -                 | -                 | 10 000            | -                 | -                 | 10 000            | -                 | -                 | 30 000             | 60 000             |
| Planning and Economic Development | -                 | 701 250           | 2 280 174         | 2 317 965         | 3 291 251         | 1 145 277         | 1 511 883         | 3 543 859         | 3 958 899         | 3 695 730         | 2 961 714         | 8 717 063          | 34 125 065         |
| Infrastructure Services           | 10 016 612        | 13 106 114        | 16 776 726        | 17 335 945        | 24 788 915        | 26 423 546        | 20 696 842        | 38 325 415        | 34 887 915        | 32 363 415        | 23 205 136        | 179 668 423        | 437 595 004        |
| Community and Protection Services | 217 391           | 434 783           | 802 174           | 5 743 478         | 3 905 071         | 1 508 984         | 3 028 984         | 7 728 984         | 3 978 984         | 4 353 984         | 7 701 809         | 12 117 156         | 51 521 782         |
| Corporate Services                | -                 | 825 000           | 2 500 000         | 3 625 000         | 6 200 000         | 4 400 000         | 4 625 000         | 5 025 000         | 6 575 000         | 4 750 000         | 3 275 000         | 10 300 000         | 52 100 000         |
| Financial Services                | -                 | -                 | 350 000           | 1 000 000         | -                 | 350 000           | -                 | -                 | 1 850 000         | -                 | -                 | 350 000            | 3 900 000          |
| <b>Grand Total</b>                | <b>10 234 003</b> | <b>15 067 147</b> | <b>22 719 074</b> | <b>30 022 388</b> | <b>38 185 237</b> | <b>33 837 807</b> | <b>29 862 709</b> | <b>54 623 258</b> | <b>51 260 798</b> | <b>45 163 129</b> | <b>37 143 659</b> | <b>211 182 642</b> | <b>579 301 851</b> |

## **Annexure D: Capital Budget 2026/27**

| Directorate                            | Department                                         | Project name                                                  | Strategic Objectives           | Final Budget 2024/27 | Final Budget 2027/28 | Final Budget 2028/29 | Total MTREF |
|----------------------------------------|----------------------------------------------------|---------------------------------------------------------------|--------------------------------|----------------------|----------------------|----------------------|-------------|
| Municipal Manager                      | Executive Support: Office of the Municipal Manager | Furniture, Tools & Equipment: MM                              | Good Governance and Compliance | 60 000               | 60 000               | 60 000               | 180 000     |
| Total Municipal Manager                |                                                    |                                                               |                                | 60 000               | 60 000               | 60 000               | 180 000     |
| Planning and Economic Development      | Building Control                                   | Furniture, Tools & Equipment: Building Control                | Dignified Living               | 150 000              | 150 000              | 180 000              | 480 000     |
| Planning and Economic Development      | Development Planning                               | Furniture, Tools and Equipment: Spatial Planning              | Dignified Living               | 80 000               | 85 000               | 90 000               | 255 000     |
| Planning and Economic Development      | Economic Development & Tourism                     | Furniture, Tools & Equipment: LED                             | Dignified Living               | 80 000               | 80 000               | 85 000               | 245 000     |
| Planning and Economic Development      | Economic Development & Tourism                     | Restoration of Landbou Saal                                   | Good Governance and Compliance | 1 612 500            | 537 500              | -                    | 2 150 000   |
| Planning and Economic Development      | Housing Administration                             | Flats: Interior Upgrading - Kayamandi                         | Dignified Living               | 6 300 000            | 4 700 000            | -                    | 11 000 000  |
| Planning and Economic Development      | Housing Administration                             | Furniture, Tools & Equipment: Housing Administration          | Dignified Living               | 170 000              | 180 000              | 190 000              | 540 000     |
| Planning and Economic Development      | Housing Administration                             | Kayamandi Hostels                                             | Dignified Living               | 1 613 913            |                      |                      | 1 613 913   |
| Planning and Economic Development      | Housing Administration                             | Upgrading of Flats: General                                   | Dignified Living               | 3 000 000            | -                    | -                    | 3 000 000   |
| Planning and Economic Development      | Housing Administration                             | Upgrading of Lapland waste water                              | Dignified Living               | 4 000 000            | 2 000 000            | -                    | 6 000 000   |
| Planning and Economic Development      | Housing Administration                             | Vehicles fleet : Housing Administration                       | Good Governance and Compliance | 1 000 000            | -                    | -                    | 1 000 000   |
| Planning and Economic Development      | Housing Development                                | Adam Tas Corridor Precinct 10                                 | Dignified Living               | -                    | 8 695 652            | 20 000 000           | 28 695 652  |
| Planning and Economic Development      | Housing Development                                | Erf 7001 Cloetesville (380) FLISP                             | Dignified Living               | 6 956 522            | 6 956 522            | -                    | 13 913 044  |
| Planning and Economic Development      | Housing Development                                | Furniture, Tools & Equipment: Housing Development             | Good Governance and Compliance | 150 000              | 80 000               | 85 000               | 315 000     |
| Planning and Economic Development      | Housing Development                                | Housing projects                                              | Dignified Living               | 320 000              | 330 000              | 340 000              | 990 000     |
| Planning and Economic Development      | Housing Development                                | ISSP Kayamandi                                                | Dignified Living               | 869 565              | 869 565              | -                    | 1 739 130   |
| Planning and Economic Development      | Housing Development                                | Kayamandi Town Centre                                         | Dignified Living               | -                    | 434 782              | -                    | 434 782     |
| Planning and Economic Development      | Housing Development                                | Jamestown: Housing (Phase 2 & 3)                              | Dignified Living               | 4 347 826            | 13 913 043           | -                    | 18 260 869  |
| Planning and Economic Development      | Housing Development                                | Klapmuts La Rochelle (100)                                    | Dignified Living               | 329 739              | 2 608 696            | 3 130 435            | 6 068 870   |
| Planning and Economic Development      | Housing Development                                | La Motte Old Forest Station (±430 services & ±430 units)      | Dignified Living               | -                    | 3 260 870            | 6 521 739            | 9 782 609   |
| Planning and Economic Development      | IHS: Informal Settlements                          | Access to Basic Services                                      | Dignified Living               | 1 000 000            | 1 000 000            | 1 500 000            | 3 500 000   |
| Planning and Economic Development      | IHS: Informal Settlements                          | Furniture, Tools & Equipment: Informal Settlements            | Dignified Living               | 50 000               | 50 000               | 51 000               | 151 000     |
| Planning and Economic Development      | IHS: Informal Settlements                          | Emergency Housing                                             | Dignified Living               | 2 000 000            | 2 000 000            | 2 000 000            | 6 000 000   |
| Planning and Economic Development      | Town Planning                                      | Furniture, Tools & Equipment: Town Planning                   | Dignified Living               | 95 000               | 100 000              | 110 000              | 305 000     |
| Total Planing and Economic Development |                                                    |                                                               |                                | 34 125 065           | 48 031 630           | 34 283 174           | 116 439 869 |
| Infrastructure Services                | Electrical Services                                | 20MW Renewable energy project                                 | Green and Sustainable Valley   | 520 000              | -                    | -                    | 520 000     |
| Infrastructure Services                | Electrical Services                                | Ad-Hoc Provision of Streetlighting                            | Safe Valley                    | 2 289 800            | 2 450 086            | 2 621 592            | 7 361 478   |
| Infrastructure Services                | Electrical Services                                | Automatic Meter Reader                                        | Green and Sustainable Valley   | 484 000              | 532 400              | 585 640              | 1 602 040   |
| Infrastructure Services                | Electrical Services                                | Battery Storage systems and rooftop PV for critical buildings | Green and Sustainable Valley   | 3 452 580            | -                    | -                    | 3 452 580   |
| Infrastructure Services                | Electrical Services                                | Battery Storage systems and rooftop PV for critical plants    | Green and Sustainable Valley   | 3 000 000            | 3 000 000            | -                    | 6 000 000   |
| Infrastructure Services                | Electrical Services                                | Bien don 66/11kV substation new                               | Valley of Possibility          | 35 913 852           | 45 843 905           | 58 200 000           | 139 957 757 |
| Infrastructure Services                | Electrical Services                                | Cable Network: Franschhoek                                    | Dignified Living               | 5 000 000            | -                    | -                    | 5 000 000   |
| Infrastructure Services                | Electrical Services                                | Cable replacement 66kV                                        | Valley of Possibility          | -                    | 11 036 500           | 10 800 000           | 21 836 500  |
| Infrastructure Services                | Electrical Services                                | Control Room implementation                                   | Green and Sustainable Valley   | -                    | 300 000              | -                    | 300 000     |
| Infrastructure Services                | Electrical Services                                | Demand Side Management Geyser Control                         | Green and Sustainable Valley   | 500 000              | 3 500 000            | 3 500 000            | 7 500 000   |
| Infrastructure Services                | Electrical Services                                | Electricity Network: Pniel                                    | Valley of Possibility          | 3 500 000            | 3 500 000            | 3 500 000            | 10 500 000  |
| Infrastructure Services                | Electrical Services                                | Electrification INEP                                          | Valley of Possibility          | -                    | 9 036 522            | 9 445 217            | 18 481 739  |
| Infrastructure Services                | Electrical Services                                | Energy Balancing - Metering and Mini-Substations              | Valley of Possibility          | -                    | 500 000              | 250 000              | 750 000     |
| Infrastructure Services                | Electrical Services                                | Furniture, Tools and Equipment: Electrical Services           | Good Governance and Compliance | -                    | 403 151              | 443 466              | 846 617     |
| Infrastructure Services                | Electrical Services                                | Hot water load control                                        | Green and Sustainable Valley   | 500 000              | -                    | -                    | 500 000     |
| Infrastructure Services                | Electrical Services                                | Integrated National Electrification Programme                 | Valley of Possibility          | -                    | 321 957              | 321 957              | 643 914     |

| Directorate             | Department                    | Project name                                                                                      | Strategic Objectives           | Final Budget 2024/27 | Final Budget 2027/28 | Final Budget 2028/29 | Total MTREF |
|-------------------------|-------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------|----------------------|----------------------|----------------------|-------------|
| Infrastructure Services | Electrical Services           | Jan Marais Upgrade: Remove Existing Tx and replace with 20MVA                                     | Valley of Possibility          | 16 900 000           | -                    | -                    | 16 900 000  |
| Infrastructure Services | Electrical Services           | Northern Extension Bulk Supply                                                                    | Dignified Living               | 27 000 000           | 35 500 000           | -                    | 62 500 000  |
| Infrastructure Services | Electrical Services           | Kayamandi new substation 11 kV switching station                                                  | Dignified Living               | 25 500 000           | 7 200 000            | -                    | 32 700 000  |
| Infrastructure Services | Electrical Services           | Meter Panels                                                                                      | Green and Sustainable Valley   | 250 000              | 250 000              | 250 000              | 750 000     |
| Infrastructure Services | Electrical Services           | Network Cable Replace 11 Kv                                                                       | Valley of Possibility          | 3 630 000            | 3 993 000            | 4 392 300            | 12 015 300  |
| Infrastructure Services | Electrical Services           | Replace Control Panels 66 kV & Circuit breakers                                                   | Dignified Living               | 2 500 000            | -                    | -                    | 2 500 000   |
| Infrastructure Services | Electrical Services           | Replace Ineffective Meters                                                                        | Green and Sustainable Valley   | 100 000              | 500 000              | 402 628              | 1 002 628   |
| Infrastructure Services | Electrical Services           | SCADA Implementation                                                                              | Green and Sustainable Valley   | 4 000 000            | 4 000 000            | -                    | 8 000 000   |
| Infrastructure Services | Electrical Services           | STB Switchgear (11kV) SF6                                                                         | Valley of Possibility          | -                    | -                    | 0                    | 0           |
| Infrastructure Services | Electrical Services           | Streetlights R304                                                                                 | Dignified Living               | 1 000 000            | 7 816 990            | -                    | 8 816 990   |
| Infrastructure Services | Electrical Services           | Substation 66kV equipment ( Jan Marais)                                                           | Dignified Living               | 1 590 341            | 1 457 812            | 1 749 375            | 4 797 528   |
| Infrastructure Services | Electrical Services           | Substation 66kV equipment ( Main s)                                                               | Dignified Living               | 1 590 341            | 1 457 812            | 1 749 375            | 4 797 528   |
| Infrastructure Services | Electrical Services           | Substation 66kV equipment (Golf,)                                                                 | Dignified Living               | 1 590 341            | 1 457 812            | 1 749 375            | 4 797 528   |
| Infrastructure Services | Electrical Services           | Substation 66kV equipment (Markotter)                                                             | Dignified Living               | 397 585              | 1 457 812            | 1 749 375            | 3 604 772   |
| Infrastructure Services | Electrical Services           | Switchgear Substation Blake 2                                                                     | Valley of Possibility          | 3 500 000            | -                    | -                    | 3 500 000   |
| Infrastructure Services | Electrical Services           | Switchgear Substation Cascade                                                                     | Valley of Possibility          | -                    | 4 500 000            | -                    | 4 500 000   |
| Infrastructure Services | Electrical Services           | Switchgear Substation Papegaairand                                                                | Valley of Possibility          | -                    | 4 500 000            | -                    | 4 500 000   |
| Infrastructure Services | Electrical Services           | Switchgear Substation Paradyskloof                                                                | Valley of Possibility          | 3 500 000            | -                    | -                    | 3 500 000   |
| Infrastructure Services | Electrical Services           | Switchgear Substation Technopark                                                                  | Valley of Possibility          | -                    | 4 500 000            | -                    | 4 500 000   |
| Infrastructure Services | Electrical Services           | Switchgear Substation University                                                                  | Valley of Possibility          | -                    | 20 000 000           | -                    | 20 000 000  |
| Infrastructure Services | Electrical Services           | Switchgear Substation van der Stel                                                                | Valley of Possibility          | 3 500 000            | -                    | -                    | 3 500 000   |
| Infrastructure Services | Electrical Services           | Switchgear Substation Welgevonden                                                                 | Valley of Possibility          | -                    | 4 500 000            | -                    | 4 500 000   |
| Infrastructure Services | Electrical Services           | Switchgear Substation Kayamandi                                                                   | Valley of Possibility          | 3 500 000            | -                    | -                    | 3 500 000   |
| Infrastructure Services | Electrical Services           | System Control Centre & Upgrade Telemetry:                                                        | Dignified Living               | 4 791 600            | 2 506 454            | 2 631 777            | 9 929 831   |
| Infrastructure Services | Electrical Services           | Third transformer and associated works 20MVA Cloetessville                                        | Dignified Living               | -                    | -                    | -                    | -           |
| Infrastructure Services | Electrical Services           | Turnkey - EPC of Hybrid inverter with Battery Storage Systems at Stellenbosch Community Buildings | Green and Sustainable Valley   | 3 210 185            | -                    | -                    | 3 210 185   |
| Infrastructure Services | Electrical Services           | Uninterrupted Power Supply for buildings                                                          | Safe Valley                    | -                    | 2 000 000            | -                    | 2 000 000   |
| Infrastructure Services | Electrical Services           | Upgrade transformers at Main substation 7.5MVA to 20MVA                                           | Dignified Living               | 18 000 000           | 11 300 000           | -                    | 29 300 000  |
| Infrastructure Services | Electrical Services           | Vehicles: Electrical Services                                                                     | Dignified Living               | 350 000              | -                    | -                    | 350 000     |
| Infrastructure Services | Infrastructure Services       | Furniture, Tools & Equipment: IS                                                                  | Good Governance and Compliance | 65 000               | 115 000              | 115 000              | 295 000     |
| Infrastructure Services | Project Management Unit (PMU) | Furniture, Tools & Equipment: PMU                                                                 | Dignified Living               | 110 000              | 120 000              | 130 000              | 360 000     |
| Infrastructure Services | Project Management Unit (PMU) | Upgrading Ad hoc Housing Projects                                                                 | Dignified Living               | 400 000              | 500 000              | 500 000              | 1 400 000   |
| Infrastructure Services | Roads and Stormwater          | Adhoc Reconstruction Of Roads (WC024)                                                             | Valley of Possibility          | 5 000 000            | 5 000 000            | 8 000 000            | 18 000 000  |
| Infrastructure Services | Roads and Stormwater          | Bridge Assessment and Design - Lacotte River Flood Resilience                                     | Dignified Living               | 2 000 000            | 4 000 000            | 7 000 000            | 13 000 000  |
| Infrastructure Services | Roads and Stormwater          | Bridge Assessment and Design - Stiebeul River Pedestrian Bridges                                  | Dignified Living               | 1 700 000            | 1 000 000            | 1 000 000            | 3 700 000   |
| Infrastructure Services | Roads and Stormwater          | Bridge Assessment and Design Stellenbosch and surrounding                                         | Dignified Living               | 1 500 000            | 1 500 000            | 500 000              | 3 500 000   |
| Infrastructure Services | Roads and Stormwater          | Devon Valley Roads - Safety Improvements Structural Repairs                                       | Dignified Living               | 500 000              | -                    | -                    | 500 000     |
| Infrastructure Services | Roads and Stormwater          | Furniture, Tools & Equipment: Roads & Stormwater                                                  | Good Governance and Compliance | 100 000              | 400 000              | 400 000              | 900 000     |
| Infrastructure Services | Roads and Stormwater          | Parking Area Upgrades - Stellenbosch                                                              | Valley of Possibility          | -                    | 1 000 000            | -                    | 1 000 000   |
| Infrastructure Services | Roads and Stormwater          | Reseal Roads - Franschhoek & Surrounding                                                          | Dignified Living               | 1 500 000            | 2 000 000            | 3 000 000            | 6 500 000   |
| Infrastructure Services | Roads and Stormwater          | Reseal Roads - Klapmuts, Raithby & Surrounding                                                    | Dignified Living               | 1 000 000            | -                    | -                    | 1 000 000   |
| Infrastructure Services | Roads and Stormwater          | Reseal Roads - Kylemore & Surrounding                                                             | Dignified Living               | -                    | 1 500 000            | 1 500 000            | 3 000 000   |
| Infrastructure Services | Roads and Stormwater          | Reseal Roads - Stellenbosch & Surrounding                                                         | Dignified Living               | 3 500 000            | 5 000 000            | 8 000 000            | 16 500 000  |

| Directorate             | Department                               | Project name                                                                                    | Strategic Objectives           | Final Budget 2024/27 | Final Budget 2027/28 | Final Budget 2028/29 | Total MTREF |
|-------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------|----------------------|----------------------|----------------------|-------------|
| Infrastructure Services | Roads and Stormwater                     | River Rehabilitation Implementation                                                             | Dignified Living               | 1 500 000            | 2 000 000            | 1 500 000            | 5 000 000   |
| Infrastructure Services | Roads and Stormwater                     | Specialized Vehicles: Roads and Stormwater                                                      | Good Governance and Compliance | 6 000 000            | 2 000 000            | 5 000 000            | 13 000 000  |
| Infrastructure Services | Roads and Stormwater                     | Upgrade Stormwater Retention Facilities                                                         | Dignified Living               | -                    | 500 000              | -                    | 500 000     |
| Infrastructure Services | Roads and Stormwater                     | Upgrade Stormwater System                                                                       | Dignified Living               | 300 000              | 600 000              | 400 000              | 1 300 000   |
| Infrastructure Services | Roads and Stormwater                     | Upgrade: Lower Dorp Street                                                                      | Dignified Living               | 4 000 000            | 4 000 000            | -                    | 8 000 000   |
| Infrastructure Services | Roads and Stormwater                     | Vehicles Fleet: Roads and Stormwater                                                            | Good Governance and Compliance | -                    | 500 000              | 500 000              | 1 000 000   |
| Infrastructure Services | Roads and Stormwater                     | Wilderbosch Extension to Trumali                                                                | Valley of Possibility          | -                    | 1 500 000            | -                    | 1 500 000   |
| Infrastructure Services | Roads and Stormwater                     | Wilderbosch Extension to Technopark                                                             | Valley of Possibility          | -                    | 2 000 000            | 2 000 000            | 4 000 000   |
| Infrastructure Services | Traffic Engineering                      | Adhoc Intersection Improvements                                                                 | Safe Valley                    | -                    | -                    | 2 000 000            | 2 000 000   |
| Infrastructure Services | Traffic Engineering                      | Bird Street Dualing - Adam Tas to Kayamandi                                                     | Dignified Living               | -                    | 10 000 000           | 50 000 000           | 60 000 000  |
| Infrastructure Services | Traffic Engineering                      | Furniture, Tools & Equipment: Traffic Engineering                                               | Dignified Living               | 100 000              | 150 000              | 150 000              | 400 000     |
| Infrastructure Services | Traffic Engineering                      | Jamestown Transport Network - School Street                                                     | Dignified Living               | 16 000 000           | -                    | -                    | 16 000 000  |
| Infrastructure Services | Traffic Engineering                      | Main Road Intersection Improvements: Franschhoek                                                | Dignified Living               | -                    | -                    | 1 500 000            | 1 500 000   |
| Infrastructure Services | Traffic Engineering                      | Main road intersection improvements: Helshoogte rd/La Colline                                   | Dignified Living               | -                    | -                    | 2 000 000            | 2 000 000   |
| Infrastructure Services | Traffic Engineering                      | Main Road Intersection Improvements: R44 / Merriman Street                                      | Dignified Living               | 1 500 000            | 3 000 000            | 2 000 000            | 6 500 000   |
| Infrastructure Services | Traffic Engineering                      | Main Road Intersection Improvements: Strand / Adam Tas / Alexander                              | Dignified Living               | 17 000 000           | 24 943 007           | -                    | 41 943 007  |
| Infrastructure Services | Traffic Engineering                      | Pedestrian Crossing Implementation                                                              | Safe Valley                    | 300 000              | -                    | -                    | 300 000     |
| Infrastructure Services | Traffic Engineering                      | Raised Intersection Implementation                                                              | Safe Valley                    | 500 000              | 600 000              | -                    | 1 100 000   |
| Infrastructure Services | Traffic Engineering                      | Road Safety Improvements                                                                        | Safe Valley                    | 500 000              | 1 000 000            | 500 000              | 2 000 000   |
| Infrastructure Services | Traffic Engineering                      | Road Upgrades at School Precincts                                                               | Dignified Living               | 500 000              | 500 000              | 500 000              | 1 500 000   |
| Infrastructure Services | Traffic Engineering                      | Specialized Equipment: Roadmarking Machine + Trailer                                            | Good Governance and Compliance | -                    | 1 000 000            | 500 000              | 1 500 000   |
| Infrastructure Services | Traffic Engineering                      | Traffic Calming Projects: Implementation                                                        | Safe Valley                    | 1 000 000            | 1 000 000            | 1 000 000            | 3 000 000   |
| Infrastructure Services | Traffic Engineering                      | Traffic Management Improvement Programme                                                        | Safe Valley                    | 1 000 000            | -                    | -                    | 1 000 000   |
| Infrastructure Services | Traffic Engineering                      | Traffic Signal Control: Installation and Upgrading of Traffic Signals and Associated Components | Safe Valley                    | 1 700 000            | 1 700 000            | 1 700 000            | 5 100 000   |
| Infrastructure Services | Traffic Engineering                      | Traffic Signal Management System                                                                | Safe Valley                    | 500 000              | 1 500 000            | 1 500 000            | 3 500 000   |
| Infrastructure Services | Traffic Engineering                      | Universal Access Implementation                                                                 | Safe Valley                    | 300 000              | -                    | -                    | 300 000     |
| Infrastructure Services | Transport Planning                       | Adam Tas - Corridor Transport                                                                   | Safe Valley                    | 1 500 000            | 1 000 000            | -                    | 2 500 000   |
| Infrastructure Services | Transport Planning                       | Adam Tas - Technopark Link Road                                                                 | Safe Valley                    | 3 998 047            | 5 000 000            | 25 000 000           | 33 998 047  |
| Infrastructure Services | Transport Planning                       | Bicycle Lockup Facilities                                                                       | Safe Valley                    | 300 000              | -                    | -                    | 300 000     |
| Infrastructure Services | Transport Planning                       | Comprehensive Integrated Transport Plan                                                         | Good Governance and Compliance | 2 570 435            | 1 910 522            | 1 623 478            | 6 104 435   |
| Infrastructure Services | Transport Planning                       | Cycle Plan - Design & Implementation                                                            | Safe Valley                    | 500 000              | 500 000              | 500 000              | 1 500 000   |
| Infrastructure Services | Transport Planning                       | Non-Motorised Transport Implementation                                                          | Safe Valley                    | 2 000 000            | 3 000 000            | 4 000 000            | 9 000 000   |
| Infrastructure Services | Transport Planning                       | Non-Motorised Transport Plan                                                                    | Safe Valley                    | 2 000 000            | -                    | 1 000 000            | 3 000 000   |
| Infrastructure Services | Transport Planning                       | Park and Ride (Transport Interchange)                                                           | Safe Valley                    | -                    | 2 000 000            | 5 000 000            | 7 000 000   |
| Infrastructure Services | Transport Planning                       | Provision of Bulk Parking Planning & Development                                                | Safe Valley                    | 500 000              | -                    | -                    | 500 000     |
| Infrastructure Services | Transport Planning                       | Public Transport Facilities (taxi ranks) new                                                    | Safe Valley                    | 500 000              | 500 000              | -                    | 1 000 000   |
| Infrastructure Services | Transport Planning                       | Public Transport Facilities (Taxi Ranks) Adhoc Upgrades                                         | Safe Valley                    | 500 000              | 500 000              | -                    | 1 000 000   |
| Infrastructure Services | Transport Planning                       | Public Transport Infrastructure ( Public Transport Shelters & Embayments)                       | Valley of Possibility          | 400 000              | 400 000              | 400 000              | 1 200 000   |
| Infrastructure Services | Transport Planning                       | Public Transport Planning - WC024                                                               | Valley of Possibility          | 1 000 000            | 1 000 000            | -                    | 2 000 000   |
| Infrastructure Services | Transport Planning                       | Re-design of Bergzicht Public Transport Facility                                                | Valley of Possibility          | 1 000 000            | 1 500 000            | 2 000 000            | 4 500 000   |
| Infrastructure Services | Transport Planning                       | Stellenbosch - Bicycle network                                                                  | Valley of Possibility          | 200 000              | -                    | -                    | 200 000     |
| Infrastructure Services | Waste Management: Solid Waste Management | Expansion of the landfill site (New cells)                                                      | Green and Sustainable Valley   | -                    | 23 000 000           | -                    | 23 000 000  |
| Infrastructure Services | Waste Management: Solid Waste Management | Furniture, Tools & Equipment: Solid Waste                                                       | Dignified Living               | 50 000               | 50 000               | 50 000               | 150 000     |
| Infrastructure Services | Waste Management: Solid Waste Management | Landfill Gas To Energy                                                                          | Green and Sustainable Valley   | -                    | 2 000 000            | -                    | 2 000 000   |

| Directorate             | Department                                | Project name                                                             | Strategic Objectives           | Final Budget 2024/27 | Final Budget 2027/28 | Final Budget 2028/29 | Total MTREF |
|-------------------------|-------------------------------------------|--------------------------------------------------------------------------|--------------------------------|----------------------|----------------------|----------------------|-------------|
| Infrastructure Services | Waste Management: Solid Waste Management  | Major Drop-Offs: Construction - Franschhoek                              | Green and Sustainable Valley   | 1 000 000            | 5 000 000            | -                    | 6 000 000   |
| Infrastructure Services | Waste Management: Solid Waste Management  | Major Drop-offs: Construction - Klapmuts                                 | Green and Sustainable Valley   | 7 141 917            | 2 000 000            | -                    | 9 141 917   |
| Infrastructure Services | Waste Management: Solid Waste Management  | Mini Waste drop-off facilities                                           | Green and Sustainable Valley   | 500 000              | 200 000              | -                    | 700 000     |
| Infrastructure Services | Waste Management: Solid Waste Management  | Plant and Vehicles: Solid Waste                                          | Dignified Living               | 9 000 000            | 4 500 000            | 5 000 000            | 18 500 000  |
| Infrastructure Services | Waste Management: Solid Waste Management  | Upgrade Material Recovery Facility                                       | Dignified Living               | 500 000              | 4 300 000            | 1 000 000            | 5 800 000   |
| Infrastructure Services | Waste Management: Solid Waste Management  | Waste containers                                                         | Green and Sustainable Valley   | 200 000              | 200 000              | -                    | 400 000     |
| Infrastructure Services | Waste Management: Solid Waste Management  | Waste Minimization Projects                                              | Green and Sustainable Valley   | -                    | -                    | 500 000              | 500 000     |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Compilation of Water Service Development Plan (tri-annually)             | Good Governance and Compliance | 1 000 000            | 815 000              | 500 000              | 2 315 000   |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Construction of New Dwarsriver Sewer Pumpstation.                        | Dignified Living               | 1 500 000            | 15 000 000           | 20 000 000           | 36 500 000  |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Extension Of WWTW: Stellenbosch                                          | Dignified Living               | -                    | -                    | 36 250 000           | 36 250 000  |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Furniture, Tools & Equipment: Sanitation                                 | Dignified Living               | 200 000              | 400 000              | 500 000              | 1 100 000   |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Pond rehabilitation and pond pumping systems construction WWTW           | Dignified Living               | 250 000              | 4 100 000            | -                    | 4 350 000   |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Refurbish Plant & Equipment - Raithby WWTW                               | Dignified Living               | 1 000 000            | 8 000 000            | -                    | 9 000 000   |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Sewer Pumpstation & Telemetry Upgrade                                    | Dignified Living               | 3 750 000            | 1 500 000            | 2 500 000            | 7 750 000   |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Sewerpipe Replacement                                                    | Dignified Living               | 7 000 000            | 5 000 000            | 8 000 000            | 20 000 000  |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Specialized Vehicles: Sanitation                                         | Dignified Living               | 3 000 000            | 3 000 000            | 3 000 000            | 9 000 000   |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Update Sewer Masterplan                                                  | Good Governance and Compliance | 1 500 000            | 750 000              | 1 500 000            | 3 750 000   |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Upgrade Laboratory Equipment                                             | Dignified Living               | -                    | 250 000              | 250 000              | 500 000     |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Upgrade of Dwarsriver Bulk Sewer network and pump lines                  | Dignified Living               | -                    | 2 000 000            | 2 000 000            | 4 000 000   |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Upgrade of WWTW Wemmershoek                                              | Dignified Living               | 1 000 000            | -                    | -                    | 1 000 000   |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Upgrade of WWTW: Klapmuts                                                | Dignified Living               | 30 272 850           | 2 500 000            | 30 000 000           | 62 772 850  |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Vehicles: Sanitation                                                     | Good Governance and Compliance | 1 000 000            | -                    | 1 250 000            | 2 250 000   |
| Infrastructure Services | Water and Wastewater Services: Sanitation | Viottenburg Outfall Sewer: Construction of Digteby Sewerpipe (Servitude) | Dignified Living               | 50 000               | -                    | -                    | 50 000      |
| Infrastructure Services | Water and Wastewater Services: Water      | Bulk Water Supply Pipe and Reservoir: Stellenbosch                       | Valley of Possibility          | 30 890 632           | 8 000 000            | -                    | 38 890 632  |
| Infrastructure Services | Water and Wastewater Services: Water      | Bulk Water Supply Pipe: Cloeteville/ Idas Valley                         | Valley of Possibility          | 24 000 000           | -                    | -                    | 24 000 000  |
| Infrastructure Services | Water and Wastewater Services: Water      | Bulk Water Upgrades Franschhoek                                          | Valley of Possibility          | 500 000              | -                    | -                    | 500 000     |
| Infrastructure Services | Water and Wastewater Services: Water      | Chlorination Installation: Upgrade                                       | Valley of Possibility          | 500 000              | -                    | -                    | 500 000     |
| Infrastructure Services | Water and Wastewater Services: Water      | Dwarsriver Bulk Supply Augmentation and Network Upgrades                 | Valley of Possibility          | -                    | -                    | 500 000              | 500 000     |
| Infrastructure Services | Water and Wastewater Services: Water      | Furniture, Tools & Equipment: Water                                      | Dignified Living               | 200 000              | 200 000              | 250 000              | 650 000     |
| Infrastructure Services | Water and Wastewater Services: Water      | New Reservoir & Pipeline: Viottenburg                                    | Dignified Living               | 11 985 498           | 18 000 000           | 4 000 000            | 33 985 498  |
| Infrastructure Services | Water and Wastewater Services: Water      | Reservoirs and Dam Safety                                                | Dignified Living               | 1 250 000            | 2 000 000            | 3 000 000            | 6 250 000   |
| Infrastructure Services | Water and Wastewater Services: Water      | Specialized Vehicles: Water                                              | Good Governance and Compliance | 3 000 000            | 3 000 000            | 6 000 000            | 12 000 000  |
| Infrastructure Services | Water and Wastewater Services: Water      | Uniepark & Helshoogte Storage and Supply scheme                          | Dignified Living               | 1 000 000            | 1 000 000            | -                    | 2 000 000   |
| Infrastructure Services | Water and Wastewater Services: Water      | Update Water Masterplan                                                  | Dignified Living               | 1 250 000            | 1 500 000            | 1 500 000            | 4 250 000   |
| Infrastructure Services | Water and Wastewater Services: Water      | Upgrade and Replace Water Meters                                         | Dignified Living               | 6 000 000            | 7 000 000            | 7 000 000            | 20 000 000  |
| Infrastructure Services | Water and Wastewater Services: Water      | Upgrade of IdasValley WTP                                                | Dignified Living               | 1 500 000            | 40 000 000           | 10 000 000           | 51 500 000  |
| Infrastructure Services | Water and Wastewater Services: Water      | Vehicles: Water                                                          | Good Governance and Compliance | 3 000 000            | 2 000 000            | 750 000              | 5 750 000   |
| Infrastructure Services | Water and Wastewater Services: Water      | Water Conservation & Demand Management                                   | Good Governance and Compliance | 2 000 000            | 2 500 000            | 3 000 000            | 7 500 000   |
| Infrastructure Services | Water and Wastewater Services: Water      | Water Telemetry Upgrade                                                  | Good Governance and Compliance | 2 000 000            | 3 000 000            | -                    | 5 000 000   |
| Infrastructure Services | Water and Wastewater Services: Water      | Waterpipe Replacement                                                    | Dignified Living               | 10 000 000           | 10 000 000           | 10 000 000           | 30 000 000  |

| Directorate                          | Department                                      | Project name                                                         | Strategic Objectives           | Final Budget 2024/27 | Final Budget 2027/28 | Final Budget 2028/29 | Total MTREF          |
|--------------------------------------|-------------------------------------------------|----------------------------------------------------------------------|--------------------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Total Infrastructure Services</b> |                                                 |                                                                      |                                | <b>437 595 004</b>   | <b>480 025 742</b>   | <b>405 060 555</b>   | <b>1 322 681 301</b> |
| Corporate Services                   | Information and Communications Technology (ICT) | Fibre Optic Implementation                                           | Good Governance and Compliance | 3 000 000            | 2 500 000            | 2 500 000            | 8 000 000            |
| Corporate Services                   | Information and Communications Technology (ICT) | ICT Cable Reticulation and Management                                | Valley of Possibility          | 1 000 000            | 1 500 000            | 500 000              | 3 000 000            |
| Corporate Services                   | Information and Communications Technology (ICT) | Purchase and Replacement of Computer/software and Peripheral devices | Good Governance and Compliance | 2 500 000            | 3 500 000            | 2 000 000            | 8 000 000            |
| Corporate Services                   | Information and Communications Technology (ICT) | Server Storage expansion and upgrades                                | Good Governance and Compliance | 2 000 000            | 2 000 000            | 1 000 000            | 5 000 000            |
| Corporate Services                   | Information and Communications Technology (ICT) | Upgrade and Expansion of IT Infrastructure Platforms                 | Good Governance and Compliance | 2 000 000            | 2 000 000            | 2 500 000            | 6 500 000            |
| Corporate Services                   | Information and Communications Technology (ICT) | Upgrading Communication Network                                      | Safe Valley                    | 1 500 000            | 2 250 000            | 1 100 000            | 4 850 000            |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Airconditioners                                                      | Dignified Living               | 200 000              | -                    | -                    | 200 000              |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Furniture, Tools & Equipment: Property Management                    | Good Governance and Compliance | -                    | 250 000              | 500 000              | 750 000              |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Kayamandi: Upgrading of Makapula Hall                                | Dignified Living               | 500 000              | -                    | -                    | 500 000              |
| Corporate Services                   | Properties and Municipal Building Maintenance   | La Motte Fire Station                                                | Safe Valley                    | 100 000              | -                    | -                    | 100 000              |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Structural Improvement: General                                      | Valley of Possibility          | -                    | -                    | 2 000 000            | 2 000 000            |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Structural Maintenance/Upgrade: Beltana                              | Valley of Possibility          | 30 000 000           | -                    | -                    | 30 000 000           |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Structural Upgrade: Heritage Building                                | Valley of Possibility          | 400 000              | 1 500 000            | -                    | 1 900 000            |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Traffic Offices                                                      | Safe Valley                    | 1 000 000            | 7 000 000            | 7 000 000            | 15 000 000           |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Upgrading and conversion of Fire House to a Training Centre          | Good Governance and Compliance | -                    | 400 000              | 1 500 000            | 1 900 000            |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Upgrading Fencing                                                    | Safe Valley                    | 300 000              | 500 000              | 500 000              | 1 300 000            |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Upgrading of New Office Space: Ryneveld Street                       | Valley of Possibility          | 1 600 000            | -                    | -                    | 1 600 000            |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Upgrading of Office Space: Community Services (Urban Forestry)       | Good Governance and Compliance | 1 000 000            | -                    | 80 000               | 1 080 000            |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Upgrading: Admin Building and Community Hall                         | Valley of Possibility          | 2 250 000            | 250 000              | -                    | 2 500 000            |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Upgrading: Law Enforcement Offices                                   | Safe Valley                    | 2 500 000            | 2 500 000            | -                    | 5 000 000            |
| Corporate Services                   | Properties and Municipal Building Maintenance   | Upgrading: Main Office Complex                                       | Valley of Possibility          | 250 000              | 5 000 000            | 10 000 000           | 15 250 000           |
| <b>Total Corporate Services</b>      |                                                 |                                                                      |                                | <b>52 100 000</b>    | <b>31 150 000</b>    | <b>31 180 000</b>    | <b>114 430 000</b>   |
| Community and Protection Services    | Cemeteries                                      | Calcatta Memorial Park                                               | Dignified Living               | 3 043 478            | -                    | -                    | 3 043 478            |
| Community and Protection Services    | Cemeteries                                      | Vehicle Fleet: Cemeteries                                            | Good Governance and Compliance | 1 000 000            | 1 000 000            | -                    | 2 000 000            |
| Community and Protection Services    | Community Development                           | Furniture, Tools & Equipment: Comm Development                       | Good Governance and Compliance | 50 000               | 60 000               | 70 000               | 180 000              |
| Community and Protection Services    | Community Development                           | Upgrading: Early Childhood Development Centres on Municipal Land     | Good Governance and Compliance | 2 173 913            | 2 608 696            | 6 500 000            | 11 282 609           |
| Community and Protection Services    | Community Services: Library Services            | Furniture, Tools & Equipment: Pniel Library                          | Good Governance and Compliance | -                    | 35 000               | 20 000               | 55 000               |
| Community and Protection Services    | Community Services: Library Services            | Furniture, Tools and Equipment: Kayamandi                            | Good Governance and Compliance | -                    | 10 000               | -                    | 10 000               |
| Community and Protection Services    | Community Services: Library Services            | Library Books                                                        | Good Governance and Compliance | 200 000              | 210 000              | 21 000               | 431 000              |
| Community and Protection Services    | Community Services: Library Services            | Vehicles                                                             | Good Governance and Compliance | -                    | 300 000              | -                    | 300 000              |
| Community and Protection Services    | Director: Community & Protection Services       | Furniture, Tools & Equipment : Protection Services                   | Good Governance and Compliance | -                    | 400 000              | -                    | 400 000              |
| Community and Protection Services    | Disaster Management                             | Re tarring of the Stellenbosch fire station drill yard               | Safe Valley                    | 1 000 000            | 1 000 000            | -                    | 2 000 000            |
| Community and Protection Services    | Disaster Management                             | Vehicle fleet: Disaster Management                                   | Safe Valley                    | -                    | 5 000 000            | -                    | 5 000 000            |
| Community and Protection Services    | Environmental Management: Implementation        | Furniture, Tools & Equipment: Air and Noise Control                  | Good Governance and Compliance | -                    | -                    | 150 000              | 150 000              |
| Community and Protection Services    | Environmental Management: Implementation        | Furniture, Tools & Equipment: Environmental Management               | Good Governance and Compliance | 200 000              | -                    | 250 000              | 450 000              |
| Community and Protection Services    | Environmental Management: Urban Forestry        | Design and implement electronic Urban Forestry management tool       | Green and Sustainable Valley   | -                    | 500 000              | -                    | 500 000              |

| Directorate                       | Department                               | Project name                                                                         | Strategic Objectives           | Final Budget 2024/27 | Final Budget 2027/28 | Final Budget 2028/29 | Total MTREF |
|-----------------------------------|------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------|----------------------|----------------------|----------------------|-------------|
| Community and Protection Services | Environmental Management: Urban Forestry | Fencing :Urban Forestry                                                              | Good Governance and Compliance | 1 500 000            | -                    | -                    | 1 500 000   |
| Community and Protection Services | Environmental Management: Urban Forestry | Furniture, Tools & Equipment: Urban Forestry                                         | Good Governance and Compliance | -                    | 2 000 000            | 1 000 000            | 3 000 000   |
| Community and Protection Services | Environmental Management: Urban Forestry | Specialized equipment: Urban Forestry                                                | Good Governance and Compliance | -                    | 2 500 000            | -                    | 2 500 000   |
| Community and Protection Services | Environmental Management: Urban Forestry | Vehicle Fleet : Urban Foestry                                                        | Good Governance and Compliance | 1 200 000            | -                    | -                    | 1 200 000   |
| Community and Protection Services | Fire and Rescue Services                 | Fire Station - Jamestown                                                             | Safe Valley                    | 7 000 000            | 3 650 000            | 13 826 675           | 24 476 675  |
| Community and Protection Services | Fire and Rescue Services                 | Furniture, Tools & Equipment: Fire                                                   | Good Governance and Compliance | 500 000              | 100 000              | 1 000 000            | 1 600 000   |
| Community and Protection Services | Fire and Rescue Services                 | Rescue equipment                                                                     | Safe Valley                    | 1 000 000            | -                    | 1 000 000            | 2 000 000   |
| Community and Protection Services | Fire and Rescue Services                 | Specialized Vehicles: Fire                                                           | Safe Valley                    | -                    | -                    | 3 000 000            | 3 000 000   |
| Community and Protection Services | Fire and Rescue Services                 | Vehicle fleet: Fire Services                                                         | Safe Valley                    | -                    | 1 000 000            | -                    | 1 000 000   |
| Community and Protection Services | Halls                                    | Furniture, Tools & Equipment: Halls                                                  | Good Governance and Compliance | 200 000              | 250 000              | 250 000              | 700 000     |
| Community and Protection Services | Halls                                    | Upgrading of Halls                                                                   | Dignified Living               | 1 000 000            | 500 000              | 500 000              | 2 000 000   |
| Community and Protection Services | Halls                                    | Vehicle Fleet: Halls                                                                 | Good Governance and Compliance | 500 000              | 500 000              | -                    | 1 000 000   |
| Community and Protection Services | Law Enforcement and Security             | Furniture, Tools & Equipment: Law Enforcement                                        | Good Governance and Compliance | -                    | 200 000              | 200 000              | 400 000     |
| Community and Protection Services | Law Enforcement and Security             | Install and Upgrade CCTV/ LPR Cameras In WC024                                       | Safe Valley                    | 2 500 000            | 2 500 000            | 3 000 000            | 8 000 000   |
| Community and Protection Services | Law Enforcement and Security             | Install Computerized Access Security Systems and CCTV Cameras At Municipal Buildings | Safe Valley                    | 2 000 000            | 1 500 000            | 1 500 000            | 5 000 000   |
| Community and Protection Services | Law Enforcement and Security             | K9 Unit                                                                              | Safe Valley                    | 869 565              | -                    | -                    | 869 565     |
| Community and Protection Services | Law Enforcement and Security             | Law Enforcement Tools and Equipment                                                  | Safe Valley                    | 1 500 000            | 750 000              | 750 000              | 3 000 000   |
| Community and Protection Services | Law Enforcement and Security             | Neighborhood Watch Safety equipment                                                  | Safe Valley                    | 500 000              | 500 000              | 500 000              | 1 500 000   |
| Community and Protection Services | Law Enforcement and Security             | Security Upgrades                                                                    | Safe Valley                    | -                    | 250 000              | 250 000              | 500 000     |
| Community and Protection Services | Law Enforcement and Security             | Vehicle Fleet: Law Enforcement                                                       | Good Governance and Compliance | 3 000 000            | 3 000 000            | 3 000 000            | 9 000 000   |
| Community and Protection Services | Parks and Cemeteries                     | Beautification of Parks and Cemeteries                                               | Green and Sustainable Valley   | 5 865 261            | 1 869 565            | 2 000 000            | 9 734 826   |
| Community and Protection Services | Parks and Cemeteries                     | Fencing :Parks and Gardens                                                           | Safe Valley                    | 1 869 565            | 869 565              | 1 000 000            | 3 739 130   |
| Community and Protection Services | Parks and Cemeteries                     | Furniture, Tools & Equipment: Parks & Cemeteries                                     | Good Governance and Compliance | 300 000              | 200 000              | 500 000              | 1 000 000   |
| Community and Protection Services | Parks and Cemeteries                     | Purchase of Specialised Vehicles                                                     | Good Governance and Compliance | 1 200 000            | -                    | -                    | 1 200 000   |
| Community and Protection Services | Parks and Cemeteries                     | Upgrading of Parks                                                                   | Green and Sustainable Valley   | 200 000              | -                    | 500 000              | 700 000     |
| Community and Protection Services | Parks and Cemeteries                     | Urban Greening: Beautification: Main Routes and Tourist Routes                       | Green and Sustainable Valley   | 200 000              | 200 000              | 200 000              | 600 000     |
| Community and Protection Services | Parks and Cemeteries                     | Vehicle Fleet: Parks & Cemeteries                                                    | Good Governance and Compliance | -                    | 1 000 000            | -                    | 1 000 000   |
| Community and Protection Services | Sports Grounds and Picnic Sites          | Fencing: Sport Grounds (WC024)                                                       | Safe Valley                    | 1 300 000            | 500 000              | 500 000              | 2 300 000   |
| Community and Protection Services | Sports Grounds and Picnic Sites          | Furniture, Tools & Equipment: Sports                                                 | Good Governance and Compliance | 350 000              | 400 000              | 400 000              | 1 150 000   |
| Community and Protection Services | Sports Grounds and Picnic Sites          | Installation of cricket nets                                                         | Dignified Living               | 250 000              | 150 000              | 150 000              | 550 000     |
| Community and Protection Services | Sports Grounds and Picnic Sites          | Jonkershoek Picnic Site                                                              | Valley of Possibility          | 300 000              | 200 000              | 200 000              | 700 000     |
| Community and Protection Services | Sports Grounds and Picnic Sites          | Recreational Equipment Sport                                                         | Valley of Possibility          | 100 000              | 300 000              | 300 000              | 700 000     |
| Community and Protection Services | Sports Grounds and Picnic Sites          | Re-Surface of Netball/Tennis Courts                                                  | Valley of Possibility          | 400 000              | 400 000              | 500 000              | 1 300 000   |
| Community and Protection Services | Sports Grounds and Picnic Sites          | Specialized Vehicles: Sports                                                         | Dignified Living               | 700 000              | 1 200 000            | 1 200 000            | 3 100 000   |
| Community and Protection Services | Sports Grounds and Picnic Sites          | Upgrade of Sport Facilities                                                          | Dignified Living               | 3 200 000            | 3 700 000            | 4 200 000            | 11 100 000  |
| Community and Protection Services | Traffic Services                         | Furniture, Tools & Equipment: Traffic Services                                       | Good Governance and Compliance | 350 000              | 200 000              | -                    | 550 000     |
| Community and Protection Services | Traffic Services                         | Replacement of vehicles                                                              | Safe Valley                    | 2 500 000            | 2 500 000            | -                    | 5 000 000   |

| Directorate                             | Department                    | Project name                            | Strategic Objectives           | Final Budget 2024/27 | Final Budget 2027/28 | Final Budget 2028/29 | Total MTREF   |
|-----------------------------------------|-------------------------------|-----------------------------------------|--------------------------------|----------------------|----------------------|----------------------|---------------|
| Community and Protection Services       | Traffic Services              | Specialized Vehicles: Traffic           | Good Governance and Compliance | -                    | 3 000 000            | -                    | 3 000 000     |
| Community and Protection Services       | Traffic Services              | Traffic Fleet                           | Safe Valley                    | 1 500 000            | 1 500 000            | 1 500 000            | 4 500 000     |
| Total Community and Protection Services |                               |                                         |                                | 51 521 782           | 48 512 826           | 49 937 675           | 149 972 283   |
| Financial Services                      | Financial Management Services | Furniture, Tools & Equipment: FS        | Good Governance and Compliance | 100 000              | 90 000               | 100 000              | 290 000       |
| Financial Services                      | Financial Management Services | Furniture, Tools & Equipment: Rev n Exp | Good Governance and Compliance | 150 000              | 80 000               | 75 000               | 305 000       |
| Financial Services                      | Financial Management Services | Furniture, Tools & Equipment: SCM       | Good Governance and Compliance | 150 000              | 80 000               | 75 000               | 305 000       |
| Financial Services                      | Financial Management Services | Vehicle Fleet: FMS                      | Good Governance and Compliance | 2 500 000            | 1 000 000            | -                    | 3 500 000     |
| Financial Services                      | Financial Management Stores   | Upgrade Municipal Stores                | Good Governance and Compliance | 1 000 000            | 1 000 000            | -                    | 2 000 000     |
| Total Financial Services                |                               |                                         |                                | 3 900 000            | 2 250 000            | 250 000              | 6 400 000     |
| Grand Total                             |                               |                                         |                                | 579 301 851          | 610 030 198          | 520 771 404          | 1 710 103 453 |