



2026/27 ORGANISATIONAL TOP-LAYER SCORECARD/ SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

NARRATIVES ON THE 2026/2027 TOP LAYER SDBIP

In accordance with Section 25 of the Municipal Systems Act, 2000 (Act 32 of 2000) and Section 53(c) of the Municipal Finance Management Act (MFMA), municipalities are required to establish and implement a Performance Management System (PMS) that is aligned to the municipality's Integrated Development Plan (IDP), available resources, approved budget, and prevailing local conditions.

The Service Delivery and Budget Implementation Plan (SDBIP) serves as a key management, implementation, and monitoring tool that operationalises the strategic objectives contained within the Municipality's 5-Year Integrated Development Plan (IDP). The SDBIP translates strategic priorities and developmental objectives into measurable service delivery targets, performance indicators, projects, and budget implementation plans to be implemented during the financial year.

The development of the Final 2026/2027 Top Layer SDBIP considered the approved strategic objectives, key performance indicators, and annual targets as contained within the final approved IDP and budget of the Municipality. In line with the approved PMS Policy Framework, the SDBIP is a detailed implementation plan approved by the Executive Mayor in terms of Section 53(1)(c)(ii) of the MFMA.

The SDBIP provides for:

- Monthly revenue projections by source;
- Monthly operational and capital expenditure projections by vote;
- Quarterly service delivery targets and key performance indicators;
- Monitoring of organisational and departmental performance;
- Budget implementation and financial performance monitoring;
- Any other legislated reporting requirements; and
- Revisions approved by the Executive Mayor in terms of Section 54(1)(c) of the MFMA.

For purposes of performance monitoring and reporting, the financial year is divided into the following quarters:

- Q1: 1 July – 30 September
- Q2: 1 October – 31 December
- Q3: 1 January – 31 March
- Q4: 1 April – 30 June

The PMS Unit utilises an approved assessment methodology to evaluate the performance of the Municipal Manager and Section 56 Managers. Performance assessments are conducted based on the achievement of approved targets and submission of credible supporting evidence through Portfolios of Evidence (PoEs), which are further subjected to technical verification and internal audit processes.

In instances where performance targets are not achieved, responsible departments are required to provide reasons for non-achievement together with corrective measures and implementation plans aimed at improving future performance and addressing identified service delivery challenges.

Performance reporting within the Municipality is reflected using the following assessment categories:

- Target Achieved
- Target Not Achieved

The PMS Unit further conducts technical verification processes to ensure alignment between reported performance, approved SDBIP scorecards, and submitted evidence. This process also seeks to ensure compliance with the SMART principles for performance management, namely:

- Specific;
- Measurable;
- Achievable;
- Relevant; and
- Time-bound.

In developing the 2026/2027 Top Layer SDBIP, emphasis was placed on the inclusion of strategic organisational indicators that reflect key municipal priorities, service delivery commitments, governance requirements, financial sustainability, infrastructure implementation, institutional accountability, and community development outcomes.

The selection of Top Layer indicators was guided by the Municipality's strategic objectives, the approved IDP, the Back to Basics (B2B) Programme, MFMA Circular 88 reporting requirements, and applicable legislative frameworks regulating municipal planning and performance management. Strategic indicators relating to infrastructure delivery, capital expenditure, financial viability, public participation, governance, audit improvement, local economic development, service delivery, and institutional performance were therefore prioritised for inclusion within the organisational Top Layer SDBIP.

Indicators of a more operational or administrative nature were retained within departmental SDBIPs for operational management and internal performance monitoring purposes. These include routine internal administrative activities, support functions, coordination activities, and operational compliance processes that contribute towards departmental performance and implementation of strategic objectives.

In addition, consideration was given to the principles contained in MFMA Circular 13, which recognises the SDBIP as a critical management, implementation, and monitoring tool used to strengthen accountability, facilitate service delivery monitoring, and improve alignment between municipal planning, budgeting, and performance management processes.

The Municipality further aligned the 2026/2027 Top Layer SDBIP with the principles and reporting reforms introduced through the Back to Basics (B2B) Programme and MFMA Circular 88 reporting framework. Circular 88 seeks to improve integration, standardisation, accountability, and credibility within municipal reporting processes by aligning organisational performance reporting with the strategic pillars of the Back to Basics Programme.

Accordingly, the Municipality continues to institutionalise the Back to Basics Programme through organisational and departmental indicators contained within the SDBIP, focusing on the following pillars:

- Putting People First;
- Delivering Basic Services;
- Good Governance;
- Sound Financial Management; and
- Building Capable Local Government Institutions.

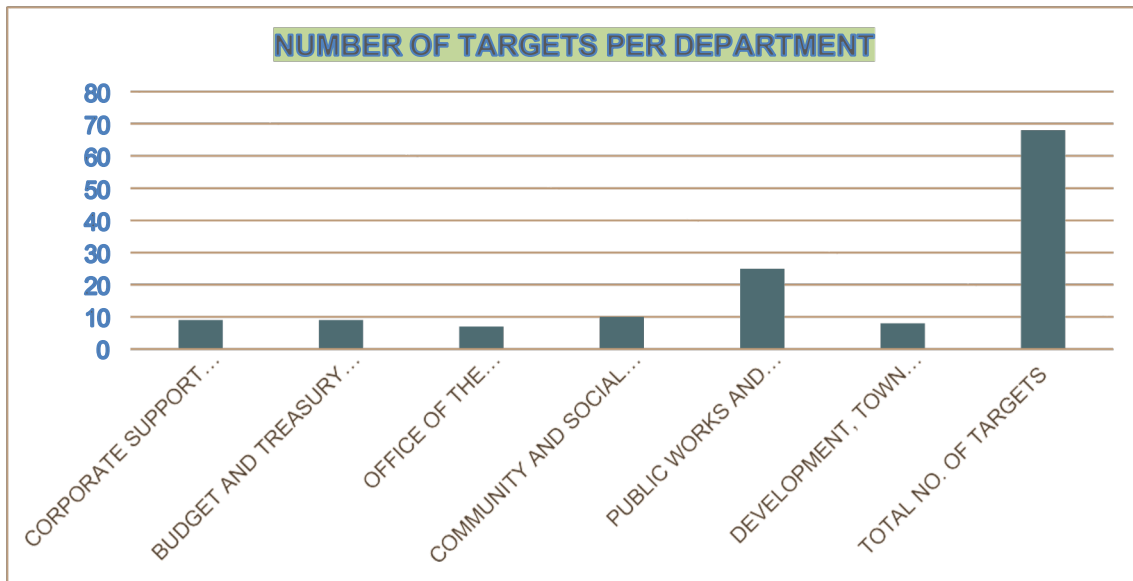
The Municipality’s organisational and departmental scorecards therefore incorporate strategic projects, programmes, and indicators aligned to these pillars, including public participation initiatives, infrastructure delivery programmes, local economic development initiatives, governance and audit improvement measures, financial management controls, institutional capacity building, and community development interventions.

The 2026/2027 Top Layer SDBIP therefore serves as a consolidated organisational performance management and monitoring framework that enables Council, the Executive Mayor, management, oversight structures, and stakeholders to monitor the implementation of strategic priorities, service delivery commitments, budget implementation, governance obligations, and organisational performance throughout the financial year.

The table below indicates the number of targets/ KPIs that are reflected in the organisational Top Layer SDBIP/Scorecard:

DEPARTMENT NAME	NUMBER OF TARGETS
CORPORATE SUPPORT SERVICES	06
BUDGET AND TREASURY OFFICE	09
OFFICE OF THE MUNICIPAL MANAGER	09
COMMUNITY AND SOCIAL SERVICES	09
PUBLIC WORKS AND BASIC SERVICES	22
DEVELOPMENT, TOWN PLANNING SERVICES, LED&TOURISM	09
TOTAL NO. OF TARGETS	64

GRAPHICAL REPRESENTATION OF THE 2026/27 KPI’S/ TARGETS PER DEPARTMENT



MUNICIPAL DEPARTMENTAL OVERVIEW

Office of the Municipal Manager

The Office of the Municipal Manager is a central coordinating department responsible for strategic leadership, oversight, and good governance within the municipality. It comprises the following directorates:

- Strategic Support Services (IDP & PMS)
- Communications
- Public Participation
- Internal Audit & Risk Management

Key Responsibilities:

- Establish and maintain a strategic management system to ensure that the municipality meets its developmental and service delivery obligations effectively and in alignment with its strategic objectives.
- Act as the Head of Administration, responsible for building an efficient, economical, and accountable administration in line with the principles of good governance as outlined in the Constitution and Section 51 of the Municipal Systems Act (Act 32 of 2000).
- Oversee the development, implementation, and maintenance of the Integrated Development Plan (IDP) to guide the municipality's service delivery and development agenda.
- Ensure effective and efficient delivery of services to communities in a sustainable and equitable manner.
- Fulfill the duties of the Accounting Officer as prescribed by the Municipal Finance Management Act (MFMA, Act 56 of 2003), including strategic oversight of financial

- policies, systems, and accountability mechanisms.
- Develop and monitor the Service Delivery and Budget Implementation Plan (SDBIP) as a key tool for performance management and evaluation against strategic targets set out in Senior Managers' scorecards.

Community and Social Services Department

The Community and Social Services Department is responsible for the promotion of community well-being, safety, and development. It comprises the following units:

- Community Safety
- Community Programmes
- Youth Development
- Sports, Arts and Culture
- Community Assets Monitoring
- Parks and Recreation Facilities
- Community Service Centres

Corporate Support Services Department

The Corporate Support Services Department ensures internal organisational efficiency and support through the following directorates:

- Human Resource Management
- Information and Communications Technology (ICT)
- Records Management
- Council Support
- Occupational Health and Safety

Public Works and Basic Services

The Public Works and Basic Services Department is tasked with the planning, development, and maintenance of infrastructure and basic municipal services. Its key functions include:

- Construction and maintenance of community infrastructure
- Construction and rehabilitation of gravel and surfaced roads
- Maintenance of access roads
- Provision of electricity connections to households
- Waste management services
- Facilitation of housing development projects
- Construction of bridges and early childhood development (ECD) centres such as crèches

Budget and Treasury Office

The Budget and Treasury Office is responsible for the financial management of the municipality, ensuring compliance with financial legislation and promoting fiscal sustainability. The office is structured into the following units:

- Supply Chain Management

- Expenditure Management
- Revenue Management
- Fleet Management
- Asset Management

Development Town Planning and Local Economic Development (LED) & Tourism

This department is focused on economic growth and tourism development within the municipality. It includes the following units:

- GIS Services
- Business Licensing
- Local Economic Development (LED)
- Tourism Development

KZN436 Dr Nkosazana Dlamini Zuma - Table A1 Budget Summary

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousands										
Financial Performance										
Property rates	41 074	42 392	44 315	46 096	46 096	46 096	38 645	48 755	50 364	51 976
Service charges	4 197	4 379	4 528	4 861	5 422	5 422	4 112	6 160	6 314	6 472
Investment revenue	14 179	15 970	13 672	16 732	13 732	13 732	9 487	14 424	14 914	15 154
Transfer and subsidies - Operational	161 784	177 143	179 345	179 187	179 712	179 712	179 028	178 100	178 354	190 709
Other own revenue	13 065	24 527	21 558	15 641	17 097	17 097	12 896	18 193	18 794	19 356
Total Revenue (excluding capital transfers and	234 299	264 411	263 417	262 517	262 058	262 058	244 168	265 632	268 741	283 667
Employee costs	75 426	85 095	88 621	104 388	103 692	103 692	82 576	106 335	108 993	111 718
Remuneration of councillors	11 578	12 498	12 750	14 499	14 499	14 499	11 457	14 339	14 697	15 065
Depreciation and amortisation	45 220	48 555	52 810	54 038	55 038	55 038	45 071	55 038	55 414	57 824
Interest	2 280	2 412	2 799	1 240	486	486	439	101	103	106
Inventory consumed and bulk purchases	3 697	4 475	4 838	6 627	6 534	6 534	2 900	7 639	7 891	8 153
Transfers and subsidies	499	1 851	2 357	2 075	2 265	2 265	1 835	3 987	4 115	4 248
Other expenditure	91 418	122 017	105 655	114 818	115 313	115 313	84 717	111 315	113 864	117 611
Total Expenditure	230 119	276 902	269 831	297 684	297 826	297 826	228 995	298 753	305 078	314 724
Surplus/(Deficit)	4 180	(12 491)	(6 414)	(35 168)	(35 768)	(35 768)	15 173	(33 120)	(36 337)	(31 058)
Transfers and subsidies - capital (monetary allocations)	43 108	32 385	32 185	38 868	39 401	39 401	27 767	33 242	36 587	37 650
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	47 287	19 893	25 771	3 700	3 633	3 633	42 940	122	250	6 592
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	47 287	19 893	25 771	3 700	3 633	3 633	42 940	122	250	6 592
Capital expenditure & funds sources										
Capital expenditure	81 887	73 786	74 096	62 833	64 592	64 592	42 438	56 381	58 581	60 406
Transfers recognised - capital	-	736	54	33 798	33 931	33 931	27 963	28 906	31 815	32 739
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	17 981	14 522	18 635	29 034	30 261	30 261	14 075	27 475	26 766	27 667
Total sources of capital funds	17 981	15 257	18 689	62 833	64 192	64 192	42 038	56 381	58 581	60 406
Financial position										
Total current assets	219 284	196 183	200 864	160 934	199 692	199 692	276 435	202 867	205 837	215 756
Total non current assets	534 038	569 839	591 431	615 740	600 985	600 985	588 799	602 329	605 497	607 079
Total current liabilities	55 494	45 478	42 761	50 619	47 511	47 511	77 025	50 872	56 125	61 382
Total non current liabilities	20 509	23 347	26 285	23 347	26 285	26 285	13 087	27 320	27 956	28 607
Community wealth/Equity	677 313	697 197	723 249	702 708	726 882	726 882	761 147	727 004	727 253	732 846
Cash flows										
Net cash from (used) operating	171 363	164 544	575 773	56 420	56 655	56 655	(534 584)	56 042	56 620	65 273
Net cash from (used) investing	(86 964)	(64 189)	(78 070)	(72 258)	(73 145)	(73 145)	(373)	(63 339)	(65 819)	(67 868)
Net cash from (used) financing	(183)	(302)	(303)	-	-	-	(313)	-	-	-
Cash/cash equivalents at the year end	264 451	259 309	636 840	70 039	116 839	116 839	(401 941)	109 542	100 343	97 748
Cash backing/surplus reconciliation										
Cash and investments available	159 256	139 440	133 333	70 039	116 839	116 839	171 976	109 542	101 705	100 491
Application of cash and investments	27 892	(4 176)	(379 247)	(50 326)	(47 834)	(47 834)	(436 535)	(55 258)	(64 380)	(74 047)

Balance - surplus (shortfall)	131 364	143 617	512 580	120 365	164 673	164 673	608 511	164 800	166 085	174 539
Asset management										
Asset register summary (WDV)	496 656	513 180	536 560	615 740	600 985	600 985		602 329	605 497	607 079
Depreciation	45 220	48 555	52 810	54 038	55 038	55 038		55 038	55 414	57 824
Renewal and Upgrading of Existing Assets	63 906	58 528	55 513	19 162	18 426	18 426		17 364	26 979	21 521
Repairs and Maintenance	16 355	17 808	13 380	16 185	17 038	17 038		17 366	17 588	18 042
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-		-	-	-
Revenue cost of free services provided	(2 179)	(21 090)	(22 138)	(24 882)	(24 882)	(24 882)		(19 185)	(24 882)	(25 703)
Households below minimum service level										
Water:	-	-	-	13	13	13		13	13	13
Sanitation/sewerage:	-	-	-	1	1	1		1	1	1
Energy:	-	-	-	14	14	14		14	14	14
Refuse:	45	45	45	45	45	45		45	45	45

KZN436 Dr Nkosazana Dlamini Zuma - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2022/23			2023/24			2024/25			Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29						
Revenue - Functional																
Governance and administration		220 966	252 089	245 418	248 445	246 671	246 671	249 297	254 026	268 747						
Executive and council		-	-	-	-	-	-	-	-	-						
Finance and administration		220 966	252 089	245 418	248 445	246 671	246 671	249 297	254 026	268 747						
Internal audit		-	-	-	-	-	-	-	-	-						
Community and public safety		13 216	7 001	6 512	6 753	7 378	7 378	7 891	7 912	7 951						
Community and social services		4 423	4 169	4 868	4 942	5 467	5 467	5 732	5 682	5 682						
Sport and recreation		-	-	-	-	-	-	-	-	-						
Public safety		8 793	2 832	1 644	1 811	1 911	1 911	2 159	2 230	2 269						
Economic and environmental services		39 028	32 127	33 491	41 325	41 455	41 455	35 526	37 076	38 147						
Planning and development		637	225	307	322	452	452	473	489	497						
Road transport		38 391	31 901	33 184	41 003	41 003	41 003	35 053	36 587	37 650						
Environmental protection		-	-	-	-	-	-	-	-	-						
Trading services		4 197	5 579	10 181	4 861	5 955	5 955	6 160	6 314	6 472						
Waste water management		-	-	-	-	-	-	-	-	-						
Waste management		4 197	4 379	5 395	4 861	5 955	5 955	6 160	6 314	6 472						
Other	4	-	-	-	-	-	-	-	-	-						
Total Revenue - Functional	2	277 407	296 796	295 602	301 385	301 459	301 459	298 874	305 328	321 317						
Expenditure - Functional																
Governance and administration		128 415	166 613	160 102	180 396	178 084	178 084	173 297	176 549	182 807						
Executive and council		24 179	27 798	28 962	31 746	31 955	31 955	31 386	32 190	33 014						
Community and public safety		29 704	32 083	38 498	43 298	45 152	45 152	50 653	51 711	53 026						
Community and social services		15 905	17 415	19 959	22 053	22 976	22 976	25 011	25 428	26 083						
Sport and recreation		157	153	173	-	-	-	-	-	-						
Public safety		13 217	14 057	15 578	20 237	19 799	19 799	22 030	22 580	23 147						
Housing		425	458	2 788	1 009	2 377	2 377	3 613	3 703	3 795						
Health		-	-	-	-	-	-	-	-	-						
Economic and environmental services		49 957	54 955	51 040	57 993	59 245	59 245	56 577	58 113	59 692						
Planning and development		13 640	12 331	10 156	24 432	23 805	23 805	24 974	25 695	26 439						
Road transport		36 318	42 624	40 884	33 560	35 440	35 440	31 603	32 418	33 253						
Waste management		10 246	10 022	10 079	10 902	10 819	10 819	11 184	11 463	11 750						
Other	4	1 958	1 844	1 777	5 095	4 526	4 526	5 407	5 567	5 731						
Total Expenditure - Functional	3	230 119	276 902	269 831	297 684	297 826	297 826	298 753	305 078	314 724						
Surplus/(Deficit) for the year		47 287	19 893	25 771	3 700	3 633	3 633	122	250	6 592						

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes
2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)
3. Total Expenditure by Functional Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)
4. All amounts must be classified under a functional classification. The GFS function 'Other' is only for Abattoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes.

Check Total Revenue per Item (A4)
Check Total Expenditure per Item (A4)

-0	-1	-0	-	-	-	-	-	-	-
1	4	-3	-	-	-	-	-	-	-

KZN436 Dr Nkosazana Dlamini Zuma - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework			Exclude "Nil"
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29	
Revenue by Vote	1										
Vote 1 - EXECUTIVE AND COUNCIL		-	5	-	-	-	-	-	-	-	
Vote 2 - BUDGET AND TREASURY		221 042	252 131	245 749	248 386	246 612	246 612	249 236	253 961	268 680	
Vote 3 - CORPORATE SERVICES		74	51	126	59	59	59	61	64	67	
Vote 4 - COMMUNITY SERVICES		17 429	11 356	10 618	11 614	12 800	12 800	14 052	14 227	14 423	
Vote 5 - PUBLIC WORKS AND BASIC SERVICES		38 234	33 032	38 803	41 003	41 536	41 536	35 053	36 587	37 650	
Vote 6 - PLANNING AND DEVELOPMNT		627	221	306	322	452	452	473	489	497	
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	Nil
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	Nil
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	Nil
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	Nil
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	Nil
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	Nil
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	Nil
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	Nil
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	Nil
Total Revenue by Vote	2	277 407	296 796	295 602	301 385	301 459	301 459	298 874	305 328	321 317	
Expenditure by Vote to be appropriated	1										
Vote 1 - EXECUTIVE AND COUNCIL		26 137	30 555	31 690	35 665	35 420	35 420	34 830	35 720	36 633	
Vote 2 - BUDGET AND TREASURY		72 823	101 762	87 966	94 656	92 738	92 738	88 017	88 456	91 801	
Vote 3 - CORPORATE SERVICES		29 454	33 835	40 446	49 575	49 876	49 876	50 400	52 320	54 319	
Vote 4 - COMMUNITY SERVICES		29 279	31 624	35 710	42 290	42 825	42 825	47 040	48 008	49 230	
Vote 5 - PUBLIC WORKS AND BASIC SERVICES		61 020	69 005	63 661	56 463	59 218	59 218	60 614	62 129	63 683	
Vote 6 - PLANNING AND DEVELOPMNT		11 405	10 121	10 358	19 035	17 748	17 748	17 851	18 444	19 059	
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	Nil
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	Nil
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	Nil
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	Nil
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	Nil
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	Nil
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	Nil
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	Nil
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	Nil
Total Expenditure by Vote	2	230 119	276 902	269 831	297 684	297 826	297 826	298 753	305 078	314 724	
Surplus/(Deficit) for the year	2	47 287	19 893	25 771	3 700	3 633	3 633	122	250	6 592	

References

1. Insert 'Vote': e.g. department, if different to functional classification structure
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
3. Assign share in 'associate' to relevant Vote

KZN436 Dr Nkosazana Dlamini Zuma - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework			Exclude "Nil"
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29	
Revenue												
Exchange Revenue												
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-	NI
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-	NI
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-	NI
Service charges - Waste Management	2	4 197	4 379	4 528	4 861	5 422	5 422	4 112	6 160	6 314	6 472	
Sale of Goods and Rendering of Services	2	554	855	508	647	737	737	412	765	791	811	
Agency services	2	635	609	605	751	751	751	415	769	795	808	
Interest	2	-	-	-	-	-	-	-	-	-	-	NI
Interest earned from Receivables	2	-	-	-	-	-	-	-	-	-	-	NI
Interest earned from Current and Non Current Assets	2	14 179	15 970	13 672	16 732	13 732	13 732	9 487	14 424	14 914	15 154	
Dividends	2	-	-	-	-	-	-	-	-	-	-	NI
Rent on Land	2	-	-	-	-	-	-	-	-	-	-	NI
Rental from Fixed Assets	2	1 306	2 354	1 885	2 153	2 153	2 153	1 197	2 226	2 299	2 373	
Licence and permits	2	414	461	691	445	595	595	501	592	612	622	
Special rating levies	2	-	-	-	-	-	-	-	-	-	-	NI
Construction Contract Revenue	2	-	-	4 786	-	-	-	-	-	-	-	NI
Development Charges	2	-	-	-	-	-	-	-	-	-	-	NI
Operational Revenue	2	238	801	185	825	825	825	525	854	883	912	
Non-Exchange Revenue												
Property rates	2	41 074	42 392	44 315	46 096	46 096	46 096	38 645	48 755	50 364	51 976	
Surcharges and Taxes	2	-	-	-	-	-	-	-	-	-	-	NI
Fines, penalties and forfeits	2	978	745	911	2 602	2 702	2 702	1 646	2 989	3 086	3 172	
Licences or permits	2	3	51	-	20	-	-	-	21	21	22	
Transfer and subsidies - Operational	2	161 784	177 143	179 345	179 187	179 712	179 712	179 028	178 100	178 354	190 709	
Interest	2	6 469	7 674	9 066	8 198	8 198	8 198	7 064	8 477	8 757	9 037	
Fuel Levy	2	-	-	-	-	-	-	-	-	-	-	NI
Operational Revenue	2	-	-	-	-	-	-	-	-	-	-	NI
Gains on disposal of Assets	2	1 686	407	543	-	1 136	1 136	1 136	1 500	1 550	1 599	
Other Gains	2	782	10 570	2 378	-	-	-	-	-	-	-	NI
Discontinued Operations	2	-	-	-	-	-	-	-	-	-	-	NI
Total Revenue (excluding capital transfers and contributions)		234 289	264 411	263 417	262 517	262 058	262 058	244 168	265 632	268 741	283 667	
Expenditure												
Employee related costs	2	75 426	85 095	88 621	104 388	103 692	103 692	82 576	106 335	108 993	111 718	
Remuneration of councillors	2	11 578	12 498	12 750	14 499	14 499	14 499	11 457	14 339	14 697	15 065	
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-	NI
Inventory consumed	2,8	3 697	4 475	4 838	6 627	6 534	6 534	2 900	7 639	7 891	8 153	
Debt impairment	2,3	-	-	(150)	4 746	3 746	3 746	-	2 516	2 599	2 682	
Depreciation and amortisation	2	45 220	48 555	52 810	54 038	55 038	55 038	45 071	55 038	55 414	57 824	
Interest	2	2 280	2 412	2 799	1 240	486	486	439	101	103	106	
Contracted services	2	54 257	55 524	55 200	59 858	60 515	60 515	47 093	62 064	63 069	65 269	
Transfers and subsidies	2	499	1 851	2 357	2 075	2 265	2 265	1 835	3 987	4 115	4 248	
Irrecoverable debts written off	2	1 257	24 339	2 566	3 900	1 200	1 200	600	1 034	1 068	1 102	
Operational costs	2	35 904	42 154	48 039	46 314	49 851	49 851	37 025	45 066	46 477	47 890	
Losses on disposal of Assets	2	-	-	-	-	-	-	-	-	-	-	NI
Other Losses	2	-	-	-	-	-	-	-	635	651	668	
Total Expenditure		230 119	276 902	269 831	297 684	297 826	297 826	228 895	298 733	305 078	314 724	
Surplus/(Deficit)		4 180	(12 491)	(6 414)	(35 168)	(35 768)	(35 768)	15 173	(33 101)	(36 337)	(31 058)	
Transfers and subsidies - capital (monetary allocations)	6	43 108	32 385	32 185	38 868	39 401	39 401	27 767	33 242	36 587	37 650	
Transfers and subsidies - capital (in-kind)	6	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) after capital transfers & contributions		47 287	(19 893)	25 771	3 700	3 633	3 633	42 940	122	250	6 592	
Income Tax		-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) after income tax		47 287	(19 893)	25 771	3 700	3 633	3 633	42 940	122	250	6 592	
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-	
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) attributable to municipality		47 287	(19 893)	25 771	3 700	3 633	3 633	42 940	122	250	6 592	
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-	
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) for the year	1	47 287	(19 893)	25 771	3 700	3 633	3 633	42 940	122	250	6 592	

References

1. Classifications are revenue sources and expenditure type
2. Detail to be provided in Table SA1
3. Previously described as bad or doubtful debts - amounts shown should reflect the change in the provision for debt impairment
4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs
5. Repairs & maintenance detailed in Table A9 and Table SA34c
6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)
7. Equity method (Includes Joint Ventures)
8. All materials not part of 'bulk' e.g. road making materials, pipe, cable etc.

KZN436 Dr Nkosazana Dlamini Zuma - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework			Exclude "Nil"	
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28		Budget Year +2 2028/29
Capital expenditure - Vote												
Multi-year expenditure to be appropriated	2											
Vote 1 - EXECUTIVE AND COUNCIL		-	14	-	-	-	-	-	-	-	-	
Vote 2 - BUDGET AND TREASURY		-	-	-	100	250	250	-	50	51	53	
Vote 3 - CORPORATE SERVICES		-	-	-	120	120	120	-	1 500	1 567	1 638	
Vote 4 - COMMUNITY SERVICES		-	662	2 406	3 360	1 780	1 780	44	1 190	764	788	
Vote 5 - PUBLIC WORKS AND BASIC SERVICES		-	-	166	41 151	42 469	42 469	33 163	40 456	43 561	44 873	
Vote 6 - PLANNING AND DEVELOPMNT		-	-	-	-	-	-	-	-	-	-	Nil
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	Nil
Capital multi-year expenditure sub-total		-	675	2 571	44 731	44 619	44 619	33 207	43 195	45 943	47 351	
Single-year expenditure to be appropriated	2											
Vote 1 - EXECUTIVE AND COUNCIL		1 876	122	114	231	322	322	149	185	190	194	
Vote 2 - BUDGET AND TREASURY		67 286	58 928	57 411	1 721	2 755	2 755	1 516	1 150	359	368	
Vote 3 - CORPORATE SERVICES		1 662	1 741	2 261	2 562	2 321	2 321	2 100	355	371	388	
Vote 4 - COMMUNITY SERVICES		1 441	7 454	6 205	6 798	7 028	7 028	1 490	3 226	3 163	3 252	
Vote 5 - PUBLIC WORKS AND BASIC SERVICES		8 397	3 943	4 900	6 384	7 041	7 041	3 800	8 040	8 316	8 601	
Vote 6 - PLANNING AND DEVELOPMNT		1 225	923	634	405	505	505	175	230	240	251	
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	Nil
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	Nil
Capital single-year expenditure sub-total		81 887	73 111	71 525	18 102	19 973	19 973	9 231	13 186	12 638	13 054	
Total Capital Expenditure - Vote	3,7	81 887	73 786	74 096	62 833	64 592	64 592	42 438	56 381	58 581	60 406	
Capital Expenditure - Functional												
Governance and administration		70 824	60 805	60 586	4 734	5 768	5 768	3 766	3 240	2 538	2 640	
Executive and council		1 876	136	114	231	322	322	149	185	190	194	
Finance and administration		68 948	60 669	60 471	4 503	5 446	5 446	3 617	3 055	2 348	2 446	
Internal audit		-	-	-	-	-	-	-	-	-	-	Nil
Community and public safety		1 441	8 115	8 623	10 495	9 024	9 024	1 750	4 566	4 080	4 198	
Community and social services		1 098	1 313	5 876	4 717	3 396	3 396	657	3 121	2 743	2 817	
Sport and recreation		-	-	-	-	-	-	-	-	-	-	Nil
Public safety		342	6 802	2 747	5 778	5 628	5 628	1 093	1 445	1 337	1 381	
Housing		-	-	-	-	-	-	-	-	-	-	Nil
Health		-	-	-	-	-	-	-	-	-	-	Nil
Economic and environmental services		9 622	4 865	4 792	42 403	43 772	43 772	33 853	43 885	39 691	34 556	
Planning and development		1 751	1 609	1 167	34 363	34 787	34 787	27 935	21 309	31 695	26 266	
Road transport		7 871	3 256	3 625	8 040	8 985	8 985	5 918	22 575	7 995	8 290	
Environmental protection		-	-	-	-	-	-	-	-	-	-	Nil
Trading services		-	-	96	900	1 561	1 561	882	3 909	11 470	18 190	
Energy sources		-	-	-	-	133	133	-	-	-	-	
Water management		-	-	-	-	-	-	-	-	-	-	Nil
Waste water management		-	-	-	800	644	644	198	1 200	1 230	1 261	
Waste management		-	-	96	100	784	784	684	2 709	10 240	16 929	
Other		-	-	-	4 300	4 467	4 467	2 187	782	802	822	
Total Capital Expenditure - Functional	3,7	81 887	73 786	74 096	62 833	64 592	64 592	42 438	56 381	58 581	60 406	
Funded by:												
National Government		-	-	54	33 798	33 798	33 798	27 963	28 906	31 815	32 739	
Provincial Government		-	736	-	-	133	133	-	-	-	-	
District Municipality		-	-	-	-	-	-	-	-	-	-	Nil
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies)		-	-	-	-	-	-	-	-	-	-	Nil
Transfers recognised - capital	4	-	736	54	33 798	33 931	33 931	27 963	28 906	31 815	32 739	
Borrowing	6	-	-	-	-	-	-	-	-	-	-	Nil
Internally generated funds		17 981	14 522	18 635	29 034	30 261	30 261	14 075	27 475	26 766	27 667	

Total Capital Funding	7	17 981	15 257	18 689	62 833	64 192	64 192	42 038	56 381	58 581	60 406
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References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year
3. Capital expenditure by functional classification must reconcile to the appropriations by vote
4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)

6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17
7. Total Capital Funding must balance with Total Capital Expenditure
8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget



QUARTERLY SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
70	CSS 4	All	N/A	To Ensure Improved and integrated Institutional Capacity and Responses to Disaster Incidents Or Disasters by 30 June 2027	Procurement of Disaster Relief Kit	Number of Disaster Relief Kits Procured and delivered	3 Disaster Relief Kits procured and delivered	Procurement of 1 x Disaster Relief Kit (100 blankets, 100 Sponges, 100 plastic sheeting) and delivered by 30 June 2027.	Development of Specification and delivery of disaster relief material (50 blankets, 50 sponges, 50 plastic sheeting)	N/A	Procurement and delivery of 1 Disaster Relief Kit (50 blankets, 50 sponges, 50 plastic sheeting)	N/A	CSS	R 440, 400	Quarter:1 Delivery Note Quarter: 3 Delivery Note
71															
72	CSS 6	All	N/A	To Ensure Improved and integrated Institutional Capacity and Responses to Disaster Incidents Or Disasters by 30 June 2027	Procurement and Installation of Lightning Conductors	Number of Lightning Conductors Procured and Installed	40 lightning conductors procured and installed	50	Procurement and installation of 50 Lightning conductors	N/A	N/A	N/A	CSS	R398 164	Quarter:1 1.Dated Photos 2.Register of beneficiaries
73									R398 164						
74	CSS 8	All	N/A	To ensure improvement of literacy levels and encourage culture of reading by 30 June 2027	Conduct Library Outreach Programmes	Number of Library Outreach Programmes Conducted	16 library outreach programmes were conducted.	16	4	4	4	4	CSS	R 12 600	Quarter: 1-4 1.School Register signed by the Principal on behalf of school in attendance 2.Dated Photos
75										R150 000					
76	CSS 12	All	N/A	To ensure improved community safety, road safety and reduce crime through integrated stakeholder coordination and awareness by 30 June 2027	Procurement and delivery of transport assets	Number of vehicles procured and delivered	2 vehicles procured and delivered	2	Development and approval of specification	N/A	N/A	Delivery of 2 vehicles	CSS	R 700 000	Quarter:1 Approved Specification Quarter:4 Delivery Note
77															
78	CSS 13	All	N/A	To Ensure Improved and integrated Institutional Capacity and Responses to Disaster Incidents Or Disasters by 30 June 2027	Procurement and delivery of satellite parkhomes	Number of Parkhomes procured and delivered	New Project	1	Development and approval of specification	NA	NA	Delivery of 1 Parkhome	CSS	R 250 000	Quarter:1 Approved Specification Quarter:4 Delivery Note
79															
80	CSS 14	All	N/A	To Ensure Improved and integrated Institutional Capacity and Responses to Disaster Incidents Or Disasters by 30 June 2027	Procurement of furniture and equipment items	Number of furniture and equipment items procured and delivered	New Project	86 furniture and equipment items procured and delivered	Development and approval of specification	NA	NA	Delivery of 86 furniture and equipment items	CSS	R 1 178 164	Quarter: 1 Approved Specification Quarter:4 Delivery Note
81															
82	CSS 15		N/A	To promote development through SMME development, Arts, Culture, Sports and Recreation by 30 June 2027	Sports, Arts and Culture Training, Training of youth on driving skills	7 capacity building programmes were conducted	7 capacity building programmes were conducted	5	1 capacity building programme conducted (training of jockeys)	NA	2 capacity building programmes conducted (Training of artists and crafters)	2 capacity building programmes conducted (Driving skills and security training)	CSS	R580 000	Quarter: 1-4 1.Signed closeout reports 2.Attendance Registers
83									R15 000		R50 000	R50 000	CSS		
84	CSS 19	All	N/A	To ensure preparedness and well equipped start to the academic year for all learners, while addressing the performance of learners by providing financial resources, equipment and encouraging them.	Coordination of Municipal Bursary Programme	Number of deserving learners awarded with bursaries	New Project	50	N/A	Procurement process for of Back to school equipment and resources	Awarding 50 Deserving learners with bursaries	N/A	CSS	R2 854 302	Quarter 2 : Procurement Specification Quarter 3: Approved List of Beneficiaries Signed Bursary Award Letters Signed Close-out Report
85															
86	CSS 20	All	N/A	To promote a healthy lifestyle and self sustainability for Youth, Children, Women Senior Citizens and Disabled Persons through events, awareness campaigns and competitions by 30 June 2027	Coordination of events	Number of events coordinated		19	1 Commemoration of Nelson Mandela Day, 1 Mens Day, 1 Women's day, 1 Boys Youth Camp 1 Umkhosi wezintombi zase Harry Gwala, 1 Umkhosi womhlanga	1 Commemoration of Senior citizens day, 1 Disability day, 1 16 Days of activism, 1 World Aids day,	1 Human Rights Day, TB day, 1 Matric awards,	1 Child Protection Week Programme 1 Career Exhibition, 1 Youth Day celebration 1 GVBW Awareness 1 War Room Awards	CSS		Quarter: 1-4 1. Signed report 2.Attendance Register
87									R1 420 000	R362 250	R642 752	489 500	CSS		

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
103	BTO15	The percentage of the municipality's capital budget actually spent of capital projects identified for a particular financial year in terms of the municipality's IDP	ALL	To manage financial resources effectively and efficiently for improved service delivery by 30 June 2027	Development of Budget and Treasury reports to monitor Capital Expenditure.	Percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	73% of the municipality's capital budget was spent on capital projects	90% budget spent on BTO Capital Expenditure	10%	30%	60%	90%	BTO	CAPEX	Quarter 1-4 Detailed Capital Budget report
104	BTO16	Financial viability expressed by the following ratios: Cash/cost coverage ratio	ALL	To manage financial resources effectively and efficiently for improved service delivery by 30 June 2027	Management of financial resources to ensure sustainability for service delivery.	Number of months for cash/cost coverage	6 Months Cash Coverage Ratio	6 months	6	6	6	6	BTO	OPEX	Quarter 1-4 Signed cash/cost coverage report
105	BTO 17	All	N/A	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	% on implementation of AG's action plan in response to 2022/2023 Audit Report	Percentage on implementation of AG's action plan presented to oversight structures	100% achieved on the implementation of AG's Action plan and presented to Oversight Structures	100%	NA	NA	100%	100%	BTO	NA	Quarter 1- 2 NA Quarter 3-4 Progress Report on the implementation of 2026/2027 Audit Action Plan based on 2025/2026 Audit Report APAC minutes
106	NATIONAL KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION AND CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT GENERAL KPI: The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of municipality's integrated development plan BACK TO BASICS PILLAR 1: PUTTING PEOPLE FIRST BACK TO BASICS PILLAR 3: GOOD GOVERNANCE OFFICE OF THE MUNICIPAL MANAGER: 2026/2027 TOP-LAYER FINAL SDBIP														
107															
108															
109	IDP NO.	WARD	GENERAL KPI	STRATEGIC OBJECTIVES	PROJECT	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
110									BUDGET PROJECTIONS	BUDGET PROJECTIONS	BUDGET PROJECTIONS	BUDGET PROJECTIONS			
111	OMM 1	All	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	To review and develop a multi-year strategic plan that responds to the needs of the community by 30 June 2027	Review and adoption of the 2027/2028 Integrated Development Plan (IDP)	Number of IDPs reviewed and adopted by Council	1) 01 Draft 2026/27 IDP reviewed 2) Final IDP for 2026/27 was reviewed	1 Draft and 1 Final 2027/2028 IDP reviewed and adopted by Council	Development and Approval of 2027/2028 IDP/Budget Process Plan	Conduct 1 DP/Budget (2027/28) Roadshow	1 (Draft 2027/2028 IDP)	1(Final 2027/28 IDP)	Strategic Support Services		Quarter 1: Process Plan Advert Council Resolution Quarter 2: Attendance Register, IDP Roadshows Minutes and Agenda Quarter 3: Draft IDP Council Resolution Proof of Submission and Advert Quarter 4: Final IDP Advert Council Resolution and Proof of Submission Attendance registers and Minutes of IDP Roadshows
112															
113															



APPROVAL AND ENDORSEMENT

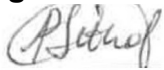
In compliance with the provisions of the Municipal Finance Management Act, Act 56 of 2003, particularly Section 53(1)(c)(ii), I hereby approve the Service Delivery and Budget Implementation Plan (SDBIP) for the 2026/2027 Financial Year, which gives effect to the implementation of the Integrated Development Plan (IDP) and the approved budget of the municipality.

This SDBIP outlines the key performance indicators and service delivery targets for the year and will be used as a basis for performance management and financial monitoring.

APPROVED BY:

Hon. PS Msomi
Executive Mayor
Dr Nkosazana Dlamini Zuma Municipality

Signature:



Date: 22 June 2026

ENDORSED BY:

Mr JS Sondezi
Acting Municipal Manager
Dr Nkosazana Dlamini Zuma Municipality

Signature:



Date: 22 June 2026