



INCORPORATING THE FOLLOWING TOWNS, SETTLEMENTS AND SURROUNDING FARMS  
ONDERSTAANDE DORPE, NEDERSETTINGS EN OMLIGGENDE PLASE INGESLUIT :  
**Graaff-Reinet** (HQ), Willowmore, Aberdeen, Jansenville, Steytlerville, Klipplaat, Nieu-Bethesda,  
Rietbron, Baviaanskloof, Waterford, Wolwefontein, Vondeling, Fullarton, Miller & Mount Stewart.

## Dr. Beyers Naudé Local Municipality

### Service Delivery & Budget Implementation Plan 2025/2026

Period: 1 July 2025 – 30 June 2026

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## FOREWORD BY THE HONOURABLE MAYOR

The purpose of this document is to present the Service Delivery and Budget Implementation Plan (SDBIP) which in turn is a commitment by the Dr. Beyers Naudé Local Municipality to ensure that the organisation delivers on its mandate and priorities identified during the IDP and Budget Processes. This SDBIP interprets the five-year Integrated Development Plan (IDP) into a twelve-month contract between Administration, Council and the Community thereby expressing the goals and objectives set by Council as quantifiable outcomes to be implemented by the administration during the 2025/2026 financial year.

The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. The SDBIP will enable Council to monitor and evaluate the performance of the Municipal Manager, enable the Municipal Manager to monitor the performance of senior managers, and for the community to monitor the performance of the municipality. This enables the mayor and the municipal manager to be pro-active and take remedial steps in the event of poor performance in order to improve performance. This SDBIP aims to ensure that all managers are problem-solvers, who routinely look out for unanticipated risks and problems and resolve them as soon as possible

The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators. It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. The council should exercise its oversight role over reported performance quarterly and annually when the mayor tables the Annual Report.

In preparation for this SDBIP, the Municipality is aware of the many challenges faced, challenges that will not be easily met or within a short space of time, however with the resources at hand, and partnering with stakeholders, we as a team, will work together towards a common goal of improving the lives of our people.

It's a pleasure to present to you the 2025/2026 SDBIP as a performance agreement between Council and the Community to improve the lives of our people.

Mayor  
Cllr. W. Safers

## 1. INTRODUCTION

### OBJECTIVE

The primary objective is to develop a 12-month plan within which the Municipality has to achieve the following:

- The services represented by the expenditure in the budget
- The income to fund the service delivery.

Circular 13 from National Treasury attempts to commit all stakeholders to the agreement to work towards specific objectives. This is done within the framework of consultation as outlined in Chapter 4 of the Systems Act.

The secondary objective is to reduce to writing the activities of the organization so that it may be subjected to assessment and benchmarking.

It serves as a supplementary support document to the approved budget represented as a policy document. It further serves as a record of the Key Performance Areas (KPA) with their corresponding Key Performance Indicators (KPI) or Critical Success Factors (CSF).

#### DEFINITION

S ----- SERVICE -----

THOSE TANGIBLE AND INTANGIBLE GOOD(S) AND/OR SERVICE(S) THAT ARE A PRODUCT OF OUR EXISTENCE BY MANDATE

D ----- DELIVERY -----

THE "VEHICLE" USED TO ACHIEVE THE SERVICE AT THE RIGHT TIME, PLACE, QUANTITY AND QUALITY

B ----- BUDGET -----

A POLICY DOCUMENT, THAT RECORDS REALISTIC INCOME AND EXPENDITURE AS WELL AS THE INTENDED ACTIVITIES

I ----- IMPLEMENTATION --

THIS REFERS TO THE CONSEQUENCE AND REALIZATION OF DELIVERY. THE ACTION OR EFFORT

P ----- PLAN -----

THIS IS THE SDBIP STRATEGY DOCUMENT SO AGREED BY THE STAKEHOLDERS.

Once the budget has been approved, the SD&BIP must be presented to the Mayor by the Accounting Officer, after consultations with Senior Managers and other Head of Departments, at least one week before the commencement of the new financial year.

Even though it is not a policy document like the IDP and the Budget, it is a vital tool for planning and strategy development. The monitoring capability of the PMS system is vitally important towards reporting and achieving service delivery. It is a vital tool for decision-making and contracting mandates from communities.

The layers of this document will see the objectives reported by the following listed components as well as by comparisons to the Organizational Performance and, in turn, linked to the individual directors and their activities within their votes.

The major components of the SDBIP are:

1. Projections of budgeted income and actual income per vote and per activity
2. Projections of budgeted expenditure against actual per vote and per activity
3. Projections of the service (KPA) achieved against budget spending and comment.

These will be illustrated in both tabular and graphic format in the (Final approved SDBIP)

### **The procedure**

The SDBIP is fundamentally divided into two sections namely:

#### *The Service Delivery Component (SD)*

*This is derived from the Performance Management System from which the KPA and its score are extracted. Here we analyse the purpose for the existence of the budget into the KPA and the corresponding KPI together with its delivery mechanism.*

#### *The Budget Implementation Plan (BIP)*

*Hereto we made use of controlled stationers to provide the detail associated with every line on the budget. This was to determine the justification for the budget as well as ascertain its directive in support of a KPA.*

The following Departments exist:

Main Vote/Department
EXECUTIVE & COUNCIL
CORPORATE SERVICES - ADMINISTRATION
CORPORATE SERVICES - COMMUNITY SERVICES
CORPORATE SERVICES - PROTECTION
FINANCIAL SERVICES
TECHNICAL SERVICES - ENGINEERING
TECHNICAL SERVICES - ELECTRICAL

## **THE CONCEPT**

The concept is based on the idea that spending will be indicative of service delivery as a major consideration of whether the KPA was achieved. It is supplemented by an overview report by the Director and endorsed by the Municipal Manager.

## **LEGISLATION**

The following legislation applies:

The Municipal Finance Management Act 2004, Chapter 7, Section 53 (c) (ii), which states:

“Take reasonable steps to ensure the Municipality’s SD&BIP is approved by the Mayor within 28 Days after the approval of the budget and made public no later than 14 days after that”

Circular 13, from National Treasury provides the departure point for the SDBIP.

Chapter 8 of the MFMA stipulates that the Accounting Officer must submit a draft of the SDBIP to the Mayor within 14 days of the budget being approved as well as a draft of the annual performance agreements required by the Municipal Systems Act.

Section 72 (1), (a), (ii) states “the accounting officer of the municipality must by 25 January of each year assess the performance of the municipality during the first half of the financial year, taking into account the municipality’s service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan”

These sections leads us to the budget monitoring requirements of section 71 and the rest of section 72 of the MFMA where it is stipulated that the Mayor must check whether the budget is being implemented in accordance with the SDBIP.

It should be noted that service delivery and its related expenditure is based on the ability to fund the budget. Should a shortage of income be realized, an Adjustment Budget, in terms of the MFMA, will be tabled.

The effect is that expenditure will be reduced in line with realistic income. This in turn means that service as contained in the SDBIP will then be reduced as well.

### **ROLEPLAYERS**

The roleplayers and their respective roles include:

1.     The Mayor  
  
      As head of the Executive Council and to provide political leadership and direction.
2.     The Ward Councillor/PR Councillor  
  
      As promoter of the Ward Committee structure or as representative of a certain sector of the population.
3.     The Municipal Manager  
  
      As Accounting Officer and administratively charged
4.     The Chief Financial Officer  
  
      As advisor to the AO and responsible for the administration of the budget. (Section 84, (1).  
  
      Senior accountants for reporting and assistance. Delegation: MFMA
5.     Senior Managers  
  
      As appointed as head of departments for the respective services, Section 78, (1).

6. Senior officials and Section Heads

Reporting to Senior Managers and acting under delegation from their supervisors.

7. Unions

As the recognized body for organized labour being SAMWU and IMATU.

8. External Parties

- National Treasury: MFMA
- Provincial Officers and Departments: MFMA

9. Internal Documents

- Integrated Development Plan
- Spatial Development Plans
- Local Economic Development Plan

10. Other

**ORGANOGRAM AND INSTITUTIONAL ARRANGEMENTS**

The organogram depicts the structure of employees that support and deliver the objectives of the organization. The budget is divided into activities together with the employees associated with it.



## Income and Expenditure Budget

Choose name from list - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>R thousand</b>	1										
<b>Revenue</b>											
<b>Exchange Revenue</b>											
Service charges - Electricity	2	126 955	117 665	147 725	142 179	142 179	145 456	149 440	148 720	155 561	162 717
Service charges - Water	2	44 979	40 609	51 742	56 426	56 426	47 882	51 264	59 021	61 736	64 576
Service charges - Waste Water Management	2	26 869	33 259	52 130	71 016	71 016	49 796	58 049	74 283	77 700	81 274
Service charges - Waste Management	2	32 227	26 624	29 697	41 588	41 588	27 244	32 003	43 501	45 502	47 595
Sale of Goods and Rendering of Services		720	1 133	905	2 153	2 153	882	882	2 252	2 355	2 464
Agency services		1 918	1 857	1 903	5 841	5 841	1 327	1 327	6 109	6 390	6 684
Interest											
Interest earned from Receivables		4 120	8 533	14 563	13 234	13 234	16 425	16 425	13 843	14 479	15 146
Interest earned from Current and Non Current Assets		308	646	1 102	1 196	1 196	967	967	1 251	1 309	1 369
Dividends											
Rent on Land											
Rental from Fixed Assets		1 225	2 217	970	2 127	2 127	641	641	2 224	2 327	2 434
Licence and permits		963	895	868	964	964	911	911	1 009	1 055	1 103
<b>Special rating levies</b>											
Operational Revenue		6 728	7 971	20 208	8 453	8 453	1 952	1 952	8 844	9 250	9 676
<b>Non-Exchange Revenue</b>											
Property rates	2	-	(3 309)	45 518	51 761	51 761	55 552	55 552	54 142	56 632	59 237
Surcharges and Taxes		4 345	14 638	10 366	4 155	4 155	6 491	6 491	4 346	4 546	4 755
Fines, penalties and forfeits		728	534	1 311	94	3 231	2 754	2 754	4 129	4 319	4 517
Licences or permits											
Transfer and subsidies - Operational		106 712	117 261	123 584	163 164	143 825	133 502	133 502	192 830	198 929	204 559
Interest		1 531	2 366	1 907	2 661	2 661	2 943	2 943	2 784	2 912	3 046
Fuel Levy											
Operational Revenue		-	-	133 241	-	-	-	-	-	-	-
Gains on disposal of Assets											
Other Gains											
Discontinued Operations											
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>360 326</b>	<b>372 899</b>	<b>637 739</b>	<b>567 011</b>	<b>550 809</b>	<b>494 724</b>	<b>515 102</b>	<b>619 287</b>	<b>645 003</b>	<b>671 152</b>
<b>Expenditure</b>											
Employee related costs	2	165 336	165 857	185 151	191 388	192 238	162 572	162 572	212 196	221 957	232 167
Remuneration of councillors		9 067	9 416	9 974	10 255	10 255	8 428	8 428	10 727	11 220	11 737
Bulk purchases - electricity	2	115 746	112 711	134 569	120 107	142 671	125 203	125 203	143 076	149 657	156 542
Inventory consumed	8	(117)	2 427	(603)	(1 251)	(1 251)	(848)	(848)	5 595	4 904	5 188
Debt impairment	3	-	-	417	8 969	15 560	-	-	-	-	-
Depreciation and amortisation		64 708	66 714	65 172	65 308	65 308	50 370	50 370	68 313	71 455	74 742
Interest		29 682	57 371	83 101	-	30 572	32 491	32 491	10 572	11 058	11 567
Contracted services		28 016	28 802	62 039	24 460	69 488	24 151	24 151	46 119	48 240	50 459
Transfers and subsidies		20	22	120	150	150	120	120	150	157	164
Irrecoverable debts written off		-	-	-	4 829	4 829	1	1	-	-	-
Operational costs		91 845	87 041	83 458	115 272	117 917	100 752	100 752	142 638	148 715	155 556
Losses on disposal of Assets											
Other Losses											
<b>Total Expenditure</b>		<b>504 303</b>	<b>530 361</b>	<b>623 397</b>	<b>539 487</b>	<b>647 737</b>	<b>503 239</b>	<b>503 239</b>	<b>639 384</b>	<b>667 364</b>	<b>698 120</b>
<b>Surplus/(Deficit)</b>		<b>(143 976)</b>	<b>(157 462)</b>	<b>14 342</b>	<b>27 524</b>	<b>(96 928)</b>	<b>(8 515)</b>	<b>11 863</b>	<b>(20 097)</b>	<b>(22 361)</b>	<b>(26 969)</b>
Transfers and subsidies - capital (monetary allocations)	6	67 371	72 996	63 684	52 682	70 493	35 765	35 765	99 214	95 927	64 078
Transfers and subsidies - capital (in-kind)	6										
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>(76 606)</b>	<b>(84 466)</b>	<b>78 026</b>	<b>80 206</b>	<b>(26 435)</b>	<b>27 250</b>	<b>47 628</b>	<b>79 117</b>	<b>73 566</b>	<b>37 109</b>
Income Tax											
<b>Surplus/(Deficit) after income tax</b>		<b>(76 606)</b>	<b>(84 466)</b>	<b>78 026</b>	<b>80 206</b>	<b>(26 435)</b>	<b>27 250</b>	<b>47 628</b>	<b>79 117</b>	<b>73 566</b>	<b>37 109</b>
Share of Surplus/Deficit attributable to Joint Venture											
Share of Surplus/Deficit attributable to Minorities											
<b>Surplus/(Deficit) attributable to municipality</b>		<b>(76 606)</b>	<b>(84 466)</b>	<b>78 026</b>	<b>80 206</b>	<b>(26 435)</b>	<b>27 250</b>	<b>47 628</b>	<b>79 117</b>	<b>73 566</b>	<b>37 109</b>
Share of Surplus/Deficit attributable to Associate	7										
Intercompany/Parent subsidiary transactions											
<b>Surplus/(Deficit) for the year</b>	1	<b>(76 606)</b>	<b>(84 466)</b>	<b>78 026</b>	<b>80 206</b>	<b>(26 435)</b>	<b>27 250</b>	<b>47 628</b>	<b>79 117</b>	<b>73 566</b>	<b>37 109</b>

Choose name from list - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>R thousand</b>	<b>1</b>									
<b>Revenue - Functional</b>										
<b>Governance and administration</b>		160 710	154 339	167 275	183 780	183 780	191 754	191 928	199 482	208 496
Executive and council		36	10	14	162	162	201	170	177	185
Finance and administration		160 674	154 329	167 261	183 618	183 618	191 553	191 758	199 305	208 311
Internal audit		–	–	–	–	–	–	–	–	–
<b>Community and public safety</b>		3 475	6 929	4 734	36 572	17 233	5 741	60 530	63 278	62 830
Community and social services		2 453	2 457	2 495	3 248	3 248	2 873	3 254	3 367	164
Sport and recreation		85	68	63	63	63	9	65	68	72
Public safety		936	4 405	2 176	3 999	3 999	2 681	4 481	4 687	4 902
Housing		1	–	–	29 263	9 924	178	52 730	55 155	57 692
Health		–	–	–	–	–	–	–	–	–
<b>Economic and environmental services</b>		33 926	38 246	28 033	34 700	37 821	28 477	56 518	41 179	42 909
Planning and development		1 774	4 000	2 868	1 988	1 988	2 776	2 054	688	720
Road transport		32 152	34 246	25 165	30 380	33 501	23 369	52 132	38 052	39 638
Environmental protection		–	–	–	2 332	2 332	2 332	2 332	2 439	2 551
<b>Trading services</b>		269 899	291 679	501 345	364 586	382 413	304 508	409 467	436 930	420 931
Energy sources		126 984	117 736	283 427	142 744	142 761	143 569	149 637	156 520	163 720
Water management		83 807	96 525	116 232	89 332	107 143	70 825	121 226	135 430	105 562
Waste water management		26 881	42 954	65 217	83 769	83 769	58 112	87 622	91 653	95 869
Waste management		32 227	34 463	36 469	48 740	48 740	32 003	50 982	53 327	55 781
<b>Other</b>	4	89	334	37	55	55	8	58	61	63
<b>Total Revenue - Functional</b>	2	468 100	491 526	701 423	619 693	621 302	530 489	718 501	740 930	735 230
<b>Expenditure - Functional</b>										
<b>Governance and administration</b>		187 261	182 248	230 104	143 520	185 444	145 763	175 259	182 837	191 248
Executive and council		34 056	33 397	34 112	32 849	37 948	25 179	36 360	38 032	39 782
Finance and administration		152 064	147 682	194 655	109 240	146 066	119 171	137 039	142 859	149 430
Internal audit		1 141	1 168	1 337	1 431	1 431	1 413	1 861	1 946	2 036
<b>Community and public safety</b>		36 860	37 926	32 883	40 840	44 824	26 812	48 257	50 477	52 799
Community and social services		5 574	4 980	5 219	7 485	7 070	4 420	9 272	9 699	10 145
Sport and recreation		20 647	20 865	16 071	20 904	24 956	13 258	25 528	26 702	27 930
Public safety		8 036	9 214	9 834	9 310	9 490	8 375	9 962	10 421	10 900
Housing		126	141	157	262	262	(48)	274	287	300
Health		2 477	2 726	1 602	2 879	3 046	808	3 220	3 368	3 523
<b>Economic and environmental services</b>		45 857	52 332	47 807	59 856	62 729	48 701	69 308	72 496	75 831
Planning and development		18 203	24 623	20 227	23 438	23 412	18 071	22 882	23 935	25 036
Road transport		27 653	27 708	27 580	34 085	36 985	29 229	46 426	48 562	50 796
Environmental protection		–	–	–	2 332	2 332	1 401	–	–	–
<b>Trading services</b>		302 445	342 395	424 836	298 838	354 514	285 331	346 681	362 629	379 309
Energy sources		148 179	137 246	162 926	154 883	184 447	156 417	181 335	189 676	198 401
Water management		87 895	91 943	105 319	68 129	76 662	55 405	71 549	74 840	78 283
Waste water management		33 012	64 150	103 283	48 640	62 431	55 355	64 556	67 526	70 632
Waste management		33 359	49 056	53 308	27 186	30 974	18 154	29 242	30 587	31 994
<b>Other</b>	4	3 559	2 222	3 373	2 438	6 231	1 917	4 051	4 238	4 433
<b>Total Expenditure - Functional</b>	3	575 982	617 122	739 003	545 491	653 742	508 525	643 557	672 676	703 620
<b>Surplus/(Deficit) for the year</b>		(107 882)	(125 596)	(37 580)	74 202	(32 440)	21 964	74 944	68 254	31 610

## Budgeted Capital Expenditure by Vote

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>Single-year expenditure to be appropriated</b>	2										
Vote 9 - MUNICIPAL MANAGER (31: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 10 - CORPORATE SERVICES: ADMINISTRN (32: CAPEX)		–	–	–	–	320	–	–	–	–	–
Vote 11 - CORPORATE SERVICES: COMM SERV (33: CAPEX)		–	–	–	–	–	–	–	10 000	10 460	10 941
Vote 12 - CORPORATE SERVICES: PROTECTION (34: CAPEX)		–	–	–	–	474	108	108	–	–	–
Vote 13 - FINANCIAL SERVICES (36: CAPEX)		–	–	–	830	480	440	440	630	659	689
Vote 14 - TECHNICAL SERVICES: ENGINEERING (38: CAPEX)		–	–	–	72 322	65 055	26 766	26 766	102 237	106 940	111 859
Vote 15 - TECHNICAL SERVICES: ELECTRICAL (39: CAPEX)		–	–	–	1 000	1 000	710	710	–	–	–
Vote 16 - RANDGS BS (62: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 9 - MUNICIPAL MANAGER (31: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 10 - CORPORATE SERVICES: ADMINISTRN (32: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 11 - CORPORATE SERVICES: COMM SERV (33: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 12 - CORPORATE SERVICES: PROTECTION (34: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 13 - FINANCIAL SERVICES (36: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 14 - TECHNICAL SERVICES: ENGINEERING (38: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 15 - TECHNICAL SERVICES: ELECTRICAL (39: CAPEX)		–	–	–	–	–	–	–	–	–	–
<b>Capital single-year expenditure sub-total</b>		–	–	–	74 152	67 329	28 024	28 024	112 867	118 059	123 490
<b>Total Capital Expenditure - Vote</b>		–	–	–	74 152	67 329	28 024	28 024	112 867	118 059	123 490
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		–	–	–	830	1 010	440	440	630	659	689
Executive and council		–	–	–	–	–	–	–	–	–	–
Finance and administration		–	–	–	830	1 010	440	440	630	659	689
Internal audit		–	–	–	–	–	–	–	–	–	–
<b>Community and public safety</b>		–	–	–	–	264	108	108	34 985	36 595	38 278
Community and social services		–	–	–	–	–	–	–	10 000	10 460	10 941
Sport and recreation		–	–	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	264	108	108	–	–	–
Housing		–	–	–	–	–	–	–	24 985	26 135	27 337
Health		–	–	–	–	–	–	–	–	–	–
<b>Economic and environmental services</b>		–	–	–	31 415	18 656	6 039	6 039	38 175	39 932	41 768
Planning and development		–	–	–	28 063	14 750	5 154	5 154	27 775	29 053	30 390
Road transport		–	–	–	3 353	3 906	884	884	10 400	10 878	11 379
Environmental protection		–	–	–	–	–	–	–	–	–	–
<b>Trading services</b>		–	–	–	41 906	47 399	21 437	21 437	39 076	40 874	42 754
Energy sources		–	–	–	1 000	1 000	710	710	–	–	–
Water management		–	–	–	20 098	20 098	12 653	12 653	68	71	74
Waste water management		–	–	–	20 808	26 301	8 074	8 074	39 008	40 803	42 679
Waste management		–	–	–	–	–	–	–	–	–	–
<b>Other</b>		–	–	–	–	–	–	–	–	–	–
<b>Total Capital Expenditure - Functional</b>	3	–	–	–	74 152	67 329	28 024	28 024	112 867	118 059	123 490
<b>Funded by:</b>											
National Government		–	–	–	43 529	55 635	26 260	26 260	73 236	76 605	80 128
Provincial Government		–	–	–	27 923	8 200	155	155	39 631	41 454	43 361
District Municipality		–	–	–	–	794	108	108	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)											
<b>Transfers recognised - capital</b>	4	–	–	–	71 452	64 629	26 524	26 524	112 867	118 059	123 490
<b>Borrowing</b>	6	–	–	–	–	–	–	–	–	–	–
<b>Internally generated funds</b>		–	–	–	2 700	2 700	1 501	1 501	–	–	–
<b>Total Capital Funding</b>	7	–	–	–	74 152	67 329	28 024	28 024	112 867	118 059	123 490

## Expenditure Budget by Project and Ward

IDP No.	Objective	Strategy	Baseline	Project Name	Project Description / KPI	Wards	Responsible Department	Funding Source	2025/2026 Internal Funding	2025/2026 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>INFRASTRUCTURE DEVELOPMENT</b>															
101	Adequate Bulk services for new settlement and their amenities	Ensure that the Department of Human Settlements develops a new Housing Sector Plan for Dr Beyers Naudé LM and regularly reviews it, taking into consideration the social and economic needs of the new settlements being planned.	New KPI	Development layout plan for Riemvasmaak - Graaff-Reinet	Development of Engineering Designs for internal Services by 30 <sup>th</sup> June 2026	Institutional	Infrastructure Services	External - Upgrading of Informal Settlements Program Grant		8,545,582.00	Engineering designs for installation of internal service (electricity, water, sewer) developed	Preliminary Engineering Designs (Draft Designs)	Final draft and approval – Engineering Design Drawings	SCM Processes for Contractor for the installation of services	Appointment of Contractor for installation of internal services
102	Adequate Bulk services for new settlement and their amenities	Ensure that the Department of Human Settlements develops a new Housing Sector Plan for Dr Beyers Naudé LM and regularly reviews it, taking into consideration the social and	New KPI	Development layout plan for Vrygrond – Graaff-Reinet	Development of Engineering Designs for internal Services by 30 <sup>th</sup> June 2026	Institutional	Infrastructure Services	External - Upgrading of Informal Settlements Program Grant		9,467,165.00	Engineering designs for installation of internal service (electricity, water, sewer) developed	Preliminary Engineering Designs (Draft Designs)	Final draft and approval – Engineering Design Drawings	SCM Processes for Contractor for the installation of services	Appointment of Contractor for installation of internal services

		economic needs of the new settlements being planned.													
102	Adequate Bulk services for new settlement and their amenities	Ensure that the Department of Human Settlements develops a new Housing Sector Plan for Dr Beyers Naudé LM and regularly reviews it, taking into consideration the social and economic needs of the new settlements being planned.	New KPI	Relocation of informal dwellers and closure of settlement – Koeie Kamp	Informal Settlement Upgrading Program - Relocation of informal dwellers and closure of settlement – Koeie Kamp By 30 <sup>th</sup> June 2026	Institutional	Infrastructure Services	External - Upgrading of Informal Settlements Program Grant		1, 340, 484.00	Informal Settlement Upgrading Program - Relocation of informal dwellers and closure of settlement – Koeie Kamp	Beneficiary Administration – Verification process	Site allocation	Installation of internal services (water, sewer, electricity)	Construction of top structures
102	Adequate Bulk services for new settlement and their amenities	Ensure that the Department of Human Settlements develops a new Housing Sector Plan for Dr Beyers Naudé LM and regularly reviews it, taking into consideration	New KPI	Nieu – Bethesda Housing Project	Number of housing units constructed in Nieu-Bethesda by 30 <sup>th</sup> June 2026.	Institutional	Infrastructure Services	EC DOHS		23,500,000.00	79 housing units constructed.	Compliance with the statutory provisions with Dep. Labor and NHBRS – Letter of good standing; Approval of Building Plans	Site handover and site establishment	Installation of internal services (water, sewer, electricity)	Construction of top structures

		the social and economic needs of the new settlements being planned.													
106	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	New KPI	New Raw Water Reservoirs: Graaff-Reinet	Installation of 5Mega litre reservoir and connection of auxiliary pipework to existing infrastructure by 30 <sup>th</sup> June 2026.	1-12	Infrastructure Services	External MIG		18,327,921.96	Installation of 5Mega litre reservoir and connection of auxiliary pipework to existing infrastructure	Installation of 5Mega litre reservoir and connection of auxiliary pipework to existing infrastructure	Appoint Contractor	Clear Site and construct ring beam	Connect new water mains to existing infrastructure
124	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	New KPI	Dr. Beyers Naudé: Municipal Road Network Upgrading	Number of existing Tarr Road refurbished and resealed by 30 <sup>th</sup> June 2026	1-12	Infrastructure Services	External MIG		19,315 239.00	5000m of existing tar roads refurbished and resealed.	Appoint Contractor	1000m of roads refurbished with new layer.	3000m of roads refurbished with new layer.	Refurbishment and resealing of 1000m existing tar roads

125	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	New KPI	Upgrading And Refurbishment Of Bridges And Culverts In Dr. Beyers Naude	Number of bridges upgraded by 30 <sup>th</sup> June 2026.	1-12	Infrastructure Services	External MIG		4,000 000.00	Upgrade and refurbish 2 Bridges by 30 June 2026	Appoint Contractor	Construction	Upgrade and refurbish 1 Bridges	Upgrade and refurbish 1 Bridge by 30 June 2026
126	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	New KPI	Paving of Road in 7de Laan	Number of meters of gravel road upgraded to interlocking paved blocks with storm water infrastructure by 30 <sup>th</sup> June 2026.	6	Infrastructure Services	External EC DOT		3,600 000.00	Upgrade 800m of gravel road to interlocking paved blocks with storm water infrastructure	Appoint Contractor	Completion of roadbed layers	Upgrade 400m of gravel road to interlocking paved blocks with storm water infrastructure	Upgrade 400m of gravel road to interlocking paved blocks with storm water infrastructure
IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description / KPI	Wards	Responsible Department	Funding Source	2025/2026 Internal Funding	2025/2026 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>COMMUNITY DEVELOPMENT</b>															
103	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable.	Identify and implement suitable projects	New KPI	Development of a multi-Purpose Centre	Development of a Multi-Purpose Centre in Graaff-Reinet by 30 <sup>th</sup> June 2026	7	Infrastructure Services	External EC DOHS		9,731,394.13	Multi-Purpose centre constructed	Tender Process	Appointment of the Contractor, Site handover and Site establishment	Excavation and foundation of MPCC	Foundation of MPCC 600 m2

Systematically upgrade existing infrastructure; replace and rehabilitate where applicable.	Identify and implement suitable projects	Phase 1 completed in 2023/2024	Collie Koeberg Sport Field Phase 2	Number of fields refurbished with grassing and irrigation by 30 <sup>th</sup> June 2026	7	Infrastructure Services	External MIG		10,000,000.00	2 fields refurbished, grassing and irrigation.	Appoint Contractor	Installation of irrigation pipes.	Refurbishment of Cricket field	Refurbishment of the soccer and cricket fields, grassing and irrigation.
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### SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

INFRASTRUCTURE DEVELOPMENT– KPA - Infrastructure and Service Delivery							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Department	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as regular maintenance thereof.	Improve reticulation losses and improve revenue by replacing old non-functional electricity and water meters.	losses in 2024/2025	N/A	Infrastructure Services	Reduce electricity losses to at least 10% by 30 <sup>th</sup> June 2026.	10%	N/A	N/A	N/A	10% electricity losses reported
To have all Municipal water-supply consumers connected to a metering system and registered on the debtor's database for monthly billing purposes.	Improve reticulation losses and improve revenue by replacing old non-functional electricity and water meters.	42% losses in 2024/2025	N/A	Infrastructure Services	Reduce water losses to at least 30% by 30 <sup>th</sup> June 2026.	30%	N/A	N/A	N/A	30% water losses reported



To provide facilities and services that will address the recreational and other social needs of the community.	Identify existing facilities that can be converted or better utilised by communities	5 libraries repairs completed in 2023/2024	1,000,000.00	Community Services	Number of libraries repaired and maintained within DBNLM by 30 <sup>th</sup> June 2026.	2	N/A	1	1	N/A
To provide a dignified last resting place for our community within safe and secure sites that are well managed and maintained by dedicated personnel.	All burial sites must be secured and maintained.	New KPI	N/A	Community Services	Number of Cemeteries expanded by 30 <sup>th</sup> June 2026	2	Assessment to be conducted and approval sought from DFFE	Expansion of SDF identified cemetery site	n/a	Expansion of SDF identified cemetery site
Stadiums and sport fields that have been upgraded and equipped to function properly and by fully utilised.	Upgrade and maintain sport fields and ensure that personnel are on site.	5 Sport Grounds maintained in 2024/2025	1,000,000.00	Community Services	Number of Sports Grounds ablution facilities repaired and maintained by 30 <sup>th</sup> June 2026	4	1	1	1	1
<b>COMMUNITY DEVELOPMENT– KPA – Community Development</b>						<b>PERFORMANCE MILESTONES</b>				
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment.	Identify and implement suitable projects.	Awareness campaigns conducted in 2024/2025	N/A	Community Services	Number of cleaning awareness campaigns to ensure a healthy environment within all wards of DBNLM by 30 <sup>th</sup> June 2026	4	1 awareness campaign held	1 awareness campaign held	1 awareness campaign held	1 awareness campaign held

To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular maintenance on installations and infrastructure as an ongoing concern.	Implement proactive measures to curtail or mitigate disasters	8 Speedhumps erected within DBNLM in 2023/2024	366,100.00	Community Services	Number of speedhumps erected within DBNLM by 30 <sup>th</sup> June 2026	6	1 speedhumps erected	1 speedhumps erected	2 speedhumps erected	2 speedhumps erected.
To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular maintenance on installations and infrastructure as an ongoing concern.	Implement proactive measures to curtail or mitigate disasters	26 traffic signage installed within DBNLM in 2024/2025	366,100.00	Community Services	Number of traffic signage installed within DBNLM by 30 <sup>th</sup> June 2026.	24	6	6	6	6
To ensure a full functionality of the Drivers Licence Testing Centre's.	Monitoring of all functions at the Traffic Departments in accordance with the provisions of the National Roads Traffic Act.	New KPI	N/A	Community Services	Number of traffic roadblocks conducted within DBNLM by 30 <sup>th</sup> June 2026	12	3 roadblocks conducted	3 roadblocks conducted	3 roadblocks conducted	3 roadblocks conducted
<b>COMMUNITY DEVELOPMENT –KPA – Good Governance</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the	4 quarterly reports submitted to the Municipal Manager.	N/A	Municipal Manager's Office	Monitor Functionality of SPU consultative councils/ Forums by	4	1 quarterly report	1 quarterly report	1 quarterly report	1 quarterly report

	participation of the SPU sector, especially the Disabled, Youth and Women.				providing quarterly reports to EXCO					
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women	Public Holidays commemorated in partnership with sector departments for 2024/2025	Operating Budget	Corporate Services	Number of Public Holidays commemorated in 2025/2026	10	Mandela month commemoration  Women's Day celebration  Heritage Day commemoration	16 days of activism against women and child abuse  National day for persons with disability.  World Aids Day  Opening of festive season.	Human Rights Day.	Freedom Day Commemoration  Youth Day Commemoration
<b>INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation &amp; Institutional Development</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	Implement Plan & Policies and upgrade systems; accordingly, provide suitable training to enable staff to utilize these systems optimally and correctly.	HR Plan adopted n	N/A	Corporate Services	HR plan revised by 31 December 2025	1	Workshop the revised HR Plan with Council	Submit the revised HR Plan to Council.	N/A	N/A

To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	Implement Plan & Policies and upgrade systems; accordingly, provide suitable training to enable staff to utilize these systems optimally and correctly.	Equity plan adopted by Council in 2024/2025	N/A	Corporate Services	Number of employment equity plans revised/ developed by 31 March 2026.	1	N/A	Revise Employment Equity plan Workshop with Council.	Submit the revised employment equity plan to Council.	N/A
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Workplace skills plan reviewed annually	N/A	Corporate Services	Develop a workplace skills plan with an annual training report by 30 <sup>th</sup> June 2026.	1	N/A	Collect information from departments to develop plan.	Development of workplace skills plan and annual training report.	Submission to LG Seta.
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Workplace skills plan implemented annually	N/A	Corporate Services	Number of trainings facilitated for Employees by 30 <sup>th</sup> June 2026	8	2 training facilitated for employees as per WSP	2 training facilitated for employees as per WSP	2 training facilitated for employees as per WSP	2 training facilitated for employees as per WSP

To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	New KPI	N/A	Corporate Services	Number of Occupational Health & Safety initiatives events conducted by 30 June 2026	2	N/A	Occupational Health & Safety initiative/event	N/A	Occupational Health & Safety initiative/event
<b>INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation &amp; Institutional Development</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly	Quarterly SCM reports submitted to Council annually.	N/A	Budget & Treasury	Prepare Supply Chain Management Implementation Compliance through 4 quarterly reports by 30 June 2026.	4	1 Quarterly SCM Report	1 Quarterly SCM Report	1 Quarterly SCM Report	1 Quarterly SCM Report
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems	Quarterly SCM reports submitted to Council annually.	N/A	Budget & Treasury	Develop and Monitor Contract register for all service providers and provide quarterly reports by 30 June 2026	4	Contract register Report of all service providers	Contract register Report for all service providers	Contract register Report for all service providers	Contract register Report for all service providers

delivery, as well as be legally compliant	optimally and correctly.									
To develop a performance management culture within the Municipality	Quarterly institutional performance reports to Council.	4 quarterly SDBIP analysis report on Institutional performance submitted to EXCO, Council and the Audit Committee.	N/A	Municipal Manager's Office	4 quarterly SDBIP Performance reports submitted to Council by 30 June 2025, to inform Council of Institutional Performance	4	1 SDBIP Performance report submitted to Council by October 2024.	1 SDBIP Performance report submitted to Council by January 2025.	1 SDBIP Performance report submitted to Council by April 2025.	1 SDBIP Performance report submitted to Council by July 2025.
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems; accordingly, provide suitable training to enable staff to utilize these systems optimally and correctly.	Quarterly resolution register submitted to EXCO.	N/A	Municipal Manager's Office	Monitor Council resolutions by providing 4 quarterly reports on the implementation of council resolutions.	4	1	1	1	1
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems; accordingly, provide suitable training to enable staff to utilize these systems optimally and correctly.	Register updated quarterly.	N/A	Budget & Treasury	Ensure an updated Lease Register on a quarterly basis.	1	Update register	Update register	Update register	Update register

To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems; accordingly, provide suitable training to enable staff to utilize these systems optimally and correctly	Quarterly reports on disciplinary hearings submitted to EXCO.	N/A	Corporate Services	Report on all disciplinary hearings and litigations on a quarterly basis to EXCO.	4	Report on all disciplinary hearing	Report on all disciplinary hearing	Report on all disciplinary hearing	Report on all disciplinary hearing
<b>LOCAL ECONOMIC DEVELOPMENT</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	SMME'S receive assistance annually.	N/A	Municipal Manager's Office	Assistance and development of SMME's by 30 June 2026.	30	5 SMME	10 SMME	10 SMME	5 SMME

SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Develop LED Strategic Plan with an economic Vision for the Municipality.	New KPI	120,000,00	Municipal Manager's Office	Number of Tourism awareness campaigns/ initiatives conducted by 30 <sup>th</sup> June 2026.	2	1 Tourism awareness campaign/ initiative conducted.	N/A	1 Tourism awareness campaign/ initiative conducted.	N/A
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN.	Support, encourage and facilitate value-adding initiatives, programmes and projects	New KPI	N/A	Municipal Manager's Office	Establishment of LED forum within Dr. Beyers Naude Municipality established by 31 December 2025	1	Planning and Election process.	Launch of LED Forum.	N/A	N/A
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN.	Develop LED Strategic Plan with an economic Vision for the Municipality.	New KPI	N/A	Municipal Manager's Office	Number of Commonage Management Policies developed by 31 March 2026	1	Planning and collation of information.	Draft Commonage Management Plan	Workshop commonage management plan with all stakeholders and tabled to council for approval.	N/A



SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Develop LED Strategic Plan with an economic Vision for the Municipality.	New KPI	N/A	Municipal Manager's Office	Number of policies developed, aimed at increasing participation in local economy by 30 <sup>th</sup> June 2026	2	Develop Informal Trading policy.	Develop A SMME Policy and conduct public participation	Workshop Informal Trading policy and SMME policy with stakeholders,	Table Informal Trading and SMME Policy before Council for adoption.
<b>BACK TO BASICS – KPA – Good Governance &amp; Public Participation</b>							<b>PERFORMANCE MILESTONES</b>			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To become the best performing Municipality, in all respects.	Developing a credible Integrated Development Plan that will address the developmental needs of our community.	Revised IDP – 2 <sup>nd</sup> edition adopted by Council on 31 May 2023.	29,000,00	Municipal Manager's Office	Review of a 5-year IDP for 2022 – 2027, by 30 June 2026.	1	(a) Prepare 2026 – 2027 IDP Process Plan, (b) Adopted Process Plan by 31 <sup>st</sup> August 2025.	1 x IDP RF meeting (launch of new 5-yr IDP process).  12 x Ward-based Planning workshops,  12 x prelim. Draft Ward Development Plans,	Consolidated Draft CBP Report,  2 x IDP SC meetings,  1 x IDP RF meeting,  1 x Draft IDP Project Register,  1 x Draft revised 2026 - 2027 IDP adopted by Council (5 <sup>th</sup> Edition for 2026/27).	(a) 12 x Mayoral Outreach / PP meetings, (b) 1 x IDP SC meeting, (c) 1 x IDP RF meeting, (d) 1 x Final 2022 – 2027 IDP approved by Council (5 <sup>th</sup> Edition for 2026/27).
To become the best performing Municipality, in all	Having a fully functional Council, with	All meetings held according to year planner.	N/A	Corporate Services	Facilitate the number of meetings held in	12	Facilitate that 1 Standing Committee	Facilitate that 1 Standing Committee	Facilitate that 1 Standing Committee	Facilitate that 1 Standing Committee

respects.	Standing Committees, Fora and other structures.				terms of year planner by 30 June 2026 (4 Ordinary Council Meetings, 4 Standing Committee meetings and 4 EXCO Meetings)		meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner.  Quarterly report on execution of Council Resolution. (Resolution Register) to EXCO	meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner.	meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner.	meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner.
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Quarterly MPAC meetings held.	N/A	Municipal Manager's Office	Number of MPAC meetings to assist with oversight function until 30 June 2026	4	Organise MPAC meeting	Organise MPAC meeting	Organise MPAC meeting	Organise MPAC meeting
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Quarterly Audit committee meetings held.	N/A	Municipal Manager's Office	Number of Audit Committee meetings to assist with oversight function until 30 June 2026	4	Organise Audit Committee meeting	Organise Audit Committee meeting	Organise Audit Committee meeting	Organise Audit Committee meeting
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Ward Committee Reports n	N/A	Municipal Manager's Office	Number of reports on the functionality of ward committee by 30 <sup>th</sup> June 2026	4	Develop report on the functionality of ward committee's and table to Corporate	Develop report on the functionality of ward committee's and table to Corporate Services	Develop report on the functionality of ward committee's and table to Corporate	Develop report on the functionality of ward committee's and table to Corporate

	structures.						Services Standing Committee.	Standing Committee.	Services Standing Committee.	Services Standing Committee.
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	2 LLF meetings held throughout the 2021/22 financial year.	N/A	Corporate Services	Ensure that the LLF is functioning properly and fulfilling its mandate by facilitating 4 Meetings annually	4	1 Meeting	1 Meetings	1 Meeting	1 Meeting
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	OHS Committee established	N/A	Corporate Services	Number of Occupational Health and Safety Committee Meetings held by 30 June 2025.	4	1 meeting held	1 meeting held	1 meeting held	1 meeting held

BACK TO BASICS – KPA – Good Governance & Public Participation							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Customer satisfaction survey developed in 2024/2025	N/A	Corporate Services	Number of customer satisfaction surveys conducted by 30 June 2026	1	N/A	Development of Customer satisfaction survey, and circulation to members of the public	N/A	Collation of information, and report on outcomes.
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	E newsletter developed for monthly distribution to all employees.	N/A	Municipal Manager's Office	Number of quarterly newsletters distributed by 30 June 2026	4	Quarterly newsletter distributed to all employees.	Quarterly newsletter distributed to all employees.	Quarterly newsletter distributed to all employees.	Quarterly newsletter distributed to all employees.

To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	New KPI	N/A	Infrastructure Services	Number of Housing forum meetings convened by 30 <sup>th</sup> June 2026	2	N/A	Quarterly Housing Forum meeting	N/A	Quarterly Housing Forum meeting
To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Quarterly reports on Customer Care Centre submitted to Council during 2020/2021	N/A	Corporate Services	Quarterly reports from the customer care call centre submitted to EXCO.	4	Quarterly reports from the customer care call centre on status of all complaints received.	Quarterly reports from the customer care call centre on status of all complaints received.	Quarterly reports from the customer care call centre on status of all complaints received.	Quarterly reports from the customer care call centre on status of all complaints received.

BACK TO BASICS – KPA – Sound Financial Management						PERFORMANCE MILESTONES				
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To become a financially viable and sustainable Municipality.	The development and implementation of a Funding Strategy.	91.90% expenditure 2024/2025	N/A	Municipal Manager/All Directors	100% expenditure of Municipal Grants by 30 June 2026	100%	15%	30%	55%	100%
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	91.67% compliance to financial planner deadlines achieved in 2024/2025.	N/A	Municipal Manager/All Directors	100% Reporting compliance by submitting s71, s72 and s52d reports within legislated timeframes by 30 June 2026	100%	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Verification of the completeness of the asset register conducted annually.	N/A	Budget & Treasury	Verification of the completeness of the Asset Register (Asset Register compliant to GRAP standards)	100%	All purchases captured and updated on Asset Register	All purchases captured and updated on Asset Register and Follow up on queries of Auditor General	All purchases captured and updated on Asset Register and address audit outcomes	All purchases captured and updated on Asset Register and conduct an annual review of the condition and useful life of assets.
To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	2024/2025 expenditure: 54.94%	N/A	Municipal Manager/All Directors	Percentage CAPEX of budget spend by 30th June 2026.	100%	15%	30%	55%	100%

To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	2024/2025 expenditure: 101%	N/A	Municipal Manager/All Directors	Percentage OPEX budget spend by 30th June 2026.	80%	30% spent	55% Spent	60% spent	80% spent
To adopt a realistic, credible and funded Annual Budget	Alignment of the Budget to the IDP's Development Priorities.	2025/2026 Budget approved on 30th May 2025.	N/A	Municipal Manager/All Directors	2026/2027 Budget approved by Council by 30 June 2026	1	Process Plan adopted	Budget priorities developed	Draft budget by 30 March 2026.	Approved by Council on the 30 June 2026.
To become financially viable and sustainable Municipality	The development and implementation of a funding strategy.	Unfunded budget adopted in 2025/2026	N/A	Municipal Manager/All Directors	Number of reports on the implementation of the Budget Funding Plan by 30 June 2026.	1	Ensure compliance with Budget Funding Plan deadlines by submitting implementation progress reports to the Municipal Manager and to EXCO	Ensure compliance with Budget Funding Plan deadlines by submitting implementation progress reports to the Municipal Manager and to EXCO	Ensure compliance with Budget Funding Plan deadlines by submitting implementation progress reports to the Municipal Manager and to EXCO	Ensure compliance with Budget Funding Plan deadlines by submitting implementation progress reports to the Municipal Manager and to EXCO

BACK TO BASICS – KPA – Sound Financial Management							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To become a financially viable and sustainable Municipality.	Stringent implementation and execution of the Municipality's Credit Control & Debt Collection Policy.	84% collection rate on service debtors 2024/2025	N/A	Budget & Treasury	Improve collection rate on service debtors to address cash flow constraints by 30 June 2026. (Service debtors/service debt collected)	100%	60%	85%	95%	100%
To become a financially viable and sustainable Municipality.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	Financial recovery plan developed, adopted by council, and monitored on a quarterly basis.	N/A	Budget & Treasury	Financial recovery plan implemented and monitored by submissions quarterly to EXCO by 30 June 2026.	4	Ensure compliance with financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO	Ensure compliance with financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO	Ensure compliance with financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO	Ensure compliance with financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO
To become a financially viable and sustainable Municipality.	Stringent implementation and execution of the Municipality's Credit Control & Debt Collection Policy.	80% collection rate on property rates 2024/2025	N/A	Budget & Treasury	Effective control over 95% collection of property rates: by 30 June 2026  Property rates collected/ property rate debtors.	Ensure average 95% recovery rate of property rates billed by 30 June 2026.	Ensure effective recovery of property rates 60%	Ensure effective recovery of property rates 70%	Ensure effective recovery of property rates 85%	Ensure effective recovery of property rates 95%



