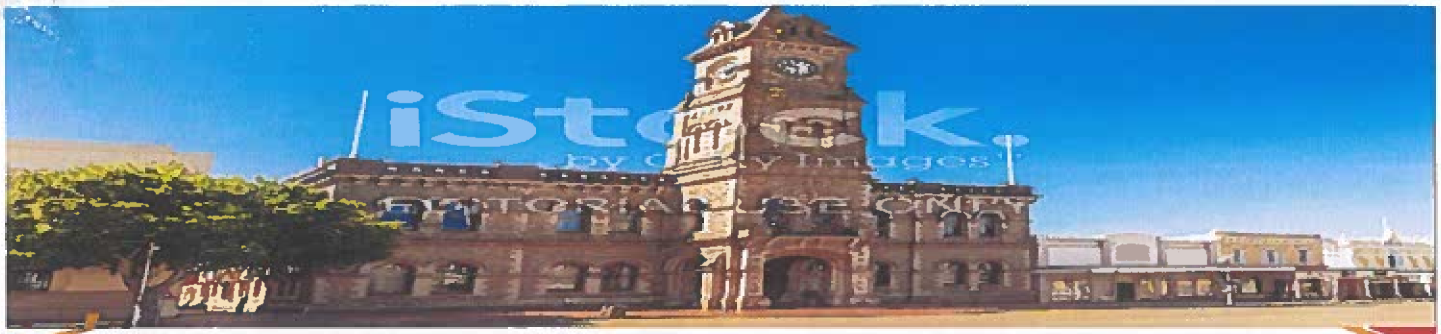


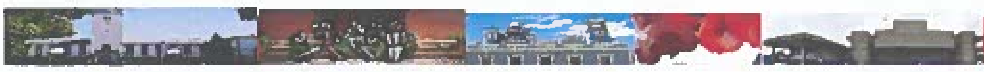
MAKANA LOCAL MUNICIPALITY

MAKANA
MUNICIPALITY | EASTERN CAPE
...a great place to be

Makana Municipality strive to ensure sustainable, affordable, equitable and quality services in a just, friendly, secure and healthy

Final Service Delivery Budget Implementation Plan

2025 - 2026



EXECUTIVE SUMMARY:

Our Service Delivery and Budget Implementation Plan (SDBIP) commits Makana Local Municipality to ensure that the organisation actual delivers on the Integrated Development Plan (IDP), budget (both capital and operational) spending and service delivery targets during the **2025/2026** financial year. It is a continued commitment on how we will on quarterly basis implement and report on (service delivery) the objectives set out in our IDP. SDBIP gives operational expression to the developmental local government and the IDP.

The IDP is a strategic development plan which represents the driving force for making the Municipality more strategic, inclusive, responsive, and performance driven in character. The IDP therefore serves a contract between the Municipality and its residents in which it guides and informs all planning, budgeting, investment, development, management and implementation in the medium-term decision-making. It is a plan for the entire municipal area and not just for specific areas.

It is in this context that our IDP, budget and SDBIP would assist the Municipality to be rebuild in a way that the livelihoods of our people will improve and therefore contribute meaningfully in our open and transparent planning and implementation systems.

On 30th May 2025 Council approved IDP and the 2025-26 MTREF budget to reaffirm the Municipality's commitment to achieve its service delivery targets. Capital and operational budget were aligned to DoRA allocations and projected revenue collections. The Service Delivery Budget Implementation Plan was then drafted to be in line with the final budget.

It is envisage that the SDBIP will be used as tool as

1. Improve oversight by political arm of the Municipality
2. Improve Expenditure on Operational and Capital
3. Improve Monitoring and Evaluation
4. Prioritisation of the Activities
5. Improve allocation of funds
6. Improve Alignment between IDP and Budget

OFFICIAL SIGN-OFF

It is hereby certified that this Final Service Delivery Budget Implementation Plan :

1. Was developed with the supervision of the Executive Mayor of Makana Municipality and Management, as per the prescripts of the Municipal Finance Managment Act No.56 of 2003 as guidade by MFMA Curcular 13.
2. Takes into account all the relevant Acts, legislations, policies and other mandates for which Municipality is responsible; and
3. Reflects the strategic outcome orientated objectives which the Makana Municpality will endeavour to achieve over the period 1 July 2025– 30 June 2026.

Mr. PM Kate
Municipal Manager

Signature: ______________ Date 27, 06, 2025

APPROVED BY:

Cllr Y .Vara
Executive Mayor

Signature: ______________ Date 27, 06, 2025

CONTENTS:

1. STRATEGIC OVERVIEW:

The strategic direction that the Makana Municipality is undertaking is set out in its Integrated Development Plan (IDP). The plan has been reviewed for the 2022/27 financial years in conjunction with the stakeholders and community and the implementation of the Makana IDP is supported by the Medium Term Revenue and Expenditure Framework (MTREF) budget. The services that the Municipality provides and the investment in infrastructure will make the Municipality globally safe and attractive to live, work and invest. Investment supports and drives the development path and brings the opportunities of job creation that will ultimately improve social and economic livelihoods of the residents of Makana. The development of Service Delivery and Budget Implementation Plans (SDBIPs) is a requirement under Municipal Finance Management Act (MFMA) and gives effect to the municipality's Integrated Development Plan (IDP) and annual budget.

The SDBIP is an expression of the objectives of the Municipality, in quantifiable outcomes that will be implemented by the administration for the financial period from 1 July 2025 to 30 June 2026. The SDBIP includes the service delivery targets and performance indicators for each quarter that should be linked to the performance agreements of senior management. These are integral to the implementation and entrenchment of our performance management system.

The SDBIP facilitates accountability and transparency of the municipal administration and managers to the Council and Councillors to the community. It also fosters the management, implementation and monitoring of the budget, the performance of top management and the achievement of the strategic objectives as laid out in the IDP. The SDBIP enables the Municipal Manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager and for the community to monitor the performance of the municipality as each activity contains outputs, outcomes and timeframes. The SDBIP is compiled on an annual basis and includes a 3 year capital budget programme.

The SDBIP is yet another step forward to increasing the principle of democratic and accountable (local) government as enshrined in Section 152(a) of the Constitution. The Municipality agreed with five strategic priority areas from which are aligned to National Key Performance Areas will be cascaded to Directorates and Sub-directorates in a way of compilation of directorates SDBIPs (Scorecard) underpinned by various programmes and projects with necessary resource allocations.
Development objectives are will be measured through key performance indicators at every level, and continuously monitored throughout the year.

The SDBIP is in essence the management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used and the deadlines set for the relevant activities.

The SDBIP is a layered plan, with the top layer dealing with consolidated service delivery targets, and linking such targets to top management (National Treasury MFMA Circular No. 13 of the Municipal Finance Management Act No. 56 of 2003). This is high-level and strategic in nature and is required to be tabled in Council. The strategic SDBIP is intended for the use by the general public and Councillors. Only this top layer of the SDBIP is published as the institutional SDBIP.

Such high-level information should also include ward information, particularly for key expenditure items on capital projects and service delivery which will enable each Ward Councilor and Ward Committee to oversee service delivery in their ward.

The senior management is then expected to develop the next (lower) layer of detail of the SDBIP, by providing more detail on each output for which they are responsible for and breaking up such outputs into smaller outputs and linking these to each middle-level and senior administrator. Much of this lower layer detail will not be made public nor tabled in council – whilst the Municipal Manager has access to such lower layer detail of the SDBIP, it will largely only be the senior manager in charge who will be using such detail to hold middle-level and junior-level managers responsible for various components of the service delivery plan and targets of the Municipality.

MFMA legislative requirement In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following: (a) projections for each month of – (i) revenue to be collected, by source; and (ii) operational and capital expenditure, by vote (b) service delivery targets and performance indicators for each quarter, and (c) other matters prescribed Being a management and implementation plan (not a policy proposal) the SDBIP is not required to be approved by the council. According to Section 53 of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget.

This section requires him or her to take all reasonable steps to ensure that the SDBIP is approved within 28 days. In addition, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are circulated or made public within 14 days after its approval.

2. LEGISLATIVE FRAMWORK IN TERMS OF MFMA

Section 1 of the Municipal Finance Management Act (MFMA) no 56 of 2003 defines the "service delivery and budget implementation plan" as the detailed plan approved by the by the Mayor of the municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget and which must include the following :-

a) Projections of each month of –

(i) Revenue to be collected by source and
(ii) Operational and Capital expenditure by vote

b) Service Delivery targets and performance indicators for each quarter and
c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54(i) (c).

The MFMA requires that municipalities develop a Service Delivery and Budget Implementation Plan as strategic financial management tool to ensure that budgetary decisions that are adopted by the municipalities for the financial year are aligned with their Integrated Development Plan Strategy.

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

3. LINKAGE WITH IDP AND BUDGET

Integrated Development Planning requires many different planning processes to be brought together and co-ordinated. In terms of linking service plans or service delivery and budget implementation plans of the individual directorate in the Municipality with the other planning processes in the IDP, the directorates should produce operational plans, capital plans, annual budgets, institutional and staffing plans, etc. to take the IDP forward. Clearly it is not feasible to include all of this detail within the IDP document.

The Makana Municipality identified six development priorities areas (SDPs) arising from the engagement between community, the elected leaders and municipal administration and interested stakeholders. The (SDPs) are aligned within the Five-Year Local Government Strategic Agenda which is a roadmap entailing developmental priorities and corresponding targets to be achieved by municipalities during this term (2022-2027); as well as the national electoral mandate.

These are:

1. Basic Service Infrastructure Develoipment
2. Communuty ad Social Cohesion
3. Local Economic Development and Planning
4. Institutional capacity and Organisationa Development
5. Financial Viability and Management
6. Good Governance and Public Participation

The MTREF budget is allocated against these strategic focus areas at a municipal level. Corporate objectives with measurable key performance indicators (KPIs) and targets are identified. The municipal planning processes undertaken at directorate and sub-directorate levels yields objectives with indicators, targets and resource allocation (includes the budgets) at these various levels. The implementation of the SDBIP is categorised in terms of votes as prescribe by MFMA. The votes indicate budget allocations for Core Administration Makana are as follows;

- Vote 1: Executive Mayor and Council
- Vote2: Municipal manager
- Vote 3: Budgt and Treasury
- Vote 4: Coprate and Share Services
- Vote 5: Engineering and Technical Services
- Vote6 : Community and Social Sewrvices
- Vote7: Local Economic Development

EC104 Makana - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description														
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue															
Exchange Revenue															
Service charges - Electricity	20,134	20,134	20,134	20,134	20,134	20,134	20,134	20,134	20,134	20,134	20,134	20,134	241,613	277,692	277,854
Service charges - Water	14,787	14,787	14,787	14,787	14,787	14,787	14,787	14,787	14,787	14,787	14,787	14,787	177,438	204,054	222,419
Service charges - Waste Water Management	4,748	4,748	4,748	4,748	4,748	4,748	4,748	4,748	4,748	4,748	4,748	4,748	56,972	65,518	71,415
Service charges - Waste Management	2,329	2,329	2,329	2,329	2,329	2,329	2,329	2,329	2,329	2,329	2,329	2,329	27,953	29,910	32,003
Agency services	130	130	130	130	130	130	130	130	130	130	130	130	1,556	1,633	1,556
Interest earned from Receivables	5,679	5,679	5,679	5,679	5,679	5,679	5,679	5,679	5,679	5,679	5,679	5,679	68,153	77,534	85,585

Interest earned from Current and Non Current Assets	440	440	440	440	440	440	440	440	440	440	440	440	5,281	5,309	5,819
Rental from Fixed Assets	17	17	17	17	17	17	17	17	17	17	17	17	208	219	230
Operational Revenue	386	386	386	386	386	386	386	386	386	386	386	403	4,650	4,865	(230)
Non-Exchange Revenue															
Property rates	12,797	12,797	12,797	12,797	12,797	12,797	12,797	12,797	12,797	12,797	12,797	2,843	143,607	153,659	164,415
Fines, penalties and forfeits	8	8	8	8	8	8	8	8	8	8	8	8	94	99	94
Licences or permits	22	22	22	22	22	22	22	22	22	22	22	22	266	280	294
Transfer and subsidies - Operational	14,581	14,581	14,581	14,581	14,581	14,581	14,581	14,581	14,581	14,581	14,581	14,581	174,975	150,119	156,855
Interest	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	13,913	14,609	15,340
Total Revenue (excluding capital transfers	**77,218**	**77,218**	**77,218**	**77,218**	**77,218**	**77,218**	**77,218**	**77,218**	**77,218**	**77,218**	**77,218**	**67,282**	**916,679**	**985,498**	**1,033,648**

and contributions)															
Expenditure															
Employee related costs	20,827	20,827	20,827	20,827	20,827	20,827	20,827	20,827	20,827	20,827	20,827	20,827	249,924	263,416	277,114
Remuneration of councillors	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	14,920	15,667	16,450
Bulk purchases - electricity	17,013	17,013	17,013	17,013	17,013	17,013	17,013	17,013	17,013	17,013	17,013	17,013	204,160	213,143	218,472
Inventory consumed	1,961	1,961	1,858	1,858	1,858	1,858	1,858	1,858	1,858	1,858	1,858	1,993	22,634	23,430	24,881
Depreciation and amortisation	3,717	3,717	3,717	3,717	3,717	3,717	3,717	3,717	3,717	3,717	3,717	3,717	44,598	46,568	47,732
Interest	263	263	263	263	263	263	263	263	263	263	263	263	3,158	3,298	3,380
Contracted services	7,253	7,253	7,253	7,253	7,253	7,253	7,253	7,253	7,253	7,253	7,253	7,070	86,849	62,254	63,807
Irrecoverable debts written off	12,101	12,101	12,101	12,101	12,101	12,101	12,101	12,101	12,101	12,101	12,101	12,101	145,217	151,606	155,397
Operational costs	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	52,230	52,230	50,775
Total Expenditure	**68,731**	**68,731**	**68,628**	**68,628**	**68,628**	**68,628**	**68,628**	**68,628**	**68,628**	**68,628**	**68,628**	**68,580**	**823,690**	**831,612**	**858,007**
Surplus/(Deficit)	**8,487**	**8,487**	**8,590**	**8,590**	**8,590**	**8,590**	**8,590**	**8,590**	**8,590**	**8,590**	**8,590**	**(1,298)**	**92,989**	**153,887**	**175,641**

Transfers and subsidies - capital (monetary allocations)	8,252	8,252	8,252	8,252	8,252	8,252	8,252	8,252	8,252	8,252	8,252	972	91,748	97,087	106,068	
Surplus/(Deficit) after capital transfers & contributions	**16,740**	**16,740**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**(327)**	**184,737**	**250,974**	**281,709**	
Surplus/(Deficit) after income tax	**16,740**	**16,740**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**(327)**	**184,737**	**250,974**	**281,709**	
Surplus/(Deficit) attributable to municipality	**16,740**	**16,740**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**(327)**	**184,737**	**250,974**	**281,709**	
Surplus/(Deficit) for the year	1	**16,740**	**16,740**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**16,843**	**(327)**	**184,737**	**250,974**	**281,70**

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Strategic Objective	Ref	Projects/Programme	Performance Indicator	Unit of Measure	KFA	Baseline	Budget	Annual 2025 - 26	Quarter 1 Sep 2025	Quarter 2 Dec 2025	Quarter 3 March 2026	Quarter 4 June 2025
KPA ONE(1): BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT (BSI)												
Upgrading, refurbishment and secure of Bulk Infrastructure development	BSI 1.1	Replacement of ageing Asbestos pipes Phase 4	Replacement of 15 km ageing asbestose pipes to uPVC pipes	Number of Milestones achived annualy	Road and Stormewater	Consultant for phase 4 has been appointed	R 1 430 650 00	Completion of Designs and appoitment of Contructor	Concept and Viabilty	Design and tender document	Complete design and advertise	Appointment of contructor
Upgrading, refurbishment and secure of Bulk Infrastructure development	BSI 1.2	Rufurbishment of water & Sanitation	Upgrade of Alicedale sewer pump station no 1 by June 2026	Number of Milestones achived annualy	Water and Sanintation	Businnes plan development	R 2 903 100 00	Upgrade of Alicedale sewer pump station No1	Advertise and appoitment of consultant	Design and tender document and award	Constrution of pump station no1	Completion of constrution pum station no1
Provision of water, sanitation and electricity service to all Makana Municipality communities	BSI 1.3	Water consarvetation and demand	Number of Smart meter installed 6134	Number of Smart meter installed 6134	Water conservation and demand management	1350	R 20 681 000 00	2926	Progress report on the number of Smart installed	Progress report on the number of Smart installed	Progress report on the number of Smart installed	2926
Provision of water, sanitation and electricity service to all Makana Municipality communities	BSI 1.4	Upgrading of Makana Way Phase 1	Replacement tar with Paving of 2 Km of surfaced municipal road in ward 6 and 9 by 30 September 2026	Percentage of milestone completed	Road and Stormewater	89%	R 4 503 386 25	100%	100%	N/A	N/A	N/A
To provide safe & sustainable roads network	BSI 1.5	Upgrading of Makana Way Phase 2	Replacement tar with Paving of surfaced municipal road in ward 6 and 9 by 30 June 2026	Percentage of milestone achieved	Road and Stormwater	New	R 14 144 348 25	100%	Design and tender document	Procure and award Construtor	50%	100%
Provision of a safe, healthy, and secure living environment	BSI 1.6	Upgrade of Sports Facilities in Oval Stadium, Lavendar Valley Makhanda.(MIG)	Percentage of milestone achieved in the completing Oval stadium by March 2026	Percentage of milestone achieved	Sport and Recreation facilities	68%	R 4 596 865 75	100%	Award of contuctor	75% (Gate Installation,Electric Fencing Sub-Contractor)	85% (Complete final inspection for Works)	100% Project completed
To plan, promote investment and facilitate economic growth	BSI 1.7	Small Town revatilisation Pojec(1)	Rehabilitation of Milner, African and lower high street circle by 30th March 2026	Percentage achieved in rehabilitation of three(3) Streets	Road and Stormwater	BAC appoitment processe on the 26 June 2025	R15 000 000	100%	(10%) Site establishment, appoinment of SMME's	(50 %) Reconstruction of layers	75%(Surfacing and final touches)	100% (Rehabilitation completed)
To plan, promote investment and facilitate economic growth	BSI 1.8	Small Town revatilisation Pojec(2)	Installtion of (4) Highmast by 30 June 2026	Number of Highmast installed	Street lighting	New KPI	R4 000 000	Four(4) Highmast installed	Progress report on the installed highmast	Progress report on the installed highmast	Progress report on the installed highmast	Four(4) Highmast installed
Provision of water, sanitation and electricity service to all Makana Municipality communities	BSI 1.9	Rehabilation streets damange by floods	Rehabilitation of 11 street by 30th March 2026	Percentage achieved in Rehabilitation of three(3) Streets	Road and Stormwater	Procurement stage	R15 000 000	100%	Award of contructor and Site establishment	(30%)Substructure and surfacing completed	75% Final construction touches and completion.	100% completion
Provision of water, sanitation and electricity service to all Makana Municipality communities	BSI 1.10	Water Quality Management and measured qualrterly against SANS 241 physical, micro and	Percentage of water quality for level as per analysis certificate foa Makana Municiplity	Physical - 95% and Micro 99.9 and Chemical 90 &	Water quality	97%	R550 000	97%	97%	97%	97%	97%
KPA TWO(2): COMMUNITY AND SOCIAL COHESION(CSC)												
Clean and Beautified the City	CSC 2.1	Eradicate and revamp of dumping sites	Number of Illegal Dumping eradicated and revamp by 30 June 2026	Number illegal dumping sites eradicated and revamap	Waste Managegement	0	Operational: Municipal Running Cost	8	2	2	2	2

Provision of a safe, healthy, and secure living environment	CSC 2.3	Community awarenes programmes	Number of Community Road safety awareness programme conducted	Community engagement per quarter(Roads - Environment - Fire - and library serivice)	Community awerenes programme	3	Operational: Municipal Running Cost	12	3	3	3	3
Provision of a safe, healthy, and secure living environment	CSC 2.4	Community engagement forums held(Road- Stray)	Number Community Stakeholder engagement conducted	Road and Stray animal)	Stakeholder engagement	2	Operational: Municipal Running Cost	8	2	2	2	2
Clean and Beautified the City	CSC 2.5	Establishsment of Environmental and Safety Forum	Resucitate environemental Forum	Enviromental forum with focus refuse collection, stray animal, cleaning, parks and safty	Environmental and Safty Management	New indicator	Operational: Municipal Running Cost	Environment and Safety forum	N/A	N/A	Draft of TOR	Launch of Environmental and Safty forum
Clean and Beautified the City	CSC 2.6	Refuse removal services or better	Percentage of refuse collection done inline with approved schedule	Percentage	Waste Managegement	80%	Operational: Municipal Running Cost	90%	90%	90%	90%	90%
Provision of a safe, healthy, and secure living environment	CSC 2.7	Draft Enviromental Management Plan	One(1)Enviromental Management plan developed by December 2025	Number Milistones Achieved	Environmental and Cleasing Management	Draft Environmental Management plan in place	Opex	Appproved Environmental Management Plan	N/A	Appproved Environmental Management Plan	N/A	N/A
Provision of a safe, healthy, and secure living environment	CSC 2.8	Development review Intergrated Waste Management Plan(IWMP)	One(1) Intergrated Waste Management Plan(IWMP) Review and Approved by the 30th June 2025	Number Milistones Achieved	Environmental and Cleasing Management	Draft Intergrated Waste Management in place	Opex	Approved Intergrated Waste Management Plan by Council	N/A	Approved Intergrated Waste Management Plan by Council	N/A	N/A
Provision of a safe, healthy, and secure living environment	CSC 2.9	Management of Makhanda landfill site	Management, operation, and maintenance of landfill sites by June 2025	Monthly reports	Landfil sites	12 monthly reports	R 7.9 Million	12 reports	3 Monthly reports	3 Monthly reports	3 Monthly reports	3 Monthly reports
Provision of a safe, healthy, and secure living environment	CSC 2.10	Construction of Makhanda 458m landfill site boundary wall	Constrution of 1257m Landfill Site Blockwall by 30 June 2026	Construction of 1257m	Waste Management	Constrcution Commnce in the Foruth quarter 2025	N/A	Construction 1257m Boundary Landfill sites	Project Complete	N/A	N/A	N/A
KPA THREE(3): LOCAL ECONOMIC DEVELOPMENT AND PLANNING												
Improved stakeholder collaboration to unlock opportunities for economic growth	LED 01	Review of LED Strategy	Monitor the review of LED Strategy	Monitor milestone achieved quarterly on the review of LED Strategy	LED Strategy	Rollout Plan has been adopted by Council	Operational: Municipal Running Cost	Draft LED Strategy adopted by Council	Report against Rollout plan	Report against Rollout plan	Report against Rollout plan	Draft LED Stategy adopted by Council
Improved stakeholder collaboration to unlock opportunities for economic growth	LED 02	Review of SDF	Monitor the review of LED Strategy	Monitor milestone achieved quarterly on the review of SDF	SDF	Rollout Plan has been adopted by Council	Operational: Municipal Running Cost	Draft SDF Strategy adopted by Council	Report against Rollout plan	Report against Rollout plan	Report against Rollout plan	Draft adopted by Council
Improved stakeholder collaboration to unlock opportunities for economic growth	LED 03	Job opportunities EPWP -	Number of work opportunities created through EPWP	Report the number of job created	Job opportunities	172	Operational: Municipal Running Cost	188	47	50	50	41
Improved stakeholder collaboration to unlock opportunities for economic growth	LED 04	Support SMMEs with access to markets and trade shows	Number acces funding progres facilitated for SMME's in Makana.	Acces in Agriculture, Construction, Tourisium and Trading shows	Entrepreneurship development	2	Operational: Municipal Running Cost	4	1	1	1	1
Improved stakeholder collaboration to unlock opportunities for economic growth	LED 05	Support SMMEs with access to markets and trade shows	Number of SMME participating in the National Arts Festival	Support Local Graft SMME's	Director: LED and Planning	8	Operational: Municipal Running Cost	8	N/A	N/A	N/A	8

Improved stakeholder collaboration to unlock opportunities for economic growth	LED 06	Building application	Percentage of building plans exceeding 500 meters processe within 60 days after receveing complete application	Average number of days taken to process building application of 500 square meters or more with in 60 day	Spatial Planning	0	Operational: Municipal Running Cost	90%	90%	90%	90%	90%
Ensure equitable access to housing development	LED 07	Upgrading of178 informal settments	Construction of 178 RDP Houses in Makhanda East	Report on the number of RDP Houses construction	Housing Development	32	38 ML	75 RDP Houses constructed	Quarter report	Second quarter progress report	Third quarter progress report	75 House completed
KPA FOUR(4) INSTITUTIONAL CAPACITY AND ORGANISATIONAL DEVELOPMENT (ICOD)												
Effective Management of Organisational Design and policy development	ICOD 4.1	Annual Review of Organisational Structure	Number of reviewed organisational structures approved by council".	Number	Oganisational Design-Organisational Structure	1	Operational: Municipal Running Cost	1 (Review of Organisational Structure)	Conduct review of the organisational structure	Draft review table to LFF	Draft table Council	(Approved Organisational Structure)
Effective Management of Organisational Design and policy development	ICOD 4.2	Implementation of Job Evaluation Outcome	Report - Number of positions adjusted in line with JE outcome.	Number	Oganisational Design-Job Evaluation	Phase two	Operational: Municipal Running Cost	Implementation of Phase three completed	Stage One,Initiation phase(consultation)	Stage Two,Communication and cost analysis	Stage Three, Implementation of phase three	Stage four, Complete implementation Job evalaution outcomes
Ensure efficient and effective organisational support by a competent and skilled workforce	ICOD 4.3	Staff vacancy rate	Percentage reduction of vacancy rate	Percentage	Recruitment and Selection	13,0%	N/A	10% (Anticipation)	N/A	N/A	N/A	10%
Ensure efficient and effective organisational support by a competent and skilled workforce	ICOD 4.4	Human Resources Plan	Review of Human Resources Plan by 30th June 2026	Milistone achieved	Human Resources -	0	Operational: Municipal Running Cost	1 (Revised Human Resources Plan)	N/A	Draft Human Resource Plan	Internal stakholder Consultation	Draft Human Resources approved by Council)I
Ensure efficient and effective organisational support by a competent and skilled workforce	ICOD 4.5	Employees Wellness Programmes	Number of employees wellness programmes facilited	Number programmes	Human Resources -	1	Operational: Municipal Running Cost	4	1	1	1	1
Effective Management of Organisational Design and policy development	ICOD 4.6	Review of Human Resources Policies	Percentage number of Human Resources policies review inline with Policy register	Number of milestones achieved	Human Resrces Policies	8	Operational: Municipal Running Cost	100%	Development register	Commence with HR Policy Review HR destop exercise	Policy review consultation	Approval of Human Resources Policies
Effective and efficient Human Resources Development and management programme	ICOD 4.8	Recrutment and Selection	Percentage of vacant filled inline recruitment plan	Percentage	Recruitment and Selection	0	Operational: Municipal Running Cost	100%	Development Recruitment Plan	100%	100%	100%
Ensure efficient and effective organisational support by a competent and skilled workforce	ICOD 4.9	Implementation of Employment equity Plan	Submission of Equity Employment Plan to labour Department	Employment Equity Submitted to Department of Labour	Human Resources-	Submitted on the 15 January 2025	Operational	By the 15 January 2026	N/A	N/A	15th April to Lobour Dpt	N/A
Ensure efficient and effective organisational support by a competent and skilled workforce	ICOD 4.10	Implementation of Employment equity Plan	Report number of people from employment equity groups employed in the three highest levels of management	Number employment done inline with equity plan	Human Resources-		N/A	4 Report	1	1	1	1
KPA FIVE (5) :FINANCIAL VIABILITY AND MANAGEMENT (FVM)												
Ensure sound financial sustainability and adhere to statutory prescriptions	FVM 5.1	Debt & revenue management collection	% of billed revenue collected	Percentage of Operating Budget revenue raised/collected	Revenue Management	58%	R916 661 506	80% of annual billed and monthly billed income by June 2023	40%	58%	65%	70%

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Ensure sound financial sustainability and adhere to statutory prescriptions	FVM 5.2	Capital Budget	Percentage of capital actually spent on capital project	Percentage of approved Capital Budget actually spent	Finance -Expenditure Management	57%	R114 621 215	95% of approved Capital Budget actually spent	15%	40%	65%	95%
Ensure sound financial sustainability and adhere to statutory prescriptions	FVM 5.3	Debtor Payment Ratio	Ratio in respect of Debtor Payment Days)	Net Debtors Days Ratio ((Gross Debtors – Bad Debt Provision)/Billed Revenue))x365 (Target Number of days)	Finance- Financial Viability	110 days	Operational: Municipal Running Cost	40 days	40 days	40 days	40 days	40 days
Ensure sound financial sustainability and adhere to statutory prescriptions	FVM 5.4	Cash coverage ratio	Cash to cover fixed operating expenditure	Cost coverage ratio (Available cash + investments)/Monthly fixed operating expenditure	Finance -Financial Viability	1 Month	Operational: Municipal Running Cost	2 Months	1 Month	2 Months	1 Month	2 Months
Ensure sound financial sustainability and adhere to statutory prescriptions	FVM 5.5	Free basic Service(Indigent relief)	Percentage of the municipality's operating budget spent on indigent relief for free basic services	Percentage of the municipality's operating budget	Finance -Expenditure Management	6%	Operational: Municipal Running Cost	3.5%	3.5%	3.5%	2%	2%
Ensure sound financial sustainability and adhere to statutory prescriptions	FVM 6.6	Expenditure Management	Percentage of Payments of creditor within 30 days	Percentage of 30 days	Finance -Expenditure Management	92.%	Operational: Municipal Running Cost	100%	93%	95%	97%	100%
Ensure sound financial sustainability and adhere to statutory prescriptions	FVM 6.7	Workplace skills plan	% of budget actually spent on implememtating workplace skills plan	Percentage of the operational municipality's operating budget	Finance -Expenditure Management	0	Operational: Municipal Running Cost	95%	N/A	N/A	N/A	95%
Ensure sound financial sustainability and adhere to statutory prescriptions	FVM 6.8	Operationa budget	% of operational budget allocated for repairs and maintanance	Percentage of the operational municipality's operating budget	Finance -Expenditure Management	0	R 16 853 200 00	95%	N/A	N/A	N/A	95%
Ensure sound financial sustainability and adhere to statutory prescriptions	FVM 6.9	Conditionl grant budget spent	% of Conditional grants budget spent	Expenditure Manageme	Finance -Expenditure Management	0	R87 369 350	95%	N/A	N/A	N/A	95%
Ensure sound financial sustainability and adhere to statutory prescriptions	FVM 6.10	Submission of the MTREF (signed to the IDP by 31 May)	Number of MTREF's submitted to Council by 31 May	Number	Budget Management	1 MTREF	Operational: Municipal Running Cost	1 MTREF submitted to Council	N/A	N/A	N/A	1
KPA SIX (6): GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
Enhance public participation and stakeholder engagement	GGP 6.1	Intergovernmental Relatioship(IGR)	Number Stakeholder Consultation convened	Number	Mayor Office	2	Operational: Municipal Running Cost	4	1	1	1	1
To create an efficient, effectiveand accountable administration	GGP 6.2	Improve customer care	Development Customer complaints Management System	Approved SOP	Customer care management	0	Operational: Municipal Running Cost	Development Standard operation Procedure	Draft SOP developed	Consultation	Second draft SOP table to Mayoral Committee	Approved Standard Operation Procedure
Ensure good governance and compliance	GGP 6.3	Improve Audit Outcomes	Qualified audit opion	Obtian one (1) Qualified Audit Opinion"	Audit Genearal Audit opion	0	Operational: Municipal Running Cost	Qualified audit option achieved	Submission of Annual Financial Statement(AFS) and	90% of RFI submitted to AG ontime	Qualified audit option achieved	N/A
Ensure good governance and compliance	GGP 6.4	Improve Audit Outcomes	Percentage of Audit findings resolved quarterly inline with audit action plan milestones.	Percentage of Audit Action Plan	Internal Audit -MM	0	Operational: Municipal Running Cost	80%	80%	80,0%	70%	80%
Ensure good governance and compliance	GGP 6.5	Risk Based Audit Plan(RBAP)	Percentage of Risk Based Audit Plan (RBAP) Implemented quartely	Percentage	Internal Audit -MM	1	Operational: Municipal Running Cost	Development of Risk Based Audit Plan	90%	90%	90%	90%

Ensure good governance and compliance	GGP 6.6	Implementation of Risk Mitigation	Percentage of risk mitigation implemented quarterly	Percentage	Risk Managment -MM	Quarterly risk assessment	Operational: Municipal Running Cost	70%	70%	70%	70%	70%
Ensure good governance and compliance	GGP 6.7	MFMA Compliance	Compliance to MFMA Requirements	Percentage of compliance achieved quarterly.	Risk Managment -MM	Compliance register	Operational: Municipal Running Cost	90%	90%	90%	90%	90%
Ensure sound financial sustainability and adhere to statutory prescriptions	GGP 6.8	Financial Recovery Plan(FRP)	Percentage(FRP) milestone achieved quarterly	Percentage	Financial Recovery Plan	44%	Operational: Municipal Running Cost	80%	50%	60%	70%	80%
To provide a realiabel and effective ICT system	GGP 6.9	Effective implementation of ICT Governance Framework	Percenage of ICT implementation plan is achieved	Percentage (%) of ICT Capital Budget spent	ICT -MM	New	R600 000	70%	10%	40%	60%	70%
Enhance public participation and stakeholder engagement	GGP 6.10	IDP/Budget Review Public Participation annualy	Covene Mayoral Imbizo and IDP-Budgt Roads Shows on or before end of March annualy	Percentage of Mayoral and Budget shows held	Speakers Office-	14 Wards	Operational: Municipal Running Cost	14 wards	N/A	Mayoral Imbizo Road Shows	N/A	IDP- Budget Road Shows
Ensure good corporative governance and public participation	GGP 6.11	Enhance Ward Committee funcntion	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	Number of ward function report submitted to Council quarterly	Speakers Office-	1300%	Operational: Municipal Running Cost	95%	95%	95%	95%	95%
Enhance administration and Council oversight	GGP 6.12	Council and Committees	100% Implementation of Council resolution	Percentage Council resolution implemented Quarterly	Committee Services	0	Operational: Municipal Running Cost	90%	90%	90%	90%	90%
Main streaming of HIV and AIDS across Municipality	GGP 6.13	Implementation of the HIV/AIDS Strategy and Plan by 30 June 2025	Resacitate of Local HIV/Aids Council	Number of Milestone achieved	Local HIV/Aid Council Operational	0	Operational: Municipal Running Cost	4	Internal and External Stakeholder Consultation	Stakeholder workshop and formation of TOR	Induction of Local HIV/Aids Council	Inaugural Local Aids Council meeting
Ensure good governance and compliance	GGP 6.14	Improve Media and commuication	100% implementation of the Communication action plan by 30 June 2025	Percentage of external Newsletter,Media Briefing,Statement and Radio Interveiws conducted	Media and commuication	(3) News letter	Operational: Municipal Running Cost	95%	95%	95%	100%	95%
Improved stakeholder collaboration to unlock opportunities for economic growth	GGP 6.15	Job opportunities CWP -	Number of work opportunities created through CWP	Report the number of job created	Job opportunities	500	Operational: Municipal Running Cost	500	500	500	500	Report the number(1000) of job created

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