



**NDLAMBE**  
**LOCAL MUNICIPALITY**

**DRAFT**  
**SDBIP**  
**2026/2027**  
**STRATEGIC LAYER**



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**DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION  
PLAN 2026/2027  
STRATEGIC LAYER**

I, Adv Rolly Dumezweni, in my capacity as the Accounting Officer of Ndlambe Municipality hereby submit to the Honourable Mayor, Councillor KC Ncamiso, the Draft Service Delivery and Budget Implementation Plan for the 2026/2027 financial year.



.....  
Adv Rolly Dumezweni  
Municipal Manager

The Draft SDBIP 2026/2027 is approved by the Mayor on the ..30/03/2026



.....  
Cllr Khululwa Celia Ncamiso  
Mayor



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## 1. INTRODUCTION

The Draft Service Delivery and Budget Implementation Plan (SDBIP) is comprehensively defined in Circular 13 issued in terms of the Municipal Finance Management Act, No 56 of 2003 (MFMA). The SDBIP is recognised as a critical management, implementation and monitoring tool utilised by the municipality to measure the in-year performance against the deliverables outlined in the Integrated Development Plan (IDP) and the budget. The SDBIP consists of two (2) components, namely the Top Layer SDBIP which focuses on the strategy and key reporting requirements and the Departmental SDBIP which is operational and measures departmental performance. The information contained herein is relevant to the Strategic Layer/Top Layer of the SDBIP. The Draft SDBIP has been developed through a rigorous strategic process that ensures effective integration of the Integrated Development Plan and the draft budget. This process reflects sound performance management practices and includes the following key elements:

- **IDP Alignment.** The draft SDBIP is directly derived from the Key Performance Areas, 4 Development Priorities of the municipality, strategic and sub-objectives and projects contained in the draft IDP. This ensures that the municipality's service delivery commitments are translated into an implementable plan with measurable in-year targets.
- **Budget Alignment.** The draft budget allocations to be tabled before council necessitate the SDBIP to be crafted in such a way that the KPIs are SMART. The draft SDBIP is in full alignment with the draft budget to be approved by council.
- **Comprehensive departmental consultations.** These consultations refined the KPIs and targets to ensure strict adherence to SMART<sup>8</sup> principles (Specific, Measurable, Achievable, Relevant and Time-bound). These consultations took place in different forms. Such as, quarterly performance assessments, quarterly reporting (Section 52D reports), Midyear Report (Section 72 report) and formal physical meetings.

It is important to note that the budget allocations reflected in the draft SDBIP will be incorporated and finalised only after Council's approval of the draft budget in terms of Section 28 of the MFMA. This will ensure full alignment between the approved budget allocations and the financial components of the SDBIP.

## 2. LEGISLATIVE BACKGROUND

The draft SDBIP 2026/2027 is prepared in compliance with the Municipal Finance Management Act, No 56 of 2003 (MFMA). Section 1 of the MFMA defines the SDBIP as a detailed plan approved by the Mayor in terms of Section 53.1.c.2 for implementing municipal service delivery and the annual budget, incorporating monthly projections for revenue by source and operation/capital expenditure by vote, quarterly service delivery targets and key performance indicators as well as any prescribed matters with revisions governed by Section 54.1.c. Section 53.1.c.2 requires the Mayor to approve the SDBIP within 28 days after the adoption of budget, while Section 28 authorises adjustments on the budget for circumstances including material revenue undercollection, appropriation of additional funds, unforeseeable expenditure, utilisation of projected savings, rollovers of unspent prior year funds, error corrections and all other prescribed expenditures in accordance with Regulation 23 of the Municipal Budget and Reporting Regulations.

Section 54.1.c mandates the Mayor, upon considering Section 71 reports and the Section 72 report, to assess the need for an SDBIP reviewal. This refers to effecting changes to targets, Key Performance Indicators (KPIs) or means of verification which ought to be approved by the Mayor and Council subsequent to the approval following the adjustment of the budget. Circular 13 of the MFMA provides foundational guidance on the preparation, content, structure and monitoring of the SDBIP as the essential tool for translating the Integrated Development Plan (IDP) and the budget into measurable deliverables. In addition to the above, Circular 88 gives further clarification on the methodology of preparing KPIs as well as their targets.

### 3. MUNICIPAL OVERVIEW

#### 3.1 VISION



Ndlambe is a sustainable, thriving destination of choice for investment, work, living and leisure, supported by a reliable infrastructure and economic opportunity along South Africa’s Sunshine Coast.

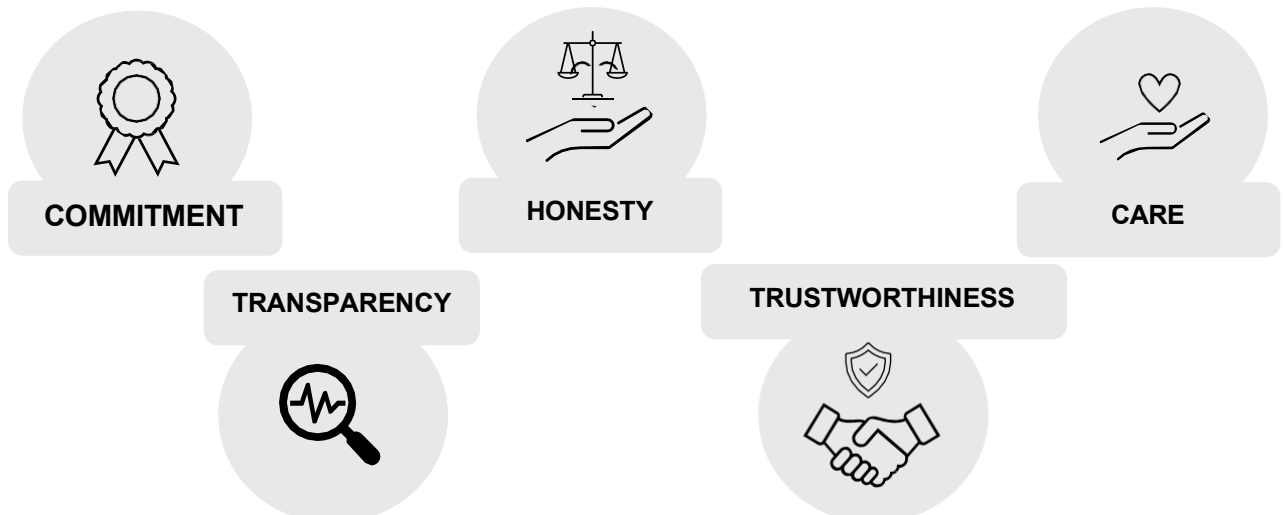
#### 3.2 MISSION



The provision of enabling infrastructure to ensure investment through optimal performance within each of the five Key Performance Areas of Local Government within the context of available resources.

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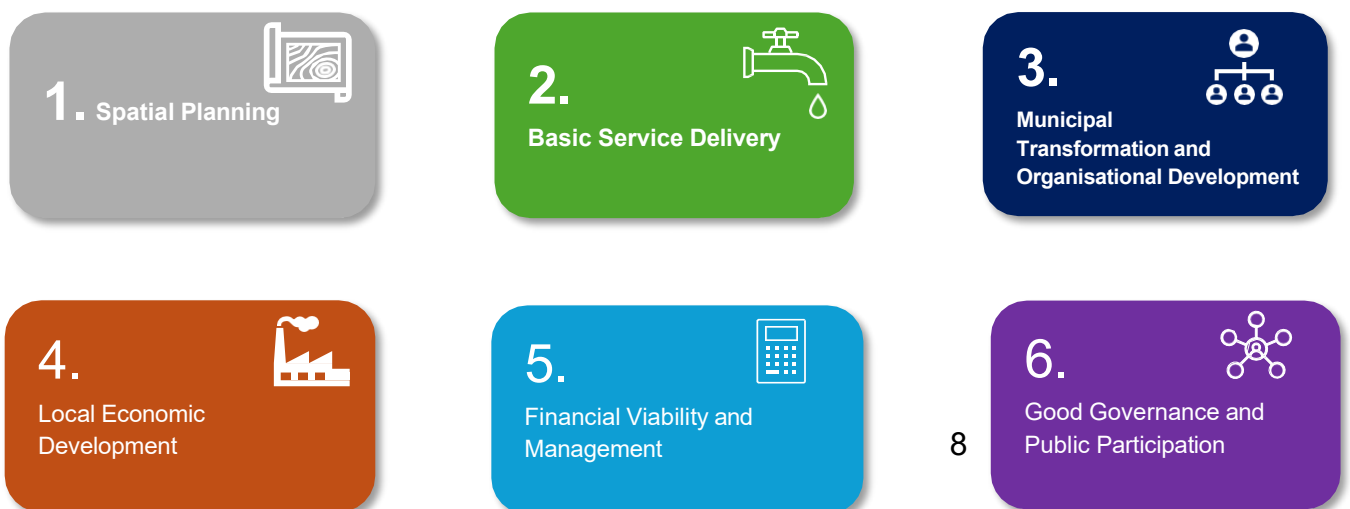
#### 3.3 VALUES



### 3.4 TOP FOUR DEVELOPMENT PRIORITIES





### 3.5 MUNICIPAL KEY PERFORMANCE AREAS (KPA)s







### 3.6 STRATEGIC GOALS AND OBJECTIVES


KEY PERFORMANCE AREA 1 - SPATIAL PLANNING		
Tier	Strategic Objective	Sub-Objectives
● Tier 1	“Ensure sustainable, compliant and well-managed land use and building development in line with legislation, the Spatial Development Framework, and National Building Regulations.”	<ul style="list-style-type: none"> <li>• Town Planning: Ensure orderly, sustainable land use and development in line with the Spatial Development Framework and planning legislation.</li> <li>• Building Inspectorate: Ensure safe, compliant building development in line with the National Building Regulations.</li> </ul>
● Tier 1	“Ensure safe, healthy, and resilient communities through effective protection, compliance, and community services.”	<ul style="list-style-type: none"> <li>• Environmental &amp; Biodiversity Protection: Promote sustainable environmental management and protect natural biodiversity.</li> <li>• Beaches &amp; Coastal Facilities: Maintain clean, safe, and compliant public beaches and coastal facilities to support community use and tourism.</li> </ul>
● Tier 1	Waste Management (KPA 1)	<ul style="list-style-type: none"> <li>• Ensure consistent refuse removal and public cleansing in all wards.</li> </ul>
● Tier 3	Facilitate housing delivery projects and informal settlement upgrading in partnership with Provincial and National.	<ul style="list-style-type: none"> <li>• Facilitated Delivery (Agency Function) – Housing / Human Settlements: Housing and informal settlement upgrade.</li> </ul>



KEY PERFORMANCE AREA 2 - BASIC SERVICE DELIVERY		
Tier	Strategic Objective	Sub-Objectives
● Tier 1	Ensure reliable, well-maintained infrastructure to attract and enable investment.	<ul style="list-style-type: none"> <li>• Water &amp; Sanitation: Maintain water and sanitation service infrastructure</li> <li>• Roads: Maintain municipal road networks (gravel and tar)</li> <li>• Stormwater Management: Maintain and clear stormwater infrastructure ahead of rainy season <sup>8</sup></li> <li>• Tourism Infrastructure: Maintenance of existing Tourism Infrastructure</li> <li>• Electricity Networks and Assets: Maintain electrical assets</li> <li>• Maintenance of municipal owned buildings/assets</li> </ul>



<p> Tier 1</p>	<p>Construct and Upgrade reliable infrastructure to attract and enable investment.</p>	<ul style="list-style-type: none"> <li>• Water &amp; Sanitation: Construct and upgrade water and sanitation service infrastructure</li> <li>• Roads: Construct and upgrade municipal road networks (gravel and tar)</li> <li>• Stormwater Management: Construct and upgrade stormwater infrastructure</li> <li>• Tourism Infrastructure: Construct and upgrade Tourism Infrastructure</li> <li>• Electrical Assets: Construct and upgrade of electrical assets</li> </ul>
<p> Tier 1</p>	<p>“Ensure safe, healthy, and resilient communities through effective protection, compliance, and community services.” (CPS link to KPA 1 &amp; 2)</p>	<ul style="list-style-type: none"> <li>• Traffic Services: Improve road safety and ensure compliance with traffic and licensing regulations</li> <li>• Fire Services: Enhance fire safety, prevention, and emergency response capacity</li> <li>• Disaster Management: Strengthen community resilience and preparedness for disasters and emergencies</li> <li>• Community Safety: Improve community safety through traffic services, by-law enforcement and emergency response</li> <li>• Cemeteries: Ensure dignified and well-maintained cemeteries for the community</li> <li>• Recreational Facilities: Maintain and improve recreational facilities to promote community wellbeing and social cohesion</li> <li>• Community &amp; Protection Services (Environmental Health): Safeguard public health through environmental monitoring</li> <li>• Environmental Health (within CPS): Safeguard public health through monitoring of food premises and products</li> </ul>

KEY PERFORMANCE AREA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
Tier	Strategic Objective	Sub-Objectives
<p> Tier 2</p>	<p>“Strengthen institutional capacity and corporate support services to enable delivery on Ndlambe Top 4 development priorities.”</p>	<ul style="list-style-type: none"> <li>• Human Resources: Recruit, train, and manage staff with priority on water, sanitation, roads, stormwater, and tourism infrastructure</li> <li>• Committee Support: Ensure Council and committees fast-track decisions that enable Top 4 projects</li> <li>• Records &amp; Registry: Digitise and manage infrastructure/service delivery documentation for quick access</li> <li>• Legal Advisory: Resolve legal blockages and maintain by-laws that enable infrastructure and CPS delivery</li> </ul>
<p> Tier 2</p>	<p>Strengthen ICT systems and digital service delivery</p>	<ul style="list-style-type: none"> <li>• Maintain ICT systems, data security, and digital tools to support service delivery</li> </ul>

 Tier 2	“Ensure integrated planning, performance, risk, and audit systems that enable accountable governance and effective service delivery.”	<ul style="list-style-type: none"> <li>• Credible Integrated Development Planning (IDP)</li> <li>• Performance Management System (PMS)</li> <li>• Internal Audit</li> <li>• Risk Management</li> </ul>
 Tier 3	“Facilitate library and community facility programmes on behalf of District and Provincial mandates.”	<ul style="list-style-type: none"> <li>• Libraries &amp; Community Facilities (Facilitated Delivery – Agency Function)</li> </ul>

KEY PERFORMANCE AREA 4 - LOCAL ECONOMIC DEVELOPMENT		
Tier	Strategic Objective	Sub-Objectives
 Tier 3	Promote local economic development through strategic initiatives, positioning Ndlambe as a potential logistics and trade hub.	<ul style="list-style-type: none"> <li>• Promote sustainable Tourism and LED based on Reframing of LED: Annexure D</li> <li>• Support sustainable livelihoods through targeted LED, SMME, EPWP/CWP projects / initiatives</li> </ul>

KEY PERFORMANCE AREA 5 - FINANCIAL VIABILITY AND MANAGEMENT		
Tier	Strategic Objective	Sub-Objectives
 Tier 2	“Maintain financial sustainability through effective revenue, expenditure, and compliance management.”	<ul style="list-style-type: none"> <li>• Income / Revenue &amp; Credit Control: Enhance revenue collection, billing accuracy, and credit control systems to support financial sustainability</li> <li>• Expenditure: Ensure efficient and compliant processing of all municipal expenditure and payroll</li> <li>• Supply Chain Management (SCM): Implement transparent and compliant supply chain processes that promote value for money and local economic participation</li> </ul>
 Tier 2	“Maintain financial sustainability through effective revenue, expenditure, and compliance management.”	<ul style="list-style-type: none"> <li>• Budget &amp; Treasury: Maintain credible budgets, effective cash flow, and statutory reporting in line with the MFMA</li> <li>8 : Ensure sound financial and resource planning</li> </ul>

KEY PERFORMANCE AREA 6 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
Tier	Strategic Objective	Sub-Objectives
 Tier 3	“Promote inclusive development and community participation through economic facilitation, stakeholder engagement, and mainstreaming of vulnerable groups.”	<ul style="list-style-type: none"> <li>• Public Participation: Build community trust through communication, public participation and responsiveness to complaints and queries from the public</li> <li>• Special Programmes Unit (SPU – Women, Youth, Disabled, Elderly): Promote integrated youth development and skills upliftment</li> </ul>
 Tier 3	“Ensure integrated planning, performance, risk, and audit systems that enable accountable governance and effective service delivery.”	<ul style="list-style-type: none"> <li>• Credible Integrated Development Planning (IDP):</li> <li>• Performance Management System (PMS):</li> <li>• Internal Audit</li> <li>• Risk Management</li> </ul>

## 4. SUMMARY OF KPIS PER KPA

### 4.1 SPATIAL PLANNING

The Strategic Layer of the Draft SDBIP 2026/2027 contains two KPIs in KPA 1: Spatial Planning. The two KPIs are closely related KPIs focused on efficient and compliant land use management in line with the Spatial Development Framework and SPLUMA Legislation. The KPIs aim to ensure orderly, sustainable land use and building development that complies with legislation.

KEY PERFORMANCE AREA (KPA) 1: SPATIAL PLANNING TIER 1: CORE DELIVERY PRIORITIES									
Department	Key Performance Indicator (KPI)	Baseline as of February 2026	Annual Targets				Means of Verification	Custodian	
			2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27			Quarter 4 26/27
Infrastructural Development	1. Turnaround time for processing of land use applications within 16 months in accordance with SPLUMA	New Indicator	16 months	16 months	16 months	16 months	16 months	Lead Schedule Register, Return Approval/Rejection letter to applicant, Progress reports	Director: Infrastructural Development
Infrastructural Development	2. Turnaround time for processing of land development applications for business/industrial development or major impact developments in accordance with SPLUMA	New Indicator	16 months	16 months	16 months	16 months	16 months	Lead Schedule Approval Letter(s) Site Development Land Use Register	Director: Infrastructural Development

## 4.2 BASIC SERVICE DELIVERY

KPA 2: Basic Service Delivery forms a core component of the Draft SDBIP 2026/2027. The KPIs focus on ensuring the provision of reliable, sustainable and compliant basic services to enhance the quality of life for the residents. The KPA encompasses a wide range of services including refuse removal and the management of landfill sites, cemetery development, fire and emergency response, critical infrastructure development and maintenance in water supply, sanitation, roads, stormwater drainage and electricity services. The municipality aims to improve access to basic services, reduce non-revenue losses and support long-term infrastructure sustainability through routine maintenance programmes and upgrading projects.

### 4.2.1 WATER AND SANITATION PROJECTS

TIER 1: CORE DELIVERY PRIORITIES									
Department	Key Performance Indicator (KPI)	Baseline as of February 2026	Annual Targets				Means of Verification	Custodian	
			2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27			Quarter 4 26/27
Infrastructural Development	11. Percentage progress made towards the completion of the Port Alfred Sewerage Infrastructure Phase 1 Reticulation	Target not yet due for reporting	100% (1874m)	N/A	26.68% (500 metres)	64.34% (1187m)	100% (1874m)	Lead Schedule Progress Reports Completion Certificates	Director: Infrastructural Development
Infrastructural Development	12. Percentage progress made towards the completion of the Port Alfred Pump Station Upgrades	Target not yet due for reporting	100% (2000m)	N/A	25% (500m)	62.50% (1250m)	100% (2000m)	Lead Schedule Progress Reports	Director: Infrastructural Development

								Completion Certificates	
Infrastructural Development	13. Percentage progress made towards the completion of the upgrading of Port Alfred Sewerage Industrial Area Reticulation and Bulk Link	New Indicator	100% (2000m)	N/A	25% (500m)	62.50% (1250m)	100% (2000m)	Lead Schedule Progress Reports	Director: Infrastructural Development
Infrastructural Development	14. Percentage progress made towards the completion of the upgrading of Sewer System in Port Alfred - Phase 1	New Indicator	100% (1550m)	N/A	N/A	N/A	100% (1550m)	Lead Schedule Progress Reports	Director: Infrastructural Development
Infrastructural Development	15. Percentage progress made towards the upgrading of the Bathurst Waste Water Treatment Works and Bulk Sewer Reticulation (Multiyear Project)	New Indicator	100% (Upgrading of Waste Water Treatment Works to a capacity of 1085kl/day)	N/A	N/A	N/A	100% (Upgrading of Waste Water Treatment Works to a capacity of 1085kl/day)	Lead Schedule Progress Report	Director: Infrastructural Development
Infrastructural Development	16. Percentage progress made towards the completion of the upgrading of Bathurst Water Treatment Plant	New Indicator	100% (Installation of lamella packs, MCC wiring, high lige and standy pumps. Investigation of Raw Water Feasibility and Source Viability Study at Golden Ridge, Lushington	N/A	N/A	N/A	100% (Installation of lamella packs, MCC wiring, high lige and standy pumps. Investigation of Raw Water Feasibility and Source Viability Study at Golden Ridge, Lushington and Mansfield)	Lead Schedule Progress Reports	Director: Infrastructural Development

			and Mansfield)						
Infrastructural Development	17. Number of Milestones reached towards the appointment of a contractor for the testing of leaks on the Contract 14 water pipeline.	New Indicator	1 (Appointment of Contractor)	N/A	N/A	1 (Appointment of Contractor)	N/A	Lead Schedule Appointment Letter	Director: Infrastructural Development

**4.2.2 ROADS, SPORTSFIELDS AND ELECTRICAL PROJECTS**

TIER 1: CORE DELIVERY PRIORITIES									
Department	Key Performance Indicator (KPI)	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
			2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Infrastructural Development	18. Percentage progress made towards the completion of the upgrading of Marselle Sportsfield	New Indicator	100% (Designs)	N/A	N/A	N/A	100% (Designs)	Lead Schedule Designs	Director: Infrastructural Development

Infrastructural Development	19. Number of milestones reached towards the normalisation of receiving sub station (Port Alfred).	1	1 Designs and ordering of 4x switch gear panels	N/A	N/A	N/A	1 Designs and ordering of 4x switch gear panels	Lead Schedules Design Documents Progress Report Confirmation Letter from the Supplier	Director: Infrastructural Development
Infrastructural Development	20. Metres of road improved (paving)	2090m	2730m (Gladiola Road - 600m; Atherstone - 1600m; Wesley Hill - 530m)	N/A	600m (Gladiola Road)	2130m (Atherstone 1600m; Wesley Hill 530m)	N/A	Lead Schedule Completion Certificates, Project Reports	Director: Infrastructural Development

4.2.3 MAINTENANCE KPIS

TIER 1: CORE DELIVERY PRIORITIES									
Department	Key Performance Indicator (KPI)	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
			2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Community Protection Services	4. Number of milestones taken towards the rehabilitation of the Bushman's Landfill Site	New Indicator	6 (1. Engagements with Departments; 2. Draft Business Plan; 3. Submission of business plans to DEDEAT; 4. Submission of draft budget to Finance; 5. Submission of project to IDP; 6. Progress Report to Council on the Rehabilitation)	1 Engagements with Departments	1 Draft Business Plan	3 Submission of business plans to DEDEAT; Submission of draft budget to Finance; Submission of project to IDP	1 Progress Report to Council on the Rehabilitation	Lead Schedule, Minutes Attendance Register Agenda Draft Business Plan Proof of Submission Progress Report to Council	Director: Community Protection Services
Community Protection Services	5. Number of landfill sites maintained	5	5 (3 Licensed landfill sites, 2 Transfer Site)	5 (3 Licensed landfill sites, 2 Transfer Site)	5 (3 Licensed landfill sites, 2 Transfer Site)	5 (3 Licensed landfill sites, 2 Transfer Site)	5 (3 Licensed landfill sites, 2 Transfer Site)	Lead Schedule Reports from service provider, Service Level Agreement between Service Provider and Municipality	Director: Community Protection Services

Community Protection Services	6. Number of milestones reached towards the establishment of a new cemetery (Mill Farm)	New Indicator	4 (Finalisation of Procurement Process, Installation of Fence, Draft Plan of the Cemetery, Submission of the Draft Layout Plan to CPS Committee)	1 (Finalisation of Procurement Process)	1 Installation of Fence	1 Draft Plan of the Cemetery	1 Submission of the Draft Layout Plan to CPS Committee	Lead Schedule Report Completion Certificate Draft Layout Plan Item to CPS Committee	Director: Community Protection Services
Community Protection Services	7. Number of beaches with full blue flag status maintained according to blue flag beach criteria and explanatory notes 2020.	2.40 (Dec and Jan - 3; Feb - 2)	3 Blue Flag Beaches	N/A	3 Blue Flag Beaches (December)	3 Blue Flag Beaches (January) 2 Blue Flag Beaches (Feb and March)	2 Blue Flag Beaches (April)	Lead Schedule Blue Flag Certificates Blue Flag report	Director: Community Protection Services

<p>Infrastructural Development</p>	<p>21. Number of times water abstractions are maintained in the municipal area</p>	<p>New Indicator</p>	<p>16 (Sarel Hayward; Central Belt Boreholes; Cape Padrone; Cannon Rocks)</p>	<p>4 (Sarel Hayward; Central Belt Boreholes; Cape Padrone; Cannon Rocks)</p>	<p>4 (Sarel Hayward; Central Belt Boreholes; Cape Padrone; Cannon Rocks)</p>	<p>4 (Sarel Hayward; Central Belt Boreholes; Cape Padrone; Cannon Rocks)</p>	<p>4 (Sarel Hayward; Central Belt Boreholes; Cape Padrone; Cannon Rocks)</p>	<p>Lead Schedule Monthly Report</p>	<p>Director: Infrastructural Development</p>
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<p>Infrastructural Development</p>	<p>22. Number of times water pump stations are maintained in the municipal area</p>	<p>New Indicator</p>	<p>36 (Cape Padrone Pump Station; Main Transfer Pump Station; Smith Street; Alfred Road Pump Station; Nemato Water Plant; Pump Station No.1 (Port Alfred Bulk Water Supply); Pump Station No.2 (Port Alfred Bulk Water Supply); Pump Station No.3 (Port Alfred Bulk Water Supply); Lushington Pump Station)</p>	<p>9 (Cape Padrone Pump Station; Main Transfer Pump Station; Smith Street; Alfred Road Pump Station; Nemato Water Plant; Pump Station No.1 (Port Alfred Bulk Water Supply); Pump Station No.2 (Port Alfred Bulk Water Supply); Pump Station No.3 (Port Alfred Bulk Water Supply); Lushington Pump Station)</p>	<p>9 (Cape Padrone Pump Station; Main Transfer Pump Station; Smith Street; Alfred Road Pump Station; Nemato Water Plant; Pump Station No.1 (Port Alfred Bulk Water Supply); Pump Station No.2 (Port Alfred Bulk Water Supply); Pump Station No.3 (Port Alfred Bulk Water Supply); Lushington Pump Station)</p>	<p>9 (Cape Padrone Pump Station; Main Transfer Pump Station; Smith Street; Alfred Road Pump Station; Nemato Water Plant; Pump Station No.1 (Port Alfred Bulk Water Supply); Pump Station No.2 (Port Alfred Bulk Water Supply); Pump Station No.3 (Port Alfred Bulk Water Supply); Lushington Pump Station)</p>	<p>9 (Cape Padrone Pump Station; Main Transfer Pump Station; Smith Street; Alfred Road Pump Station; Nemato Water Plant; Pump Station No.1 (Port Alfred Bulk Water Supply); Pump Station No.2 (Port Alfred Bulk Water Supply); Pump Station No.3 (Port Alfred Bulk Water Supply); Lushington Pump Station)</p>	<p>Lead Schedule Monthly Report</p>	<p>Director: Infrastructural Development</p>
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<p>Infrastructural Development</p>	<p>23. Number of times Water Treatment Works maintained in the municipal area</p>	<p>New Indicator</p>	<p>8 (Nemato Water Treatment Works; Cannon Rocks RO Treatment Works)</p>	<p>2 (Nemato Water Treatment Works; Cannon Rocks RO Treatment Works)</p>	<p>2 (Nemato Water Treatment Works; Cannon Rocks RO Treatment Works)</p>	<p>2 (Nemato Water Treatment Works; Cannon Rocks RO Treatment Works)</p>	<p>2 (Nemato Water Treatment Works; Cannon Rocks RO Treatment Works)</p>	<p>Lead Schedule Monthly Report</p>	<p>Director: Infrastructural Development</p>
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<p>Infrastructural Development</p>	<p>24. Number of times Waste Water Treatment Plants are maintained in the municipal area</p>	<p>New Indicator</p>	<p>32 (Alexandria; Bushman's Plant; Kenton on Sea; Port Alfred)</p>	<p>8 (Alexandria; Bushman's Plant; Kenton on Sea; Port Alfred)</p>	<p>8 (Alexandria; Bushman's Plant; Kenton on Sea; Port Alfred)</p>	<p>8 (Alexandria; Bushman's Plant; Kenton on Sea; Port Alfred)</p>	<p>8 (Alexandria; Bushman's Plant; Kenton on Sea; Port Alfred)</p>	<p>Lead Schedule Monthly Reports</p>	<p>Director: Infrastructural Development</p>
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<p>Infrastructural Development</p>	<p>25. Number of municipal roads maintained through the patching of potholes</p>	<p>New Indicator</p>	<p>42 (Ngxokolo Street; Gwala Street; Ntente Street; Disa Street; Groenvlei Street; Miles Bowker; Sports and Dove Lane; Beach Crescent; Tyali Street; Mdoda Street; Mbexa Street; Malgas Street; Nelson Street; Freeman Crescent; Ferndale Road; Island Road; Hillcrest Road; Mentone and Stocks; Mabindisa Street; Muller and Oriole Road; Greenmantle Road; Henry and Becker; Miles and Hill Street; Broadway and Falcon Street; Memani/Main Street; Causeway and Main Road; Seabreeze Road; (Wentzel Park, Alexandria (CBD and Suburb)), (Kwa-Nonqubela; Boknes/Cannon Rocks); (Klipfontein, Marselle,</p>	<p>12 (Ngxokolo Street; Gwala Street; Ntente Street; Disa Street; Groenvlei Street; Miles Bowker; Sports and Dove Lane; Beach Crescent; (Wentzel Park, Alexandria (CBD and Suburb)), (Kwa-Nonqubela; Boknes/Cannon Rocks); (Klipfontein, Marselle, Riversbend, Bushmans); (Merryhill, Ekuphumleni, Kenton on Sea CBD)</p>	<p>11 (Tyali Street; Mdoda Street; Mbexa Street; Malgas Street; Nelson Street Freeman Crescent; Ferndale Road; (Wentzel Park, Alexandria (CBD and Suburb)), (Kwa-Nonqubela; Boknes/Cannon Rocks); (Klipfontein, Marselle, Riversbend, Bushmans); (Merryhill, Ekuphumleni, Kenton on Sea CBD))</p>	<p>9 (Island Road; Hillcrest Road; Mentone and Stocks; Mabindisa Street; Muller and Oriole Road; Greenmantle Road; (Wentzel Park, Alexandria (CBD and Suburb)), (Kwa-Nonqubela; Boknes/Cannon Rocks); (Klipfontein, Marselle, Riversbend, Bushmans); (Merryhill, Ekuphumleni, Kenton on Sea CBD))</p>	<p>10 (Henry and Becker; Miles and Hill Street; Broadway and Falcon Street; Memani/Main Street; Causeway and Main Road; Seabreeze Road; (Wentzel Park, Alexandria (CBD and Suburb)), (Kwa-Nonqubela; Boknes/Cannon Rocks); (Klipfontein, Marselle, Riversbend, Bushmans); (Merryhill, Ekuphumleni, Kenton on Sea CBD))</p>	<p>Lead Schedule Monthly Reports</p>	<p>Director: Infrastructural Development</p>
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			Riversbend, Bushmans); (Merryhill, Ekuphumleni, Kenton on Sea CBD))						
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<p>Infrastructural Development</p>	<p>26. Number of municipal roads maintained by re-graveling</p>	<p>New Indicator</p>	<p>12 (Tholetyuka Shiceka Dan Tlome and Rhayi Sakhwatsha Hill Avenue Msimbithi Street Boundary Road Milkwood Road Donkin Terrace Road Bird Street Main Road to Thembisa Muirfield)</p>	<p>3 (Tholetyuka; Muirfield; Bird Street)</p>	<p>3 (Sakhwatsha; Boundary Road; Milkwood Road)</p>	<p>3 (Dan Tlome and Rhayi; Donkin Terrace Road; Hill Avenue)</p>	<p>3 (Msimbithi Street; Shiceka; Main Road to Thembisa)</p>	<p>Lead Schedule Monthly Reports</p>	<p>Director: Infrastructural Development</p>
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<p>Infrastructural Development</p>	<p>27. Number of KMs of stormwater drainage maintained in municipal roads</p>	<p>New Indicator</p>	<p>18000m  (Cleaning of stormwater kerbs and channels - 1.5km/month)</p>	<p>4500m  Cleaning of stormwater kerbs and channels - 4.5km/quarter)</p>	<p>4500m  Cleaning of stormwater kerbs and channels - 4.5km/quarter)</p>	<p>4500m  Cleaning of stormwater kerbs and channels - 4.5km/quarter)</p>	<p>4500m  Cleaning of stormwater kerbs and channels - 4.5km/quarter)</p>	<p>Lead Schedule Monthly Reports</p>	<p>Director: Infrastructural Development</p>
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<p>Infrastructural Development</p>	<p>28. Percentage of unplanned water outages that are restored to supply within industry standards. (98% of households restored within 48 hours)</p>	<p>New Indicator</p>	<p>98%</p>	<p>98%</p>	<p>98%</p>	<p>98%</p>	<p>98%</p>	<p>Lead Schedule Job Cards Water Outages Register</p>	<p>Director: Infrastructural Development</p>
<p>Infrastructural Development</p>	<p>35. Percentage of unplanned electricity outages that are restored to supply within industry standards. (98% of households restored within 24 hours (municipal service areas))</p>	<p>New Indicator</p>	<p>98%</p>	<p>N/A</p>	<p>N/A</p>	<p>98%</p>	<p>98%</p>	<p>Lead Schedule Report from CDR</p>	<p>Director: Infrastructural Development</p>

4.2.4 COMPLIANCE AND ACCESS KPIS

TIER 1: CORE DELIVERY PRIORITIES									
Department	Key Performance Indicator (KPI)	Baseline as of February 2026	Annual Targets				Means of Verification	Custodian	
			2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27			Quarter 4 26/27
Community Protection Services	3. Number of formal households with access to refuse removal as per the refuse collection schedule	21963	21929	21929	21929	21929	21929	Refuse Removal Schedule, Billing confirmation from the Finance Department, Lead Schedule	Director: Community Protection Services
Community Protection Services	8. Percentage of incidents reported to the fire department attended to	100%	100%	100%	100%	100%	100%	Incident Analysis Report, Incident Reports, Lead Schedule	Director: Community Protection Services
Community Protection Services	9. Number of milestones reached towards the reviewal of CPS by-laws	Target not yet due for reporting	5 (1. Reviewal; 2. Submission of By Laws to Council to start the Public Participation process; 3. Public Participation; 4. Adoption of	1 Reviewal	1 Submission of By Laws to Council to start the Public Participation process	1 Public Participation	2 (Adoption of by-laws by Council; Submission of by-laws for gazetting)	Lead Schedule Report Proof of Submission to Council Report on the Public Participation process Council Resolution Proof of	Director: Community Protection Services

			by-laws by Council; 5. Submission of by-laws for gazetting)					Submission for gazetting	
Infrastructural Development	28. Percentage of unplanned water outages that are restored to supply within industry standards. (98% of households restored within 48 hours)	New Indicator	98%	98%	98%	98%	98%	Lead Schedule Job Cards Water Outages Register	Director: Infrastructural Development
Infrastructural Development	29. Percentage of households with access to basic sanitation	87.45%	80%	N/A	N/A	N/A	80%	Lead Schedule Completion certificates of households with newly completed toilets Billing Report from Finance Report Informal settlements households Informal settlements sanitation register Indigent Register (Infrastructural Development)	Director: Infrastructural Development

Infrastructure Development	30. Percentage of households with access to water supply	100.32%	95%	N/A	N/A	N/A	95%	Lead Schedule Billing Report from Finance, Informal Settlements Tanks and Stand-Pipes, Log Sheets	Director: Infrastructural Development
Infrastructure Development	31. Percentage of non-revenue water	33.15%	33%	33%	33%	33%	33%	Lead Schedule Internal Non Revenue Water Report	Director: Infrastructural Development
Infrastructure Development	32. Number of waste water samples reported to DWS by the 10th of the month following the applicable month	New Indicator	60	15 (Alexandria x 3, Kenton x 3, Bushmans x 3, Bathurst x 3, Port Alfred x 3)	15 (Alexandria x 3, Kenton x 3, Bushmans x 3, Bathurst x 3, Port Alfred x 3)	15 (Alexandria x 3, Kenton x 3, Bushmans x 3, Bathurst x 3, Port Alfred x 3)	15 (Alexandria x 3, Kenton x 3, Bushmans x 3, Bathurst x 3, Port Alfred x 3)	Lead Schedule Certificate of Analysis (Lab Results) Proof of Submission to DWS	Director: Infrastructural Development
Infrastructure Development	33. Percentage of water samples complying to SANS241 (Blue Drop)	91.83%	85%	85%	85%	85%	85%	Monthly Lab results, Detailed Lead Schedule	Director: Infrastructural Development

Infrastructura l Development	34. Percentage of households with access to electricity within the municipal service areas	110.72%	100%	100%	100%	N/A	N/A	Lead Schedule Report from CDR	Director: Infrastructural Development
Infrastructura l Development	35. Percentage of unplanned electricity outages that are restored to supply within industry standards. (98% of households restored within 24 hours (municipal service areas)	New Indicator	98%	N/A	N/A	98%	98%	Lead Schedule Report from CDR	Director: Infrastructural Development

### 4.3 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The KPIs contained in KPA 3: Municipal Transformation and Organisational Development focus on strengthening institutional capacity, improving human resource management and enhancing the skills and competencies of municipal staff and councillors. This KPA encompasses key areas such as staff recruitment, reduction of vacancy rate, compliance to the filling of funded posts and the implementation of the Workplace Skills Plan. Through these interventions, the municipality aims to build a capable, well-trained and adequately staffed institution that will ensure that the strategic priorities are attained.

TIER 2: ENABLING INSTITUTIONAL AND FINANCIAL SUPPORT									
Department	Key Performance Indicator (KPI)	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
			2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Corporate Services	36. Staff Vacancy Rate	Target not yet due for reporting	10%	N/A	N/A	N/A	10%	Lead Schedule Positions advertised, Appointment letters issued, Calculation of the staff vacancy rate, Approved Institutional Organogram	Director: Corporate Services
Office of the Municipal Manager	37. Percentage of funded posts (Task Grade 5 upwards) filled within 6 months of vacancy according to municipal staff regulations 890	85%	60%	60%	60%	60%	60%	Lead Schedule Positions advertised, Appointment letters issued, Approved Institutional Organogram Appointments and Terminations Report	Municipal Manager
Corporate Services	38. The percentage of municipality's (Corporate Services) budget (OPEX) actually spent on implementing its workplace skills plan	Target not yet due for reporting	0.166%	N/A	N/A	0,166%	0,166%	Lead Schedule Municipal Budget Training Report Expenditure Report from Finance	Director: Corporate Services

### 4.4 LOCAL ECONOMIC DEVELOPMENT

This KPA encompasses key areas such as the creation of work opportunities through EPWP, CWP, and other related employment programmes to stimulate local economic activity. The KPI is:

TIER 3: DEVELOPMENTAL AND INCLUSIVE FUNCTIONS									
Department	Key Performance Indicator (KPI)	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
			2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Office of the Municipal Manager	39. Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	2163	1229	60	579	419	171	Lead Schedule Employment contracts, Letters of appointment Listing of employed persons	Municipal Manager

#### 4.5 FINANCIAL VIABILITY AND MANAGEMENT

This KPA encompasses key areas such as improving the collection rate, maintaining healthy cash/cost coverage and current ratios, reducing irregular, fruitless and wasteful expenditure and ensuring optimal spending on repairs and maintenance. The KPIs focus on maintaining financial sustainability through effective revenue collection, expenditure management, credible budgeting, and compliance with financial regulations.

TIER 2: ENABLING INSITUTIONAL AND FINANCIAL SUPPORT									
Department	Key Performance Indicator (KPI)	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
			2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Financial Services	40. Percentage Collection Rate	82%	74%	80%	81%	82%	82%	Lead Schedule Collection Rate Report	Chief Financial Officer
Financial Services	41. Cash/ Cost Coverage Ratio (Excluding Unspent Conditional Grants)	1 month	1 month	1 month	1 month	1 month	1 month	Lead Schedule Financial Viability Report, Cashflow statement Investment, Register Section 71 Report	Chief Financial Officer
Financial Services	42. Percentage reduction of Irregular, Fruitless and Wasteful, Unauthorised Expenditure prior years	100% (50% - based on closing balance of 24/25; 50% - based on closing balance of 25/26)	N/A	50% - based on closing balance of 24/25	N/A	50% (based on closing balance of 25/26)	100% (50% - based on closing balance of 24/25; 50% - based on closing balance of 25/26)	Lead Schedule Audited Financial Statements, Quarterly Report, Council Resolutions	Chief Financial Officer
Financial Services	43. Irregular, Fruitless and Wasteful Expenditure as a percentage of Total Operating Expenditure	25%	N/A	N/A	N/A	25%	25%	Lead Schedule, Full Year Irregular, Fruitless and Wasteful Expenditure Register, mScoa Trial Balance	Chief Financial Officer
Financial Services	44. Repairs and Maintenance as a % of Property, Plants and Equipment and Investment Property (Carrying Value)	5.70%	N/A	N/A	N/A	5.70%	5.70%	Lead Schedule Monthly budget actuals for expenditure, Section 71 Repo	Chief Financial Officer
Financial Services	45. Current Ratio	82%	74%	80%	81%	82%	82%	Lead Schedule Monthly actuals, Debtors Age Analysis, Bank Reconciliation, Investment Register, Creditor's Age Analysis	Chief Financial Officer

#### 4.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The KPIs focus on promoting accountable, transparent and participatory governance through effective risk management, internal controls, audit outcomes and community engagement. This KPA encompasses key areas such as achieving an unqualified or a clean audit opinion, investigating fraud and corruption allegations, ensuring councillor financial disclosures, credible Integrated Development Planning (IDP) and conducting regular public participation meetings and special programmes. Through these interventions, the municipality aims to build public trust, strengthen oversight, encourage community involvement and ensure responsive and inclusive decision-making.

TIER 2: ENABLING INSITUTIONAL AND FINANCIAL SUPPORT									
Department	Key Performance Indicator (KPI)	Baseline as of February 2026	Annual Targets				Means of Verification	Custodian	
			2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27			Quarter 4 26/27
Financial Services	46. Audit Opinion	4 (Unqualified)	(5 - Clean Audit 4 - Unqualified 3 - Qualified 2 - Adverse Findings 1 - Disclaimer)	N/A	(5 - Clean Audit 4 - Unqualified 3 - Qualified 2 - Adverse Findings 1 - Disclaimer)	N/A	N/A	Lead Schedule Auditor-General Report	Chief Financial Officer
Office of the Municipal Manager	47. Percentage of reported fraud and corruption allegations investigated.	100%	100%	100%	100%	100%	100%	Lead Schedule MM's Report	Municipal Manager
Corporate Services	48. Percentage of councillors who have declared their financial interests	100%	100%	100%	N/A	N/A	N/A	Lead Schedule Completed and signed Declaration forms	Director: Corporate Services
Office of the Municipal Manager	49. IDP Assessment Rating	Target not yet due for reporting	(5 - High 3 - Medium 1 - Low)	N/A	N/A	N/A	(5 - High 3 - Medium 1 - Low)	Lead Schedule COGTA Rating, Previous IDP	Municipal Manager
TIER 3: DEVELOPMENTAL AND INCLUSIVE FUNCTIONS									
Office of the Municipal Manager	50. Number of Public Participation meetings and formal engagements held with the Local Communities (excluding tavern owner engagements, roundtable engagements and initiation forums)	12	8	2	2	2	2	Lead Schedule Attendance Registers, Programmes	Municipal Manager
Office of the Municipal Manager	51. Number of special programmes held	9	9 Women's Month (1) Casual Day (1) Mandela Day (1) Disability Month Celebration (1) Elderly Month Activity(1) 16 Days of Activism (1) TB Day (1) Youth Day Celebration (1) Easter Tournament (1)	3 Women's Month (1) Casual Day (1) Mandela Day (1)	3 Disability Month Celebration (1) Elderly Month Activity(1) 16 Days of Activism (1)	1 (TB Day)	2 Youth Day (1) Easter Tournament (1)	Lead Schedule, Attendance Registers, Report	Municipal Manager

## 5. SUPPORTING TABLES

The attached tables SA25 to SA30 present a detailed monthly breakdown of the budget for the 2026/27 financial year and the Medium-Term Revenue and Expenditure Framework, as required by the Municipal Finance Management Act and the relevant National Treasury Circulars. These schedules breakdown the budget into operational monthly targets for revenue collection, operating expenditure, capital spending and cash-flow management. They provide the municipality with the primary mechanism to monitor financial and service-delivery performance on a monthly and quarterly basis throughout the financial year.

Choose name from list - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	###	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2	
<b>R thousand</b>																	
<b>Revenue</b>																	
<b>Exchange Revenue</b>																	
Service charges - Electricity		11 288	11 288	11 288	11 288	11 288	11 288	11 288	11 288	11 288	11 288	11 288	11 288	135 462	144 944	155 090	
Service charges - Water		6 215	6 215	6 215	6 215	6 215	6 215	6 215	6 215	6 215	6 215	6 215	6 215	74 577	80 656	87 276	
Service charges - Waste Water Management		3 136	3 136	3 136	3 136	3 136	3 136	3 136	3 136	3 136	3 136	3 136	3 136	37 628	39 743	41 983	
Service charges - Waste Management		2 662	2 662	2 662	2 662	2 662	2 662	2 662	2 662	2 662	2 662	2 662	2 662	31 948	33 609	35 357	
Sale of Goods and Rendering of Services		468	468	468	468	468	468	468	468	468	468	468	468	5 614	5 906	6 213	
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned from Receivables		1 044	1 044	1 044	1 044	1 044	1 044	1 044	1 044	1 044	1 044	1 044	1 044	12 525	13 176	13 861	
Interest earned from Current and Non Current Assets		497	497	497	497	497	497	497	497	497	497	497	497	5 966	6 276	6 603	
Dividends		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rent on Land		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rental from Fixed Assets		169	169	169	169	169	169	169	169	169	169	169	169	2 029	2 135	2 246	
Licence and permits		359	359	359	359	359	359	359	359	359	359	359	359	4 305	4 529	4 764	
Special rating levies		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Construction Contract Revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Development Charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Operational Revenue		143	143	143	143	143	143	143	143	143	143	143	143	1 719	1 808	1 902	
<b>Non-Exchange Revenue</b>																	
Property rates		16 237	16 237	16 237	16 237	16 237	16 237	16 237	16 237	16 237	16 237	16 237	16 237	194 843	204 975	215 634	
Surcharges and Taxes		632	632	632	632	632	632	632	632	632	632	632	632	7 584	7 978	8 393	
Fines, penalties and forfeits		41	41	41	41	41	41	41	41	41	41	41	41	489	515	541	
Licences or permits		286	286	286	286	286	286	286	286	286	286	286	286	3 431	3 609	3 797	
Transfer and subsidies - Operational		46 880	1 186	1 186	1 186	1 186	50 513	1 186	1 186	42 724	1 186	1 186	1 186	150 593	152 086	155 893	
Interest		550	550	550	550	550	550	550	550	550	550	550	550	6 601	6 945	7 306	
Fuel Levy		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Operational Revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gains on disposal of Fixed and Intangible Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Discontinued Operations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>90 407</b>	<b>44 913</b>	<b>44 913</b>	<b>44 913</b>	<b>44 913</b>	<b>94 239</b>	<b>44 913</b>	<b>44 913</b>	<b>86 451</b>	<b>44 913</b>	<b>44 913</b>	<b>44 913</b>	<b>675 313</b>	<b>708 889</b>	<b>746 859</b>	
<b>Expenditure</b>																	
Employee related costs		18 583	18 573	18 633	18 573	18 573	18 578	18 573	18 573	18 573	18 573	18 573	18 573	222 954	233 424	244 498	
Remuneration of councillors		706	706	706	706	706	706	706	706	706	706	706	706	8 476	8 484	8 492	
Bulk purchases - electricity		8 378	8 378	8 378	8 378	8 378	8 378	8 378	8 378	8 378	8 378	8 378	8 378	100 536	105 576	110 867	
Inventory consumed		2 843	2 837	2 837	2 837	2 837	2 837	2 837	2 837	2 837	2 837	2 837	2 837	34 044	37 838	39 933	
Debt impairment		-	-	-	(10 968)	-	33 921	-	-	(10 968)	-	-	33 921	45 905	51 732	54 310	
Depreciation, amortisation and impairment		4 158	4 158	4 158	4 158	4 158	4 158	4 158	4 158	4 158	4 158	4 158	4 158	56 502	57 999	61 861	
Interest, Dividends and Rent on Land		-	-	-	-	-	-	-	-	-	-	-	-	9 178	9 706	10 264	
Contracted services		9 892	9 882	11 089	10 217	10 354	10 396	9 797	9 882	9 882	9 887	9 882	9 886	121 048	137 242	141 275	
Transfers and subsidies		123	123	123	123	123	123	123	123	123	123	123	123	1 480	1 554	1 632	
Irrecoverable debts written off		-	-	-	10 968	-	10 968	-	-	10 968	-	-	10 968	43 874	43 774	45 965	
Operational costs		5 960	5 990	6 773	6 005	5 938	5 838	5 838	5 938	5 938	5 938	5 938	5 938	72 033	75 557	78 526	
Disposal of Fixed and Intangible Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Losses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenditure</b>		<b>50 644</b>	<b>50 648</b>	<b>52 698</b>	<b>50 998</b>	<b>51 068</b>	<b>95 904</b>	<b>50 411</b>	<b>50 596</b>	<b>50 596</b>	<b>50 601</b>	<b>50 596</b>	<b>111 269</b>	<b>716 030</b>	<b>762 887</b>	<b>797 622</b>	
<b>Surplus/(Deficit)</b>		<b>39 763</b>	<b>(5 736)</b>	<b>(7 785)</b>	<b>(6 085)</b>	<b>(6 155)</b>	<b>(1 665)</b>	<b>(5 498)</b>	<b>(5 683)</b>	<b>35 855</b>	<b>(5 688)</b>	<b>(5 683)</b>	<b>(66 356)</b>	<b>(40 717)</b>	<b>(53 998)</b>	<b>(50 763)</b>	
Transfers and subsidies - capital (monetary allocations)		5 899	5 899	5 899	5 899	5 899	5 899	5 899	5 899	5 899	5 899	5 899	5 899	70 790	66 148	69 635	
Transfers and subsidies - capital (in-kind)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>45 662</b>	<b>164</b>	<b>(1 886)</b>	<b>(186)</b>	<b>(256)</b>	<b>4 234</b>	<b>401</b>	<b>216</b>	<b>41 754</b>	<b>211</b>	<b>216</b>	<b>(60 457)</b>	<b>30 073</b>	<b>12 150</b>	<b>18 872</b>	
Income Tax		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Surplus/(Deficit) after income tax</b>		<b>45 662</b>	<b>164</b>	<b>(1 886)</b>	<b>(186)</b>	<b>(256)</b>	<b>4 234</b>	<b>401</b>	<b>216</b>	<b>41 754</b>	<b>211</b>	<b>216</b>	<b>(60 457)</b>	<b>30 073</b>	<b>12 150</b>	<b>18 872</b>	
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Surplus/(Deficit) attributable to municipality</b>		<b>45 662</b>	<b>164</b>	<b>(1 886)</b>	<b>(186)</b>	<b>(256)</b>	<b>4 234</b>	<b>401</b>	<b>216</b>	<b>41 754</b>	<b>211</b>	<b>216</b>	<b>(60 457)</b>	<b>30 073</b>	<b>12 150</b>	<b>18 872</b>	
Share of Surplus/Deficit attributable to Associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Surplus/(Deficit) for the year</b>	<b>1</b>	<b>45 662</b>	<b>164</b>	<b>(1 886)</b>	<b>(186)</b>	<b>(256)</b>	<b>4 234</b>	<b>401</b>	<b>216</b>	<b>41 754</b>	<b>211</b>	<b>216</b>	<b>(60 457)</b>	<b>30 073</b>	<b>12 150</b>	<b>18 872</b>	

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

Choose name from list - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	####	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>Revenue by Vote</b>																
Vote 1 - EXECUTIVE AND COUNCIL		411	411	411	411	411	411	411	411	411	411	411	411	4 930	5 101	5 260
Vote 2 - MUNICIPAL MANAGER		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		326	326	326	326	326	326	326	326	326	326	326	326	3 914	552	581
Vote 4 - COMMUNITY AND PROTECTION SERVICES		135	135	135	135	135	135	135	135	135	135	135	135	1 614	1 698	1 786
Vote 5 -		630	630	630	630	630	630	630	630	630	630	630	630	7 561	7 954	8 368
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		787	787	787	787	787	787	787	787	787	787	787	787	9 446	9 878	8 427
Vote 7 - ELECTRICITY SERVICES		17 690	11 494	11 494	11 494	11 494	17 690	11 494	11 494	17 690	11 494	11 494	11 494	156 515	167 055	178 312
Vote 8 - WATER WORKS		12 117	6 648	6 648	6 648	6 648	12 056	6 648	6 648	12 056	6 648	6 648	6 648	96 058	103 253	111 047
Vote 9 - FINANCIAL SERVICES		50 368	17 521	17 521	17 521	17 521	50 368	17 521	17 521	46 474	17 521	17 521	17 521	304 893	319 192	335 363
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - WASTE MANAGEMENT		4 620	3 639	3 639	3 639	3 639	4 620	3 639	3 639	4 620	3 639	3 639	3 639	46 609	49 033	51 583
Vote 12 - WASTE WATER MANAGEMENT		3 323	3 323	3 323	3 323	3 323	7 217	3 323	3 323	3 323	3 323	3 323	3 323	43 773	45 172	46 133
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>		<b>90 407</b>	<b>44 913</b>	<b>44 913</b>	<b>44 913</b>	<b>44 913</b>	<b>94 239</b>	<b>44 913</b>	<b>44 913</b>	<b>86 451</b>	<b>44 913</b>	<b>44 913</b>	<b>44 913</b>	<b>675 313</b>	<b>708 889</b>	<b>746 859</b>
<b>Expenditure by Vote to be appropriated</b>																
Vote 1 - EXECUTIVE AND COUNCIL		1 037	1 037	1 037	1 037	1 037	1 037	1 037	1 037	1 037	1 037	1 037	1 250	12 657	12 770	12 891
Vote 2 - MUNICIPAL MANAGER		3 130	3 130	3 130	3 130	3 130	3 130	3 130	3 130	3 130	3 130	3 130	3 145	37 573	39 262	40 972
Vote 3 - CORPORATE SERVICES		3 228	3 228	3 228	3 228	3 228	3 228	3 228	3 228	3 228	3 228	3 228	3 228	38 732	40 512	42 370
Vote 4 - COMMUNITY AND PROTECTION SERVICES		3 045	3 041	3 041	3 041	3 341	3 491	3 041	3 041	3 041	3 041	3 041	3 220	37 426	39 154	41 184
Vote 5 -		2 918	2 918	2 918	2 918	2 918	2 918	2 918	2 918	2 918	2 918	2 918	2 935	35 029	37 378	39 518
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		9 053	9 053	9 053	9 053	9 053	9 245	9 053	9 053	9 053	9 053	9 053	9 053	10 989	110 768	122 118
Vote 7 - ELECTRICITY SERVICES		12 369	12 369	12 917	12 369	12 369	15 715	12 369	12 369	12 369	12 369	12 369	16 208	156 158	164 174	175 245
Vote 8 - WATER WORKS		6 629	6 629	6 629	6 629	6 629	25 959	6 629	6 629	6 629	6 629	6 629	27 039	119 283	129 181	135 616
Vote 9 - FINANCIAL SERVICES		4 329	4 337	5 839	4 687	4 457	10 207	4 100	4 285	4 285	4 290	4 285	10 293	65 395	69 349	72 550
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - WASTE MANAGEMENT		2 205	2 205	2 205	2 205	2 205	8 702	2 205	2 205	2 205	2 205	2 205	17 880	48 631	52 344	55 004
Vote 12 - WASTE WATER MANAGEMENT		2 702	2 702	2 702	2 702	2 702	12 273	2 702	2 702	2 702	2 702	2 702	15 081	54 377	56 643	58 515
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>		<b>50 644</b>	<b>50 648</b>	<b>52 698</b>	<b>50 998</b>	<b>51 068</b>	<b>95 904</b>	<b>50 411</b>	<b>50 596</b>	<b>50 596</b>	<b>50 601</b>	<b>50 596</b>	<b>111 269</b>	<b>716 030</b>	<b>762 887</b>	<b>797 622</b>
<b>Surplus/(Deficit) before assoc.</b>		<b>39 763</b>	<b>(5 736)</b>	<b>(7 785)</b>	<b>(6 085)</b>	<b>(6 155)</b>	<b>(1 665)</b>	<b>(5 498)</b>	<b>(5 683)</b>	<b>35 855</b>	<b>(5 688)</b>	<b>(5 683)</b>	<b>(66 356)</b>	<b>(40 717)</b>	<b>(53 998)</b>	<b>(50 763)</b>
Income Tax		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>39 763</b>	<b>(5 736)</b>	<b>(7 785)</b>	<b>(6 085)</b>	<b>(6 155)</b>	<b>(1 665)</b>	<b>(5 498)</b>	<b>(5 683)</b>	<b>35 855</b>	<b>(5 688)</b>	<b>(5 683)</b>	<b>(66 356)</b>	<b>(40 717)</b>	<b>(53 998)</b>	<b>(50 763)</b>

Choose name from list - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	###	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>Revenue - Functional</b>																
Governance and administration		50 810	17 963	17 963	17 963	17 963	50 810	17 963	17 963	46 916	17 963	17 963	17 963	310 206	324 696	341 046
Executive and council		411	411	411	411	411	411	411	411	411	411	411	411	4 930	5 101	5 260
Finance and administration		50 399	17 552	17 552	17 552	17 552	50 399	17 552	17 552	46 505	17 552	17 552	17 552	305 276	319 595	335 786
<b>Internal audit</b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		352	352	352	352	352	352	352	352	352	352	352	352	4 219	874	919
Community and social services		294	294	294	294	294	294	294	294	294	294	294	294	3 531	150	157
Sport and recreation		24	24	24	24	24	24	24	24	24	24	24	24	293	308	324
Public safety		9	9	9	9	9	9	9	9	9	9	9	9	112	118	124
Housing		(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(7)	(7)	(8)
<b>Health</b>		24	24	24	24	24	24	24	24	24	24	24	24	290	305	321
Economic and environmental services		1 136	1 136	1 136	1 136	1 136	1 136	1 136	1 136	1 136	1 136	1 136	1 136	13 627	14 277	13 055
Planning and development		788	788	788	788	788	788	788	788	788	788	788	788	9 453	9 885	8 434
Road transport		86	86	86	86	86	86	86	86	86	86	86	86	1 029	1 083	1 139
<b>Environmental protection</b>		262	262	262	262	262	262	262	262	262	262	262	262	3 145	3 309	3 481
Trading services		37 750	25 104	25 104	25 104	25 104	41 583	25 104	25 104	37 689	25 104	25 104	25 104	342 956	364 514	387 074
Energy sources		17 690	11 494	11 494	11 494	11 494	17 690	11 494	11 494	17 690	11 494	11 494	11 494	156 515	167 055	178 312
Water management		12 117	6 648	6 648	6 648	6 648	12 056	6 648	6 648	12 056	6 648	6 648	6 648	96 058	103 253	111 047
Waste water management		3 323	3 323	3 323	3 323	3 323	7 217	3 323	3 323	3 323	3 323	3 323	3 323	43 773	45 172	46 133
<b>Waste management</b>		4 620	3 639	3 639	3 639	3 639	4 620	3 639	3 639	4 620	3 639	3 639	3 639	46 609	49 033	51 583
Other		359	359	359	359	359	359	359	359	359	359	359	359	4 305	4 529	4 764
<b>Total Revenue - Functional</b>		90 407	44 913	44 913	44 913	44 913	94 239	44 913	44 913	86 451	44 913	44 913	44 913	675 313	708 889	746 859
<b>Expenditure - Functional</b>																
Governance and administration		12 659	12 667	14 169	13 017	12 787	18 537	12 430	12 615	12 615	12 620	12 615	19 847	166 579	174 891	182 324
Executive and council		3 288	3 288	3 288	3 288	3 288	3 288	3 288	3 288	3 288	3 288	3 288	3 516	39 682	41 052	42 492
Finance and administration		8 623	8 631	10 132	8 981	8 751	14 501	8 394	8 579	8 579	8 584	8 579	15 582	117 915	124 491	130 164
<b>Internal audit</b>		748	748	748	748	748	748	748	748	748	748	748	748	8 982	9 348	9 668
Community and public safety		4 184	4 184	4 184	4 184	4 484	4 634	4 184	4 184	4 184	4 184	4 184	4 226	51 001	54 087	56 774
Community and social services		1 206	1 206	1 206	1 206	1 206	1 206	1 206	1 206	1 206	1 206	1 206	1 206	14 470	15 172	15 905
Sport and recreation		1 392	1 392	1 392	1 392	1 692	1 842	1 392	1 392	1 392	1 392	1 392	1 425	17 485	18 240	19 118
Public safety		1 068	1 068	1 068	1 068	1 068	1 068	1 068	1 068	1 068	1 068	1 068	1 077	12 825	14 152	14 918
Housing		266	266	266	266	266	266	266	266	266	266	266	266	3 196	3 343	3 498
<b>Health</b>		252	252	252	252	252	252	252	252	252	252	252	252	3 025	3 179	3 336
Economic and environmental services		8 894	8 890	8 890	8 890	8 890	9 082	8 890	8 890	8 890	8 890	8 890	9 985	107 972	118 699	120 775
Planning and development		2 743	2 743	2 743	2 743	2 743	2 935	2 743	2 743	2 743	2 743	2 743	3 268	33 637	35 316	34 945
Road transport		5 832	5 828	5 828	5 828	5 828	5 828	5 828	5 828	5 828	5 828	5 828	6 399	70 515	79 398	81 373
<b>Environmental protection</b>		318	318	318	318	318	318	318	318	318	318	318	318	3 819	3 985	4 456
Trading services		24 631	24 631	25 179	24 631	24 631	63 375	24 631	24 631	24 631	24 631	24 631	76 935	387 168	411 739	434 109
Energy sources		12 809	12 809	13 357	12 809	12 809	16 155	12 809	12 809	12 809	12 809	12 809	16 648	161 442	169 971	181 073
Water management		6 629	6 629	6 629	6 629	6 629	25 959	6 629	6 629	6 629	6 629	6 629	27 039	119 283	129 181	135 616
Waste water management		2 702	2 702	2 702	2 702	2 702	12 273	2 702	2 702	2 702	2 702	2 702	15 081	54 377	56 643	58 515
<b>Waste management</b>		2 491	2 491	2 491	2 491	2 491	8 988	2 491	2 491	2 491	2 491	2 491	18 166	52 065	55 944	58 905
Other		276	276	276	276	276	276	276	276	276	276	276	276	3 311	3 470	3 639
<b>Total Expenditure - Functional</b>		50 644	50 648	52 698	50 998	51 068	95 904	50 411	50 596	50 596	50 601	50 596	111 269	716 030	762 887	797 622
<b>Surplus/(Deficit) before assoc.</b>		39 763	(5 736)	(7 785)	(6 085)	(6 155)	(1 665)	(5 498)	(5 683)	35 855	(5 688)	(5 683)	(66 356)	(40 717)	(53 998)	(50 763)
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	1	39 763	(5 736)	(7 785)	(6 085)	(6 155)	(1 665)	(5 498)	(5 683)	35 855	(5 688)	(5 683)	(66 356)	(40 717)	(53 998)	(50 763)

Choose name from list - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	###	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29	
<b>Multi-year expenditure to be appropriated</b>	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 1 - EXECUTIVE AND COUNCIL		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL MANAGER		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - COMMUNITY AND PROTECTION SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - ELECTRICITY SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - WATER WORKS		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - FINANCIAL SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - WASTE MANAGEMENT		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - WASTE WATER MANAGEMENT		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Single-year expenditure to be appropriated</b>																	
Vote 1 - EXECUTIVE AND COUNCIL		-	-	712	-	700	-	-	-	-	-	-	-	1 412	-	-	-
Vote 2 - MUNICIPAL MANAGER		50	-	-	-	50	-	-	-	50	-	-	-	150	200	300	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - COMMUNITY AND PROTECTION SERVICES		30	-	-	-	-	-	-	-	-	-	-	-	30	10	-	-
Vote 5 -		65	65	65	65	65	65	65	65	65	65	65	65	783	-	-	-
Vote 6 - INFRASTRUCTURAL DEVELOPMENT		896	896	896	896	896	896	896	896	896	896	896	896	10 753	-	21 226	-
Vote 7 - ELECTRICITY SERVICES		1 497	1 220	3 354	2 120	2 030	1 720	1 720	2 120	1 220	1 220	1 220	1 220	20 659	7 862	7 650	-
Vote 8 - WATER WORKS		1 043	3 503	543	2 143	543	543	543	543	543	543	543	543	11 573	8 418	6 699	-
Vote 9 - FINANCIAL SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - WASTE MANAGEMENT		-	-	3 300	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - WASTE WATER MANAGEMENT		2 795	2 795	5 095	2 795	2 795	2 795	2 795	2 795	2 795	2 795	2 795	2 795	35 834	45 941	29 335	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	2	6 375	8 478	13 964	8 018	7 079	6 018	6 018	6 418	5 568	5 518	5 518	5 518	84 494	62 431	65 208	-
<b>Total Capital Expenditure</b>	2	6 375	8 478	13 964	8 018	7 079	6 018	6 018	6 418	5 568	5 518	5 518	5 518	84 494	62 431	65 208	-

Choose name from list - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	###	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>Capital Expenditure - Functional</b>	1															
<b>Governance and administration</b>		50	--	712	--	750	--	--	--	50	--	--	--	1 562	200	300
Executive and council		50	--	712	--	750	--	--	--	50	--	--	--	1 562	200	300
Finance and administration		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Internal audit		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
<b>Community and public safety</b>		65	65	65	65	65	65	65	65	65	65	65	65	783	--	--
Community and social services		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Sport and recreation		65	65	65	65	65	65	65	65	65	65	65	65	783	--	--
Public safety		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Housing		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Health		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
<b>Economic and environmental services</b>		926	896	896	896	896	896	896	896	896	896	896	896	10 783	10	21 226
Planning and development		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Road transport		896	896	896	896	896	896	896	896	896	896	896	896	10 753	--	21 226
Environmental protection		30	--	--	--	--	--	--	--	--	--	--	--	30	10	--
<b>Trading services</b>		5 334	7 517	12 291	7 057	5 367	5 057	5 057	5 457	4 557	4 557	4 557	4 557	71 367	62 221	43 683
Energy sources		1 497	1 220	3 354	2 120	2 030	1 720	1 720	2 120	1 220	1 220	1 220	1 220	20 659	7 862	7 650
Water management		1 043	3 503	543	2 143	543	543	543	543	543	543	543	543	11 573	8 418	6 699
Waste water management		2 795	2 795	5 095	2 795	2 795	2 795	2 795	2 795	2 795	2 795	2 795	2 795	35 834	45 941	29 335
Waste management		--	--	3 300	--	--	--	--	--	--	--	--	--	3 300	--	--
<b>Other</b>		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
<b>Total Capital Expenditure - Functional</b>	2	6 375	8 478	13 964	8 018	7 079	6 018	6 018	6 418	5 568	5 518	5 518	5 518	84 494	62 431	65 208
<b>Funded by:</b>																
National Government		5 014	5 014	5 014	5 014	5 014	5 014	5 014	5 014	5 014	5 014	5 014	5 014	60 171	57 520	60 552
Provincial Government		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
District Municipality		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		115	115	115	115	115	115	115	115	115	115	115	115	1 385	--	--
<b>Transfers recognised - capital</b>		5 130	5 130	5 130	5 130	5 130	5 130	5 130	5 130	5 130	5 130	5 130	5 130	61 556	57 520	60 552
<b>Borrowing</b>		--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
<b>Internally generated funds</b>		1 216	3 349	8 834	2 889	1 949	889	889	1 289	439	389	389	389	22 908	4 901	4 656
<b>Total Capital Funding</b>		6 345	8 478	13 964	8 018	7 079	6 018	6 018	6 418	5 568	5 518	5 518	5 518	84 464	62 421	65 208

Choose name from list - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>R thousand</b>															
<b>Cash Receipts By Source</b>													1		
Property rates	15 002	15 002	15 002	15 002	15 002	15 002	15 002	15 002	15 002	15 002	15 002	15 002	180 027	189 388	199 237
Service charges - electricity revenue	10 264	10 264	10 264	10 264	10 264	10 264	10 264	10 264	10 264	10 264	10 264	10 264	123 166	131 787	141 013
Service charges - water revenue	5 653	5 653	5 653	5 653	5 653	9 547	5 653	5 653	5 653	5 653	5 653	5 653	71 733	76 429	81 044
Service charges - sanitation revenue	1 984	1 984	1 984	1 984	1 984	1 984	1 984	1 984	1 984	1 984	1 984	1 984	23 804	25 142	26 559
Service charges - refuse revenue	2 419	2 419	2 419	2 419	2 419	2 419	2 419	2 419	2 419	2 419	2 419	2 419	29 025	30 534	32 122
Rental of facilities and equipment	169	169	169	169	169	169	169	169	169	169	169	169	2 032	2 138	2 249
Interest earned - external investments	497	497	497	497	497	497	497	497	497	497	497	497	5 966	6 276	6 603
Interest earned - outstanding debtors	659	659	659	659	659	659	659	659	659	659	659	659	7 905	8 316	8 748
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	23	23	23	23	23	23	23	23	23	23	23	23	276	290	305
Licences and permits	1 375	1 375	1 375	1 375	1 375	1 375	1 375	1 375	1 375	1 375	1 375	1 375	16 500	17 358	18 261
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and Subsidies - Operational	46 705	1 211	1 211	1 211	1 211	46 643	1 211	1 211	42 749	1 211	1 211	1 211	146 999	149 339	154 565
Other revenue	1 881	1 881	1 881	1 881	1 881	1 881	1 881	1 881	1 881	1 881	1 881	1 881	22 577	23 751	24 986
<b>Cash Receipts by Source</b>	<b>86 631</b>	<b>41 138</b>	<b>41 138</b>	<b>41 138</b>	<b>41 138</b>	<b>90 464</b>	<b>41 138</b>	<b>41 138</b>	<b>82 676</b>	<b>41 138</b>	<b>41 138</b>	<b>41 138</b>	<b>630 010</b>	<b>660 748</b>	<b>695 691</b>
<b>Other Cash Flows by Source</b>															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	5 766	5 766	5 766	5 766	5 766	5 766	5 766	5 766	5 766	5 766	5 766	5 766	69 197	66 148	69 635
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)	133	133	133	133	133	133	133	133	133	133	133	133	1 593	-	-
Proceeds on Disposal of Fixed and Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vat Control (receipts)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance Refund - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest on Short Term Investment (Greater than 90 days) and Long Term	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash Receipts by Source</b>	<b>92 530</b>	<b>47 037</b>	<b>47 037</b>	<b>47 037</b>	<b>47 037</b>	<b>96 363</b>	<b>47 037</b>	<b>47 037</b>	<b>88 575</b>	<b>47 037</b>	<b>47 037</b>	<b>47 037</b>	<b>700 799</b>	<b>726 896</b>	<b>765 326</b>
<b>Cash Payments by Type</b>															
Employee related costs	18 790	18 780	18 805	18 780	18 780	18 785	18 780	18 780	18 780	18 780	18 780	18 780	225 403	235 597	246 698
Remuneration of councillors	731	731	731	731	731	731	731	731	731	731	731	731	8 776	8 794	8 812
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Electricity	9 635	9 635	9 635	9 635	9 635	9 635	9 635	9 635	9 635	9 635	9 635	9 635	115 617	121 412	127 497
Contracted services	3 086	3 079	3 079	3 079	3 079	3 079	3 079	3 079	3 079	3 079	3 079	3 079	36 959	36 539	41 551
Transfers and subsidies - other municipalities	11 300	11 289	12 676	11 652	11 832	11 879	11 191	11 289	11 289	11 295	11 289	11 293	138 275	156 877	161 470
Transfers and subsidies - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	123	123	123	123	123	123	123	123	123	123	123	123	1 480	1 554	1 632
<b>Cash Payments by Type</b>	<b>6 653</b>	<b>6 646</b>	<b>7 554</b>	<b>6 662</b>	<b>6 593</b>	<b>6 478</b>	<b>6 478</b>	<b>6 593</b>	<b>6 593</b>	<b>6 593</b>	<b>6 593</b>	<b>6 593</b>	<b>80 031</b>	<b>84 372</b>	<b>87 726</b>
<b>Total Cash Payments by Type</b>	<b>50 319</b>	<b>50 284</b>	<b>52 604</b>	<b>50 662</b>	<b>50 774</b>	<b>50 712</b>	<b>50 019</b>	<b>50 231</b>	<b>50 231</b>	<b>50 237</b>	<b>50 231</b>	<b>50 235</b>	<b>606 542</b>	<b>645 144</b>	<b>675 386</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets	7 055	9 473	15 782	8 944	7 864	6 644	6 644	7 104	6 127	6 069	6 069	6 069	93 846	71 158	74 250
Retention (Capital)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash Payments by Type</b>	<b>57 374</b>	<b>59 757</b>	<b>68 386</b>	<b>59 607</b>	<b>58 638</b>	<b>57 356</b>	<b>56 663</b>	<b>57 336</b>	<b>56 358</b>	<b>56 307</b>	<b>56 301</b>	<b>56 305</b>	<b>700 388</b>	<b>716 303</b>	<b>749 636</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>35 157</b>	<b>(12 720)</b>	<b>(21 349)</b>	<b>(12 570)</b>	<b>(11 601)</b>	<b>39 007</b>	<b>(9 626)</b>	<b>(10 299)</b>	<b>32 217</b>	<b>(9 270)</b>	<b>(9 264)</b>	<b>(9 268)</b>	<b>412</b>	<b>10 593</b>	<b>15 690</b>
Cash/cash equivalents at the month/year begin:	26 525	61 681	48 961	27 611	15 041	3 440	42 447	32 821	22 521	54 738	45 468	36 204	26 525	26 936	37 529
Cash/cash equivalents at the month/year end:	61 681	48 961	27 611	15 041	3 440	42 447	32 821	22 521	54 738	45 468	36 204	26 936	26 936	37 529	53 219

**DRAFT**

**ORGANISATIONAL  
SCORECARD**

**2026/2027**

**STRATEGIC LAYER**



**NDLAMBE LOCAL MUNICIPALITY  
SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP) - STRATEGIC LAYER  
2026/2027 FINANCIAL YEAR**

**KEY PERFORMANCE AREA (KPA) 1: SPATIAL PLANNING**

**TIER 1: CORE DELIVERY PRIORITIES**

Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
							2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Infrastructural Development	Ensure sustainable, compliant and well managed land use and building development in line with legislation, the Spatial Development Framework, and National Building Regulations.	Ensure orderly, sustainable land use and development in line with the Spatial Development Framework and planning legislation.	1. Turnaround time for processing of land use applications within 16 months in accordance with SPLUMA	Town Planning Building Regulations and Enforcement and City Engineer:Town Planning (012545) Town Planning Building Regulations and Enforcement and City Engineer:Estate (012520)	R1 791 360.00	New Indicator	16 months	16 months	16 months	16 months	16 months	Lead Schedule Register, Return Approval/Rejection letter to applicant, Progress reports	Director: Infrastructural Development
Infrastructural Development	Ensure sustainable, compliant and well managed land use and building development in line with legislation, the Spatial Development Framework, and National Building Regulations.	Ensure orderly, sustainable land use and development in line with the Spatial Development Framework and planning legislation.	2. Turnaround time for processing of land use applications for business/industrial development or major impact developments in accordance with SPLUMA	Budget linked to KPI '1. Turnaround time for processing of land use applications within 16 months in accordance with SPLUMA'	Budget linked to KPI '1. Turnaround time for processing of land use applications within 16 months in accordance with SPLUMA'	New Indicator	16 months	16 months	16 months	16 months	16 months	Lead Schedule Approval Letter(s) Site Development Land Use Register	Director: Infrastructural Development

**KEY PERFORMANCE AREA (KPA) 2: BASIC SERVICE DELIVERY**

**SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP) - STRATEGIC LAYER**

**TIER 1: CORE DELIVERY PRIORITIES**

Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
							2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Community Protection Services	Ensure safe, healthy, and resilient communities through effective protection, compliance, and community services.	Ensure consistent refuse removal and public cleansing in all wards	3. Number of formal households with access to refuse removal as per the refuse collection schedule	Solid Waste Removal:Refuse Disposal (011035)	R22 281 109.00	21963	21929	21929	21929	21929	21929	Refuse Removal Schedule, Billing confirmation from the Finance Department, Lead Schedule	Director: Community Protection Services
Community Protection Services	Ensure safe, healthy, and resilient communities through effective protection, compliance, and community services.	Ensure consistent refuse removal and public cleansing in all wards	4. Number of milestones reached towards the rehabilitation of the Bushman's Landfill Site	Landfill Sites:Rehabilitation of Landfill Sites	R100 000.00	New Indicator	6 (1. Engagements with Departments; 2. Draft Business Plan; 3. Submission of business plans to DEDEAT; 4. Submission of draft budget to Finance; 5. Submission of project to IDP; 6. Progress Report to Council on the Rehabilitation)	1 Engagements with Departments	1 Draft Business Plan	3 Submission of business plans to DEDEAT; Submission of draft budget to Finance; Submission of project to IDP	1 Progress Report to Council on the Rehabilitation	Lead Schedule, Minutes Attendance Register Agenda Draft Business Plan Proof of Submission Progress Report to Council	Director: Community Protection Services
Community Protection Services	Ensure safe, healthy, and resilient communities through effective protection, compliance, and community services.	Safeguard public health through environmental monitoring.	5. Number of landfill sites maintained	External Facilities:Maintenance of landfill sites	R7 480 200.00	5	5 (3 Licensed landfill sites, 2 Transfer Site)	5 (3 Licensed landfill sites, 2 Transfer Site)	5 (3 Licensed landfill sites, 2 Transfer Site)	5 (3 Licensed landfill sites, 2 Transfer Site)	5 (3 Licensed landfill sites, 2 Transfer Site)	Lead Schedule Reports from service provider, Service Level Agreement between Service Provider and Municipality	Director: Community Protection Services
Community Protection Services	Ensure safe, healthy, and resilient communities through effective protection, compliance, and community services.	Ensure dignified and well-maintained cemeteries for the community.	6. Number of milestones reached towards the establishment of a new cemetery (Mill Farm)	Parks Programme:Development of EIA studies for Cemeteries	R200 000.00	New Indicator	4 (Finalisation of Procurement Process, Installation of Fence, Draft Plan of the Cemetery, Submission of the Draft Layout Plan to CPS Committee)	1 (Finalisation of Procurement Process)	1 Installation of Fence	1 Draft Plan of the Cemetery	1 Submission of the Draft Layout Plan to CPS Committee	Lead Schedule Report Completion Certificate Draft Layout Plan Item to CPS Committee	Director: Community Protection Services
Community Protection Services	Ensure safe, healthy, and resilient communities through effective protection, compliance, and community services.	Maintain clean, safe, and compliant public beaches and coastal facilities to support community use and tourism.	7. Number of beaches with full blue flag status maintained according to blue flag beach criteria and explanatory notes 2020.	Tourist Development:Blue Flag International Standard Maintenance for Tourist Attraction	R345 000.00	2.40 (Dec and Jan - 3; Feb - 2)	3 Blue Flag Beaches	N/A	3 Blue Flag Beaches (December)	3 Blue Flag Beaches (January) 2 Blue Flag Beaches (Feb and March)	2 Blue Flag Beaches (April)	Lead Schedule Blue Flag Certificates Blue Flag report	Director: Community Protection Services
Community Protection Services	Ensure safe, healthy, and resilient communities through effective protection, compliance, and community services.	Enhance fire safety, prevention, and emergency response capacity.	8. Percentage of incidents reported to the fire department attended to	Public Protection and Safety: Ndlambe Fire Protection Services	R9 513 113.00	100%	100%	100%	100%	100%	100%	Incident Analysis Report, Incident Reports, Lead Schedule	Director: Community Protection Services

Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
							2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Community Protection Services	Ensure safe, healthy, and resilient communities through effective protection, compliance, and community services.	Improve community safety through traffic services, by-law enforcement and emergency response	9. Number of milestones reached towards the reviewal of CPS by-laws	Operational Running Cost		Target not yet due for reporting	5 (1. Reviewal; 2. Submission of By Laws to Council to start the Public Participation process; 3. Public Participation; 4. Adoption of by-laws by Council; 5. Submission of by-laws for gazetting)	1 Reviewal	1 Submission of By Laws to Council to start the Public Participation process	1 Public Participation	2 (Adoption of by-laws by Council; Submission of by-laws for gazetting)	Lead Schedule Report Proof of Submission to Council Report on the Public Participation process Council Resolution Proof of Submission for gazetting	Director: Community Protection Services
Community Protection Services			10. Number of municipal sites (76) secured by alarms and armed response as per the security contract.	Public Protection and Safety: Public Security in Ndlambe Area	R12 407 284.00	76	76 Sites	76 Sites	76 Sites	76 Sites	76 Sites	Service Level Agreement between Security Company and the Municipality Monthly Security Company Report, Lead Schedule	Director: Community Protection Services
Infrastructural Development	Construct and Upgrade reliable, infrastructure to attract and enable investment.	Construct and upgrade water and sanitation service infrastructure	11. Percentage progress made towards the completion of the Port Alfred Sewerage Infrastructure Phase 1 Reticulation	Port Alfred Sewerage Infrastructure Phase 1 Reticulation	R4 430 457.00	Target not yet due for reporting	100% (1874m)	N/A	26.68% (500 metres)	64.34% (1187m)	100% (1874m)	Lead Schedule Progress Reports Completion Certificates	Director: Infrastructural Development
Infrastructural Development	Construct and Upgrade reliable, infrastructure to attract and enable investment.	Construct and upgrade water and sanitation service infrastructure	12. Percentage progress made towards the completion of the Port Alfred Pump Station Upgrades	Port Alfred Pump Station Upgrades	R5 134 761.00	Target not yet due for reporting	100% (2000m of sewer pipeline)	N/A	25% (500m)	62.50% (1250m)	100% (2000m)	Lead Schedule Progress Reports Completion Certificates	Director: Infrastructural Development
Infrastructural Development	Construct and Upgrade reliable, infrastructure to attract and enable investment.	Construct and upgrade water and sanitation service infrastructure	13. Percentage progress made towards the completion of the upgrading of Port Alfred Sewerage Industrial Area Reticulation and Bulk Link	Port Alfred Sewerage Industrial Area Reticulation and Bulk Link	R3 478 261.00	New Indicator	100% (2000m of sewer pipeline)	N/A	25% (500m)	62.50% (1250m)	100% (2000m)	Lead Schedule Progress Reports	Director: Infrastructural Development
Infrastructural Development	Construct and Upgrade reliable, infrastructure to attract and enable investment.	Construct and upgrade water and sanitation service infrastructure	14. Percentage progress made towards the completion of the upgrading of Sewer System in Port Alfred - Phase 1	Upgrading of Sewer System in Port Alfred - Phase 1	R4 347 826.00	New Indicator	100% (1550m)	N/A	N/A	N/A	100% (1550m)	Lead Schedule Progress Reports	Director: Infrastructural Development
Infrastructural Development	Construct and Upgrade reliable, infrastructure to attract and enable investment.	Construct and upgrade water and sanitation service infrastructure	15. Percentage progress made towards the upgrading of the Bathurst Waste Water Treatment Works and Bulk Sewer Reticulation (Multiyear Project)	3) Bathurst Waste Water Treatment Works and Bulk Sewer Reticulation (7000 metres) - R16 143 107.83 (Multiyear Project)	R16 143 107.83	New Indicator	100% (Upgrading of Waste Water Treatment Works to a capacity of 1085kl/day)	N/A	N/A	N/A	100% (Upgrading of Waste Water Treatment Works to a capacity of 1085kl/day)	Lead Schedule Progress Report	Director: Infrastructural Development
Infrastructural Development	Construct and Upgrade reliable, infrastructure to attract and enable investment.	Construct and upgrade water and sanitation service infrastructure	16. Percentage progress made towards the completion of the upgrading of Bathurst Water Treatment Plant	Completion of Upgrading of Bathurst Water Treatment Plant	R4 347 826.00	Target not yet due for reporting	100% (Installation of lamella packs, MCC wiring, high lige and standy pumps. Investigation of Raw Water Feasibility and Source Viability Study at Golden Ridge, Lushington and Mansfield)	N/A	N/A	N/A	100% (Installation of lamella packs, MCC wiring, high lige and standy pumps. Investigation of Raw Water Feasibility and Source Viability Study at Golden Ridge, Lushington and Mansfield)	Lead Schedule Progress Reports	Director: Infrastructural Development
Infrastructural Development	Construct and Upgrade reliable, infrastructure to attract and enable investment.	Construct and upgrade water and sanitation service infrastructure	17. Number of Milestones reached towards the appointment of a contractor for the testing of leaks on the Contract 14 water pipeline.	Alexandria: Retrofitting of Isolation Valve Chambers and Hydrostatic Pressure testing of the GRP Pipelines installed (Contract 14 - 10 kms)	R8 303 223.09	New Indicator	1 (Appointment of Contractor)	N/A	N/A	1 (Appointment of Contractor)	N/A	Lead Schedule Appointment Letter	Director: Infrastructural Development
Infrastructural Development	Ensure safe, healthy, and resilient communities through effective protection, compliance, and community services.	Maintain and improve recreational facilities to promote community well-being and social cohesion.	18. Percentage progress made towards the completion of the upgrading of Marselle Sportsfield	Marselle Sportsfield	R782 608.70	New Indicator	100% (Designs)	N/A	N/A	N/A	100% (Designs)	Lead Schedule Designs	Director: Infrastructural Development
Infrastructural Development	Construct and Upgrade reliable, infrastructure to attract and enable investment.	Construct and upgrade of electrical assets	19. Number of milestones reached towards the normalisation of receiving sub station (Port Alfred).	Normalisation of receiving sub station.	R13 738 261.00	1	1 Designs and ordering of 4x switch gear panels	N/A	N/A	N/A	1 Designs and ordering of 4x switch gear panels	Lead Schedules Design Documents Progress Report Confirmation Letter from the Supplier	Director: Infrastructural Development
Infrastructural Development	Construct and Upgrade reliable, infrastructure to attract and enable investment.	Construct and upgrade municipal road networks	20. Metres of road improved (paving)	Upgrading of Gladiola Road, Alexandria Upgrading of Atherstone Road (Multiyear) Upgrading of Ndlambe Roads	R10 752 979.12	2090m	2730m (Gladiola Road - 600m; Atherstone - 1600m; Wesley Hill - 530m)	N/A	600m (Gladiola Road)	2130m (Atherstone 1600m; Wesley Hill 530m)	N/A	Lead Schedule Completion Certificates, Project Reports	Director: Infrastructural Development
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintenance of water and sanitation service infrastructure	21. Number of times water abstractions are maintained in the municipal area	Sarel Hayward - R100 000.00 Central Belt Boreholes - R100 000.00 Cape Padrone - R230 000.00 Cannon Rocks - R200 000.00	R630 000.00	New Indicator	16 (Sarel Hayward; Central Belt Boreholes; Cape Padrone; Cannon Rocks)	4 (Sarel Hayward; Central Belt Boreholes; Cape Padrone; Cannon Rocks)	4 (Sarel Hayward; Central Belt Boreholes; Cape Padrone; Cannon Rocks)	4 (Sarel Hayward; Central Belt Boreholes; Cape Padrone; Cannon Rocks)	4 (Sarel Hayward; Central Belt Boreholes; Cape Padrone; Cannon Rocks)	Lead Schedule Monthly Report	Director: Infrastructural Development

Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
							2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintenance of water and sanitation service infrastructure	22. Number of times water pump stations are maintained in the municipal area	Cape Padrone Pump Station - R170 000 Main Transfer Pump Station - R255 000 Smith Street - R240 000 Alfred Road Pump Station - R280 000 Nemato Water Plant - R360 000 Pump Station No.1 (Port Alfred Bulk Water Supply) - R520 000 Pump Station No.2 (Port Alfred Bulk Water Supply) - R470 000 Pump Station No.3 (Port Alfred Bulk Water Supply) - R370 000 Lushington Pump Station - R300 000	R2 965 000.00	New Indicator	36 (Cape Padrone Pump Station; Main Transfer Pump Station; Smith Street; Alfred Road Pump Station; Nemato Water Plant; Pump Station No.1 (Port Alfred Bulk Water Supply); Pump Station No.2 (Port Alfred Bulk Water Supply); Pump Station No.3 (Port Alfred Bulk Water Supply); Lushington Pump Station)	9 (Cape Padrone Pump Station; Main Transfer Pump Station; Smith Street; Alfred Road Pump Station; Nemato Water Plant; Pump Station No.1 (Port Alfred Bulk Water Supply); Pump Station No.2 (Port Alfred Bulk Water Supply); Pump Station No.3 (Port Alfred Bulk Water Supply); Lushington Pump Station)	9 (Cape Padrone Pump Station; Main Transfer Pump Station; Smith Street; Alfred Road Pump Station; Nemato Water Plant; Pump Station No.1 (Port Alfred Bulk Water Supply); Pump Station No.2 (Port Alfred Bulk Water Supply); Pump Station No.3 (Port Alfred Bulk Water Supply); Lushington Pump Station)	9 (Cape Padrone Pump Station; Main Transfer Pump Station; Smith Street; Alfred Road Pump Station; Nemato Water Plant; Pump Station No.1 (Port Alfred Bulk Water Supply); Pump Station No.2 (Port Alfred Bulk Water Supply); Pump Station No.3 (Port Alfred Bulk Water Supply); Lushington Pump Station)	9 (Cape Padrone Pump Station; Main Transfer Pump Station; Smith Street; Alfred Road Pump Station; Nemato Water Plant; Pump Station No.1 (Port Alfred Bulk Water Supply); Pump Station No.2 (Port Alfred Bulk Water Supply); Pump Station No.3 (Port Alfred Bulk Water Supply); Lushington Pump Station)	Lead Schedule Monthly Report	Director: Infrastructural Development
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintenance of water and sanitation service infrastructure	23. Number of times Water Treatment Works are maintained in the municipal area	Nemato Water Treatment Works - R290 000 Cannon Rocks RO Treatment Works - R300 000	R590 000.00	New Indicator	8 (Nemato Water Treatment Works; Cannon Rocks RO Treatment Works)	2 (Nemato Water Treatment Works; Cannon Rocks RO Treatment Works)	2 (Nemato Water Treatment Works; Cannon Rocks RO Treatment Works)	2 (Nemato Water Treatment Works; Cannon Rocks RO Treatment Works)	2 (Nemato Water Treatment Works; Cannon Rocks RO Treatment Works)	Lead Schedule Monthly Report	Director: Infrastructural Development
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintenance of water and sanitation service infrastructure	24. Number of times Waste Water Treatment Plants are maintained in the municipal area	Alexandria - R400 000 Bushman's Plant - R300 000 Kenton on Sea - R400 000 Port Alfred - R800 000	R1 900 000.00	New Indicator	32 (Alexandria; Bushman's Plant; Kenton on Sea; Port Alfred)	8 (Alexandria; Bushman's Plant; Kenton on Sea; Port Alfred)	8 (Alexandria; Bushman's Plant; Kenton on Sea; Port Alfred)	8 (Alexandria; Bushman's Plant; Kenton on Sea; Port Alfred)	8 (Alexandria; Bushman's Plant; Kenton on Sea; Port Alfred)	Lead Schedule Monthly Reports	Director: Infrastructural Development
Infrastructural Development	Ensure renewable, well-maintained infrastructure to attract and enable investments	Maintain municipal road networks (gravel and tar)	25. Number of municipal roads maintained through the patching of potholes	Wentzel Park, Alexandria (CBD and Suburb), R Kwa-Nonqubela - R55500.00 Boknes/Cannon Rocks - R250 000 Klipfontein, Marselle, Riversbend, Bushmans - R485000 Merryhill, Ekuphumleni, Kenton on Sea CBD - R440 000 Ngxokolo Street - R29 872.00 Mabindisa Street - R13250.00 Ntente Street - R13250.00 Gwala Street - R32040.00 Tyali Street - R51370.00 Mdoda Street - R29872.00 Mibexa Street - R50590.00 Diasa Street - R20576 Malgas Street - R20836 Nelson Street - R22136 Groenvlei Street - R23610 Freeman Crescent - R30934 Ferndale Road - R31714 Miles Bowker - R75790 Sports and Dove Lane - R63460 Mentone and Stocks - R90560 Henry and Becker - R51500 Miles and Hill Street - R53776.00 Broadway and Falcon - R79780 Seabreeze - R69140 Greenmantle - R119130 Muller and Oriole Road - 75880 Causeway and Main - R78740 Memani/Main Street - R60060 Beach Crescent - R17780 Hillcrest Road - R38670 Island Road - R34770 Purdon Road - R32890 Cuyler Road - R13770	R3 495 536.00	New Indicator	42 (Ngxokolo Street; Gwala Street; Ntente Street; Disa Street; Groenvlei Street; Miles Bowker; Sports and Dove Lane; Beach Crescent; Tyali Street; Mdoda Street; Mibexa Street; Malgas Street; Nelson Street; Freeman Crescent; Ferndale Road; Island Road; Hillcrest Road; Mentone and Stocks; Mabindisa Street; Muller and Oriole Road; Greenmantle Road; Henry and Becker; Miles and Hill Street; Broadway and Falcon Street; Memani/Main Street; Causeway and Main Road; Seabreeze Road; (Wentzel Park, Alexandria (CBD and Suburb)), (Kwa-Nonqubela; Boknes/Cannon Rocks); (Klipfontein, Marselle, Riversbend, Bushmans); (Merryhill, Ekuphumleni, Kenton on Sea CBD))	12 (Ngxokolo Street; Gwala Street; Ntente Street; Disa Street; Groenvlei Street; Miles Bowker; Sports and Dove Lane; Beach Crescent; (Wentzel Park, Alexandria (CBD and Suburb)), (Kwa-Nonqubela; Boknes/Cannon Rocks); (Klipfontein, Marselle, Riversbend, Bushmans); (Merryhill, Ekuphumleni, Kenton on Sea CBD))	11 (Tyali Street; Mdoda Street; Mibexa Street; Nelson Street; Freeman Crescent; Ferndale Road; (Wentzel Park, Alexandria (CBD and Suburb)), (Kwa-Nonqubela; Boknes/Cannon Rocks); (Klipfontein, Marselle, Riversbend, Bushmans); (Merryhill, Ekuphumleni, Kenton on Sea CBD))	9 (Island Road; Hillcrest Road; Mentone and Stocks; Mabindisa Street; Muller and Oriole Road; Greenmantle Road; (Wentzel Park, Alexandria (CBD and Suburb)), (Kwa-Nonqubela; Boknes/Cannon Rocks); (Klipfontein, Marselle, Riversbend, Bushmans); (Merryhill, Ekuphumleni, Kenton on Sea CBD))	10 (Henry and Becker; Miles and Hill Street; Broadway and Falcon Street; Memani/Main Street; Causeway and Main Road; Seabreeze Road; (Wentzel Park, Alexandria (CBD and Suburb)), (Kwa-Nonqubela; Boknes/Cannon Rocks); (Klipfontein, Marselle, Riversbend, Bushmans); (Merryhill, Ekuphumleni, Kenton on Sea CBD))	Lead Schedule Monthly Reports	Director: Infrastructural Development
Infrastructural Development	Ensure renewable, well-maintained infrastructure to attract and enable investments	Maintain municipal road networks (gravel and tar)	26. Number of municipal roads maintained by re-graveling	Tholetyuka - R310098 Shiceka - R250611 Dan Tlome and Rhayi - R354712 Sakhwatsha - R206547 Hill Avenue - R384455 Msimbithi Street - R240696 Boundary Road - R315054 Milkwood Road - R196082 Donkin Terrace Road - R137697 Bird Street - R124478 Main Road to Thembisa - R283108 Muirfield - R93633	R2 897 170.00	New Indicator	12 (Tholetyuka Shiceka Dan Tlome and Rhayi Sakhwatsha Hill Avenue Msimbithi Street Boundary Road Milkwood Road Donkin Terrace Road Bird Street Main Road to Thembisa Muirfield)	3 (Tholetyuka; Muirfield; Bird Street)	3 (Sakhwatsha; Boundary Road; Milkwood Road)	3 (Dan Tlome and Rhayi; Donkin Terrace Road; Hill Avenue)	3 (Msimbithi Street; Shiceka; Main Road to Thembisa)	Lead Schedule Monthly Reports	Director: Infrastructural Development
Infrastructural Development	Ensure renewable, well-maintained infrastructure to attract and enable investments	Maintain and clear stormwater infrastructure ahead of rainy season	27. Number of KMs of stormwater drainage maintained in municipal roads	Centenary Park Drive - R18806 Pascoe Crescent, Wharf Street, Stocks, Biscay, Becker, Mentone, Tern, Atherstone, Van Riebeeck, Fresh Water - R29518 Joe Slovo and Dan Tlome - R12847 Dumpsite Road - R3255 Nemato Entrance - R3255 Nemato Roads - R558432 Station Hill - R126644 West Bank - R389185 East Bank - R128251 Bathurst - R190410 Kleinemonde and Seafield - R54957 Alexandria - R325000 Boknes/Cannon Rocks - R150000 Klipfontein, Riversbend, Marselle, Bushmans - R330000 Kenton on Sea - R295000	R2 615 560.00	New Indicator	18000m (Cleaning of stormwater kerbs and channels - 1.5km/month)	4500m (Cleaning of stormwater kerbs and channels - 4.5km/quarter)	4500m (Cleaning of stormwater kerbs and channels - 4.5km/quarter)	4500m (Cleaning of stormwater kerbs and channels - 4.5km/quarter)	4500m (Cleaning of stormwater kerbs and channels - 4.5km/quarter)	Lead Schedule Monthly Reports	Director: Infrastructural Development

Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
							2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintain water and sanitation service infrastructure	28. Percentage of unplanned water outages that are restored to supply within industry standards. (98% of households restored within 48 hours)	Operational Running Costs	R13 845 644.00	New Indicator	98%	98%	98%	98%	98%	Lead Schedule Job Cards Water Outages Register	Director: Infrastructural Development
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintain water and sanitation service infrastructure	29. Percentage of households with access to basic sanitation	Operational Running Cost	R42 247 953.00	87.45%	80%	N/A	N/A	N/A	80%	Lead Schedule Completion certificates of households with newly completed toilets Billing Report from Finance Report Informal settlements households Informal settlements sanitation register Indigent Register (Infrastructural Development)	Director: Infrastructural Development
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintain water and sanitation service infrastructure	30. Percentage of households with access to water supply	Operational Running Cost	R102 260 484.00	100.32%	95%	N/A	N/A	N/A	95%	Lead Schedule Billing Report from Finance, Informal Settlements Tanks and Stand-Pipes, Log Sheets	Director: Infrastructural Development
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintain water and sanitation service infrastructure	31. Percentage of non-revenue water	Port Alfred Water Reticulation - R800 000 Bathurst Water Reticulation - R450 000 Seafield Water Reticulation - R400 000 Alexandria Water Reticulation- R300 000 Cannon Rocks and Boknes Water Reticulation - R350 000 Kenton on Sea Water Reticulation- R400 000 Distribution Points: Telemetry System - R1 600 000	R4 300 000	33.15%	33%	33%	33%	33%	33%	Lead Schedule Internal Non Revenue Water Report	Director: Infrastructural Development
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintain water and sanitation service infrastructure	32. Number of waste water samples reported to DWS by the 10th of the month following the applicable month	1. Waste Water Treatment Works: Chemicals 2. Waste Water Treatment Works: Green Drop Compliance 3. Waste Water Treatment Works: Hire of Service Provider 4. Waste Water Treatment Works: Testing Specimen		New Indicator	60	15 (Alexandria x 3, Kenton x 3, Bushmans x 3, Bathurst x 3, Port Alfred x 3)	15 (Alexandria x 3, Kenton x 3, Bushmans x 3, Bathurst x 3, Port Alfred x 3)	15 (Alexandria x 3, Kenton x 3, Bushmans x 3, Bathurst x 3, Port Alfred x 3)	15 (Alexandria x 3, Kenton x 3, Bushmans x 3, Bathurst x 3, Port Alfred x 3)	Lead Schedule Certificate of Analysis (Lab Results) Proof of Submission to DWS	Director: Infrastructural Development
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintain water and sanitation service infrastructure	33. Percentage of water samples complying to SANS241 (Blue Drop)	Drinking Water Quality: Testing Specimen Drinking Water Quality: Chemicals Drinking Water Quality: Water Quality Monitoring	R1 549 440.00	91.83%	85%	85%	85%	85%	85%	Monthly Lab results, Detailed Lead Schedule	Director: Infrastructural Development
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintain electrical assets	34. Percentage of households with access to electricity within the municipal service areas	Electrification: Provision of Electricity services to the Households	R151 532 959.00	110.72%	100%	100%	100%	N/A	N/A	Lead Schedule Report from CDR	Director: Infrastructural Development
Infrastructural Development	Ensure reliable, well-maintained infrastructure to attract and enable investment.	Maintain electrical assets	35. Percentage of unplanned electricity outages that are restored to supply within industry standards. (98% of households restored within 24 hours (municipal service areas)	Electrification: Provision of Electricity services to the Households	Linked to the budget of KPI '35. Percentage of households with access to electricity within the municipal service areas'	New Indicator	98%	N/A	N/A	98%	98%	Lead Schedule Report from CDR	Director: Infrastructural Development

**KEY PERFORMANCE AREA (KPA) 3: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

**SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP) - STRATEGIC LAYER**

**TIER 2: ENABLING INSTITUTIONAL AND FINANCIAL SUPPORT**

Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February	Annual Targets					Means of Verification	Custodian
							2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Corporate Services	Strengthen institutional capacity and corporate support services to enable delivery on Ndlambe Top 4 development priorities.	Recruit, train, and manage staff with priority on water, sanitation, roads, stormwater, and tourism infrastructure.	36. Staff Vacancy Rate	Operational: Municipal Running Cost		Target not yet due for reporting	10%	N/A	N/A	N/A	10%	Lead Schedule Positions advertised, Appointment letters issued, Calculation of the staff vacancy rate, Approved Institutional Organogram	Director: Corporate Services
Office of the Municipal Manager	Strengthen institutional capacity and corporate support services to enable delivery on Ndlambe Top 4 development priorities.	Recruit, train, and manage staff with priority on water, sanitation, roads, stormwater, and tourism infrastructure.	37. Percentage of funded posts (Task Grade 5 upwards) filled within 6 months of vacancy according to municipal staff regulations 890	1. Employment Reference Checks 2. Advertising Staff recruitment 6210 3. Travel and subsistence Nonemployees interviews 4. Operational: Municipal Running Cost	Budget for this KPI is included in the Budget for KPI (35. Staff Vacancy Rate)	85.00%	60%	60%	60%	60%	60%	Lead Schedule Positions advertised, Appointment letters issued, Approved Institutional Organogram Appointments and Terminations Report	Municipal Manager

Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
							2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Corporate Services	Strengthen institutional capacity and corporate support services to enable delivery on Ndlambe Top 4 development priorities.	Recruit, train, and manage staff with priority on water, sanitation, roads, stormwater, and tourism infrastructure.	38. The percentage of municipality's (Corporate Services) budget (OPEX) actually spent on implementing its workplace skills plan	Workshops Seminars and Subject Matter Training: Training of municipal staff on skills development Capacity Building Councillors: Training of municipal councillors Training Minimum Competency: Training of municipal officials in the financial management towards attaining the municipal competencies	R1 849 874.00	Target not yet due for reporting	0.166%	N/A	N/A	0,166%	0,166%	Lead Schedule Municipal Budget Training Report Expenditure Report from Finance	Director: Corporate Services
<b>KEY PERFORMANCE AREA (KPA) 4: LOCAL ECONOMIC DEVELOPMENT</b>													
<b>TIER 3: DEVELOPMENTAL AND INCLUSIVE FUNCTIONS</b>													
Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February	Annual Targets					Means of Verification	Custodian
							2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Office of the Municipal Manager	Promote local economic development through strategic initiatives, positioning Ndlambe as a potential logistics and trade hub.	Support sustainable livelihoods through targeted LED, SMME, EPWP/CWP projects / initiatives	39. Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	Operational: Municipal Running Cost		2163	1229	60	579	419	171	Lead Schedule Employment contracts, Letters of appointment Listing of employed persons	Municipal Manager
<b>KEY PERFORMANCE AREA (KPA) 5: FINANCIAL VIABILITY AND MANAGEMENT</b>													
<b>TIER 2: ENABLING INSTITUTIONAL AND FINANCIAL SUPPORT</b>													
Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February	Annual Targets					Means of Verification	Custodian
							2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
Financial Services	Maintain financial sustainability through effective revenue, expenditure, and compliance management.	Enhance revenue collection, billing accuracy, and credit control systems to support financial sustainability.*	40. Percentage Collection Rate	1. Customer Account Expenses: Information Technology 2. Uncollectable Accounts 3. Interim Valuations: Annual property valuations and valuation certificate 4. Valuation: Property valuation - general valuation roll	R15 610 260.00	78.48%	82%	74%	80%	81%	82%	Lead Schedule Collection Rate Report	Chief Financial Officer
Financial Services	Maintain financial sustainability through effective revenue, expenditure, and compliance management.	Maintain credible budgets, effective cash flow, and statutory reporting in line with the MFMA.	41. Cash/ Cost Coverage Ratio (Excluding Unspent Conditional Grants)	Operational: Municipal Running Cost		0.07:1	1 month	1 month	1 month	1 month	1 month	Lead Schedule Financial Viability Report, Cashflow statement Investment Register Section 71 Report	Chief Financial Officer
Financial Services	Maintain financial sustainability through effective revenue, expenditure, and compliance management.	Ensure sound financial and resource planning	42. Percentage reduction of Irregular, Fruitless and Wasteful, Unauthorised Expenditure prior years	Operational: Municipal Running Cost		Target not yet due for reporting	(50% - based on closing balance of 24/25; 50% - based on closing balance of 25/26)	N/A	50% - based on closing balance of 24/25	N/A	50% (based on closing balance of 25/26)	Lead Schedule Audited Financial Statements, Quarterly Report, Council Resolutions	Chief Financial Officer
Financial Services	Maintain financial sustainability through effective revenue, expenditure, and compliance management.	Ensure sound financial and resource planning	43. Irregular, Fruitless and Wasteful Expenditure as a percentage of Total Operating Expenditure	Operational: Municipal Running Cost		Target not yet due for reporting	25%	N/A	N/A	N/A	25%	Lead Schedule, Full Year Irregular, Fruitless and Wasteful Expenditure Register, mScoa Trial Balance	Chief Financial Officer
Financial Services	Maintain financial sustainability through effective revenue, expenditure, and compliance management.	Ensure sound financial and resource planning	44. Repairs and Maintenance as a % of Property, Plants and Equipment and Investment Property (Carrying Value)	External Facilities: Maintenance of landfill sites Transport Assets: Maintenance- Vehicles Tourism Development: Blue Flag International Standard Maintenance For Tourists Attraction Tourism Development: Blue Flag International Standard Maintenance For Tourists Attraction Electrical Equipment: RO Plant Operation and Maintenance( Inclusive of Electricity and Chemicals) Buildings: Maintenance of Office Buildings Buildings: Maintenance of Office Buildings External Facilities: Maintenance of landfill sites Pavements: Maintenance of roads in all wards Pavements: Maintenance of roads in all wards Transport Assets: Maintenance of motor vehicles Drainage: Maintenance of storm water drainage in all wards Pavements: Maintenance of roads in all wards Pavements: Maintenance of roads in all wards Transport Assets: Maintenance of motor vehicles Buildings: Maintenance of Office Buildings	R70 301 214.00	1.95%	5.70%	N/A	N/A	N/A	5.70%	Lead Schedule Monthly budget actuals for expenditure, Section 71 Repo	Chief Financial Officer
Financial Services	Maintain financial sustainability through effective revenue, expenditure, and compliance management.	Ensure sound financial and resource planning	45. Current Ratio	Operational: Municipal Running Cost		1.27:1	1.30	1.00	1.10	1.20	1.30	Lead Schedule Monthly actuals, Debtors Age Analysis, Bank Reconciliation, Investment Register, Creditor's Age Analysis	Chief Financial Officer

Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February 2026	Annual Targets					Means of Verification	Custodian
							2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27		
<b>KEY PERFORMANCE AREA (KPA 6): GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>													
<b>TIER 2: ENABLING INSTITUTIONAL AND FINANCIAL SUPPORT</b>													
Department	Strategic Objective	Sub-Objective	Key Performance Indicator (KPI)	Project	Budget 2026/2027	Baseline as of February 2026	2026/2027	Quarter 1 26/27	Quarter 2 26/27	Quarter 3 26/27	Quarter 4 26/27	Means of Verification	Custodian
Financial Services	Ensure integrated planning, performance, risk, and audit systems that enable accountable governance and effective service delivery.	Internal Audit	46. Audit Opinion	1. Audit Outcomes: Addressing of Audit Findings To Improve the Audit Outcomes 2. Financial Recovery Plans: Compilation of Irregular Expenditure Report 3. Financial Statements: Financial Statement readiness and preparation 4. Financial Systems: Assistance on mScoa Implementation (Schedule N) 5. Operational Running Cost		4 (Unqualified)	(5 - Clean Audit 4 - Unqualified 3 - Qualified 2 - Adverse Findings 1 - Disclaimer)	N/A	(5 - Clean Audit 4 - Unqualified 3 - Qualified 2 - Adverse Findings 1 - Disclaimer)	N/A	N/A	Lead Schedule Auditor-General Report	Chief Financial Officer
Office of the Municipal Manager	Ensure integrated planning, performance, risk, and audit systems that enable accountable governance and effective service delivery.	Internal Audit Risk Management	47. Percentage of reported fraud and corruption allegations investigated.	1. Financial Recovery Plans: Compilation of Irregular Expenditure Report 2. Public Protection and Safety: Forensic Investigations		100%	100%	100%	100%	100%	100%	Lead Schedule MM's Report	Municipal Manager
Corporate Services	Maintain financial sustainability through effective revenue, expenditure, and compliance management.	Ensure sound financial and resource planning	48. Percentage of councillors who have declared their financial interests	Operational: Municipal Running Cost		100%	100%	100%	N/A	N/A	N/A	Lead Schedule Completed and signed Declaration forms	Director: Corporate Services
Office of the Municipal Manager	"Ensure integrated planning, performance, risk, and audit systems that enable accountable governance and effective service delivery."	Credible Integrated Development Planning (IDP)	49. IDP Assessment Rating	1. Furniture and Office Equipment: maintenance and repairs on furniture and office equipment. 2. IDP Implementation and Monitoring Review and Implementation Process 3. IDP Planning and Revision: Organisational Strategic Planning 4. Operational: Municipal Running Cost		Target not yet due for reporting	(5 - High 3 - Medium 1 - Low)	N/A	N/A	N/A	(5 - High 3 - Medium 1 - Low)	Lead Schedule COGTA Rating, Previous IDP	Municipal Manager
<b>TIER 3: DEVELOPMENTAL AND INCLUSIVE FUNCTIONS</b>													
Office of the Municipal Manager	Promote inclusive development and community participation through economic facilitation, stakeholder engagement, and mainstreaming of vulnerable groups.	Build community trust through communication, public participation and responsiveness to complaints and queries from the public	50. Number of Public Participation meetings and formal engagements held with the Local Communities (excluding tavern owner engagements, roundtable engagements and initiation forums)	Operational: Municipal Running Cost		12	8	2	2	2	2	Lead Schedule Attendance Registers, Programmes	Municipal Manager
Office of the Municipal Manager	Promote inclusive development and community participation through economic facilitation, stakeholder engagement, and mainstreaming of vulnerable groups.	Promote integrated youth development and skills upliftment	51. Number of special programmes held	Disability/Casual Day - R20 000; Youth Day - R30000; Mandela Day - R10 000; Women's Month - R10 000; Elderly Month - R10 000; Easter Tournament R20 000; TB DaY/World AIDS Day - R20 000; 16 Days of Activism - R20 000	R140 000.00	9	9 Women's Month (1) Casual Day (1) Mandela Day (1) Disability Month Celebration (1) Elderly Month Activity(1) 16 Days of Activism (1) TB Day (1) Youth Day Celebration (1) Easter Tournament (1)	3 Women's Month (1) Casual Day (1) Mandela Day (1)	3 Disability Month Celebration (1) Elderly Month Activity(1) 16 Days of Activism (1)	1 (TB Day)	2 Youth Day (1) Easter Tournament (1)	Lead Schedule, Attendance Registers, Report	Municipal Manager