

BELA-BELA LOCAL MUNICIPALITY



MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT REPORT 2024/2025

Compiled in terms of Section 72 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) and Schedule C (In-Year Reports of Municipalities) of the Municipal Budget and Reporting Regulations

ACRONYMS AND TERMS

The report contains information, which is at times presented in abbreviations and terms, therefore for the purpose of this report the terms and acronyms below bear the following meaning:

ACRONYM	MEANING
AC	Audit Committee
ACTUAL PERFORMANCE	The Actual Performance From 1 July-31 December 2024
AFS	Annual Financial Statements
AG	Auditor General
ANNUAL TARGET	Planned Level Of Performance For 2024/2025 Financial Year
BASELINE	Status Quo At The Beginning Of 2024/2025 Financial Year
BBLM	Bela-Bela Local Municipality
BTO	Budget & Treasury Office
BUDGET ALLOCATED	Budget Approved In The Annual Budget For 2024/2025 Financial Year
BUDGET SPENT	Budget Spent In The First Half Of 2024/2025 Financial Year
CBD	Central Business District
COGHSTA	Department Of Cooperative Governance, Human Settlements And Traditional Affairs
COGTA	Department Of Cooperative Governance And Traditional Affairs
CORRECTIVE MEASURES	Steps To Be Taken To Improve Performance
CS	Corporate Services
CSS	Community & Social Services
DMRE	Department Of Mineral Resources And Energy
DOE	Department Of Energy
DWS	Department Of Water And Sanitation
EEDSM	Energy Efficiency Demand Side Management
EIA	Environmental Impact Assessment
FY	Financial Year
GIS	Geographical Information System
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information Communication Technology Information Communication Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
INEP	Integrated National Electrification Program
IT	Information Technology
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LFF	Local Labour Forum
LGSETA	Local Government Sector Education Training Authority

ACRONYM	MEANING
LUMS	Land Use Management Scheme
MFMA	Municipal Finance Management Act
MID-TERM PERFORMANCE	Planned Level Of Performance From 1 July - 31 December 2024
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPAC	Municipal Public Account Committee
MSA	Municipal Systems Act
OHS	Occupational Health And Safety
PED	Planning & Economic Development
PMS	Performance Management System
PPII	Project Performance Implementation Indicator
RMC	Risk Management Committee
SDBIP	Service Delivery And Budget Implementation Plan
SDF	Spatial Development Framework
SEC 56 MANAGERS	Senior Managers
SPLUMA	Spatial Planning And Land Use Management Act No16 Of 2013
TARGET	The Specific, Planned Level Of A Result To Be Achieved Within A Specific Timeframe With A Given Level Of Resources
TB	Tuberculosis
TSS	Technical Services
WSIG	Water Services Infrastructure Grant
WSP	Workplace Skills Plan
YTD	Year To Date

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PART 1: IN-YEAR REPORT

1.1. INTRODUCTION

Section 72 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA), stipulates that the accounting officer of a municipality must by 25 January of each year—

- a) Assess the performance of the municipality during the first half of the financial year, considering—
 - i. the monthly statements referred to in section 71 for the first half of the financial year.
 - ii. the municipality's service delivery performance during the first half of the financial year, and the service delivery targets, and performance indicators set in the service delivery and budget implementation plan.
 - iii. the past year's annual report, and progress on resolving problems identified in the annual report; and
 - iv. the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities; and
- b) submit a report on such assessment to—
 - i. the mayor of the municipality.
 - ii. the National Treasury; and
 - iii. the relevant provincial treasury.

In addition to section 72 stipulated above and as required by Section 34 of the Local Government Municipal Systems Act (MSA), the Municipality has reviewed and approved the 2024/2025 Integrated Development Plan (IDP), approved the 2024/2025 Annual Budget in terms of Section 24 of the Local Government: Municipal Finance Management Act and the Mayor approved the Service Delivery and Budget Implementation Plan (SDBIP) in terms of Section 53 of the Local Government: Municipal Finance Management Act (MFMA No 56 of 2003). The purpose of the aforementioned documents is to provide strategic guidance on the objectives to be implemented by the municipality during the financial year. The documents also present the budget available for the implementation of the said objectives and set out the targets on when the implementation will take place. As part of regular reporting, the Administration is expected to compile reports on the performance of the Municipality.

Furthermore, Section 52 (d) of the MFMA requires the Mayor of the Municipality to submit a report to the Municipal Council on the implementation of the budget and the financial situation of the municipality within 30 days of the end of the quarter. Section 72 of the MFMA further requires the Municipal Manager to assess the performance of the Municipality during the first half of the financial year, by the 25th of January each year. This report, therefore, serves two primary purposes, namely.

- a) To reflect on the performance of the municipality for the first half of the financial year. This exercise will enable the municipality to revise the current plans and budget going forward into the next six months, and inform reprioritisation and funding thereof in the new financial year; and
- b) Ensure compliance with the letter and spirit of the MFMA by comparing the actual performance of the municipality with the performance indicators and targets as set out in its 2024/2025 Integrated Development Plan (IDP), Annual Budget and Service Delivery and Budget Implementation Plan (SDBIP) from 1 July 2024 to 31 December 2024 which makes the first half of the 2024/2025 Financial Year.

Section 54 of the MFMA further states the Budgetary control and early identification of financial problems- (1) on the receipt of statement or report submitted by accounting officer of the municipality in terms of section 71 or, the mayor must;

(f) in the case of section 72 report, submit the report to the council by 31 January of each year.

The performance reflected in the report is in terms of the six (6) National Government's Strategic Key Performance Areas for local government, which are as follows:

- Basic Service Delivery.
- Local Economic Development.
- Municipal Institutional Transformation and Development.
- Municipal Financial Viability and Management,
- Good Governance and Public Participation, and
- Spatial Rationale

Even further, these Strategic Key Performance Areas are a component of the bigger national picture of eliminating poverty and reducing inequality as envisioned in the National Development Plan. The Service Delivery and Budget Implementation Plan contained in this report outlines the municipality's contribution to these national imperatives of broadening access to basic services, providing social security in the form of indigent support and increasing investments in infrastructures such as roads and storm water, to name a few.

1.2. Resolutions

The recommendations dealing with section 72 report of local government as prescribed by Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) and Schedule C (In-Year Reports of Municipalities) of the Municipal Budget and Reporting Regulations is hereby presented to the council. It is recommended:

- a) The Council note the mid-year budget and performance assessment, and other supporting documents included in the report in terms of section 72 of the Act.

- b) The Council note the state of affairs for the municipality referred to in section 52(d) of the Act;
- c) The adjustment budget be compiled in terms of section 28 of the MFMA,
- d) That the Municipal Manager submits the Mid-year budget and performance assessment report to the National Treasury and Provincial Treasury.

1.3. Executive summary

Section 24(1) of the Municipal Finance Management Act, 56 of 2003, The municipal council must at least 30 days before the start of the budget year consider approval of the annual budget. The annual budget of Bela-Bela Local Municipality for the financial year 2024/2025; and indicative allocations for the two projected outer years 2025/2026 and 2026/2027; and the multi-year and single-year capital appropriations are approved by Council. Bela-Bela Local Municipality Council approved the 2024/2025 annual budget on 24 of May 2024 as per council resolution SMC156/05/2024, hence the budget was approved 37 days before start of the 2024/2025 budget year thereby complying with the legislative timelines.

In accordance with the National Treasury assessment, the municipality adopted a funded annual budget for the 2024/2025 financial year. The municipality progressively improved from the unfunded budget status obtained in previous financial years by implementing the Budget Funding Plan and other measures. The municipality is determined to maintain the funded budget status through the implementation of effective debt collection and credit control strategies, implementation of Cost Containment policy, development and implementation cost reflective tariffs, timeous payment of Eskom and Magalies invoices, and implementation of other effective cash flow management practices.

Furthermore, the municipality developed and approved a Service Delivery and Budget Implementation Plan (SDBIP), and Departmental Service Delivery and Budget Implementation Plans for each of the departments of the municipality, in line with appropriate guidelines and legislation, are developed annually and continually reviewed.

Section 56 Employees are required to sign a Performance Agreement, as prescribed in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, in line with published regulations and/or amendments.

Two review sessions are held annually as follows:

- a) A midyear review is conducted in January to assess the relevance of the objectives as well as the Employee's performance against the objectives. The mid-year performance score is used to determine the link to non-financial rewards.
- b) A compulsory formal final review is conducted at the end of the financial year i.e., in June (assessment to be conducted in July). The final performance score is used to determine the link to financial and non-financial rewards. A learning plan for the Employee must be developed at the end of the final review.

Due to the current situation, great emphasis is on the current economic state and inflation targets of South Africa which are recovering in a liner process through the financial year. The economic effects of the recovery are extensive, and its direct impact is seen in the outcome of the Municipality's first six months (half year) performance.

Amidst the current economic impact, the municipality has achieved an average collection rate of 80%.

During the financial year 2023/2024, the Municipality obtained a qualified audit opinion from the office of the Auditor General of South Africa. The Auditor General issued the Qualified Audit Opinion based on two material audit findings i.e. Investment Property register not complete and Fair value adjustment not supported.

In accordance with circular 113 read with 114, an Audit Action Plan to address prior year audit findings will be adopted by 31 January 2025

Financial management reforms emphasise the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow budget, along with the Capital Budget. The Mid-year budget performance analysis is depicted below, which outline the overview of operating revenue and expenditure performance for the period 01 July 2024 to 31 December 2024.

After assessing the performance of the Municipality for the first six months, an adjustment budget will be tabled to Council in February on the operational revenue and expenditure to address major variances that have been noted at mid-term.

Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 31 December 2024

Description R thousands	2023/24	Budget Year 2024/25							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %	Full Year Forecast
Financial Performance									
Total Revenue (excluding capital transfers and contributions)	546 790	594 467	–	82 036	317 110	331 731	(14 621)	-4%	594 467
Total Expenditure	547 330	571 456	–	63 079	255 003	285 728	(30 725)	-11%	571 456
Surplus/(Deficit)	(540)	23 011	–	18 957	62 108	46 003	16 105	35%	23 011

TABLE 1: MONTHLY BUDGET STATEMENT - FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE) - M06 31 DECEMBER 2024

1.3.1. Revenue

The total revenue recognized for the first six months ended December 2024 amount to R317 million which is 96% of the year-to-date budget of R332 million. The revenue earned as of 31 December 2024 represents 53% of the total annual budget of R594 million. The municipality appears to be on track to achieving the total revenue as projected in the adopted budget on an aggregate basis.

1.3.2. Expenditure

The total actual operating expenditure for the first six months amounts to R255 million whereas the budget-to-date expenditure is R286 million, this implies that 89% of the year-to-date budget had been incurred by the end of December 2024. This represents 45% of the actual expenditure against the annual operating expenditure budget of R571 million.

The performance is below 50% at midterm mainly due to the following reasons:

- Non-cash items such as debt impairment and finance cost (e.g., actuarial valuation and landfill valuation) are generally accounted at year-end,
- Some budgeted vacant posts have not been filled,
- Spending on water inventory is lower than anticipated against the adopted budget,
- Other expenses are mainly due to reprioritisation of spending. Spending was directly to the core mandate of the municipality which was basic service delivery as envisaged in chapter 7 of the constitution.
- Management of the cashflow - Ongoing difficulties in the national and local economy equally have an enormous impact on the municipality's cash flow.

A surplus of R62 million was realised in the first six month of the financial year which is above the targeted year-to-date budget of R46 million.

1.4. In-year budget statements

Bela-Bela Local Municipality presents the in-year budget statement tables for the 2024/2025 financial year below as prescribed by schedule C of the Municipal Budget and Reporting Regulations. The tables depict the mid-year performance assessment as of 31 December 2024.

Monthly Budget Statement Summary –M06 31 December 2024

Description	2023/24	Budget Year 2024/25							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD Variance %	Full Year Forecast
R thousands									
Financial Performance									
Property rates	95 606	121 077	–	9 110	53 253	60 538	(7 286)	-12%	121 077
Service charges	220 652	253 529	–	22 399	120 875	126 765	(5 890)	-5%	253 529
Investment revenue	2 752	2 350	–	369	1 917	1 175	742	63%	2 350
Transfers and subsidies - Operational	134 834	144 449	–	46 568	107 265	106 722	543	1%	144 449
Other own revenue	92 945	73 062	–	3 590	33 801	36 531	(2 730)	-7%	–
Total Revenue (excluding capital transfers and contributions)	546 790	594 467	–	82 036	317 110	331 731	(14 621)	-4%	594 467
Employee costs	147 682	177 222	–	13 564	77 359	88 611	(11 252)	-13%	177 222
Remuneration of Councillors	8 810	9 236	–	898	4 687	4 618	69	1%	9 236
Depreciation and amortisation	41 847	39 862	–	27 883	27 883	19 931	7 952	40%	39 862

Description R thousands	2023/24	Budget Year 2024/25							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD Variance %	Full Year Forecast
Interest	15 351	17 000	-	-	-	8 500	(8 500)	-100%	17 000
Description R thousands	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
Inventory consumed and bulk purchases	161 452	196 364	-	14 354	96 933	98 182	(1 249)	-1%	196 364
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Other expenditure	172 188	131 771	-	6 380	48 141	65 886	(17 745)	-27%	131 771
Total Expenditure	547 330	571 456	-	63 079	255 003	285 728	(30 725)	-11%	571 456
Surplus/(Deficit)	(540)	23 011	-	18 957	62 108	46 003	16 105	35%	23 011

TABLE 2: MONTHLY BUDGET STATEMENT SUMMARY –M06 31 DECEMBER 2024

1.4.1 Below is a synopsis of the monthly budget performance and significant revenue and expenditure variances.

The municipality earned an operating surplus of R62 million during the first six months of the 2024/2025 financial year. The surplus excludes actuals on some non-cash items i.e. impairment on immovable assets and debtors. Noteworthy, certain Revenue by source and Expenditure by type categories are showing material negative or positive variances. This is due to fact that the YTD budgets were all systematically determined on a straight-line basis by dividing the total budget per category by 12. The capital projections were also done in the same fashion. The figures represented in this section are the accrued amounts and not actual cash receipts. This represents amounts billed for property rates, service charges and interest as it becomes due.

Monthly Budget Statement - Financial Performance (Standard classification) M06 31 December 2024

Description R thousands	Ref	2023/24	Budget Year 2024/25							
		Audited	Original	Adjusted	Monthly actual	YearTD actual	YearTD budget	YTD	YTD %	Full Year
Revenue – Functional										
Governance and administration		289 807	317 876	-	57 391	181 941	193 436	(11 495)	-6%	317 876
Executive and council		-	-	-	-	-	-	-	-	-
Finance and administration		289 807	317 876	-	57 391	181 941	193 436	(11 495)	-6%	317 876
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		7 295	7 531	-	417	3 748	3 766	(17)	0%	7 531
Community and social services		496	564	-	32	246	282	(36)	-13%	564
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		6 799	6 967	-	385	3 502	3 484	18	1%	6 967
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-

Description	Ref	2023/24	Budget Year 2024/25							
		Audited	Original	Adjusted	Monthly actual	YearTD actual	YearTD budget	YTD	YTD %	Full Year
R thousands	1									
Economic and environmental services		52 698	30 914	-	4 338	21 080	15 457	5 622	36%	30 914
Planning and development		9 109	2 764	-	223	1 590	1 382	208	15%	2 764
Road transport		43 588	28 150	-	4 115	19 490	14 075	5 415	38%	28 150
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		303 719	331 611	-	25 528	149 749	165 805	(16 056)	-10%	331 611
Energy sources		149 732	182 206	-	15 442	85 170	91 103	(5 932)	-7%	182 206
Water management		110 010	111 288	-	6 563	43 349	55 644	(12 296)	-22%	111 288
Waste water management		28 003	26 740	-	2 430	14 469	13 370	1 099	8%	26 740
Waste management		15 975	11 377	-	1 093	6 761	5 688	1 073	19%	11 377
Other		-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	653 519	687 932	-	87 673	356 517	378 464	(21 946)	-6%	687 932
Expenditure - Functional										
Governance and administration		145 313	176 376	-	19 526	73 123	88 188	(15 065)	-17%	176 376
Executive and council		27 038	29 385	-	3 950	14 705	14 693	12	0%	29 385
Finance and administration		114 344	142 887	-	15 268	56 618	71 443	(14 825)	-21%	142 887
Internal audit		3 931	4 104	-	307	1 800	2 052	(252)	-12%	4 104
Community and public safety		79 492	55 690	-	5 081	27 027	27 845	(818)	-3%	55 690
Community and social services		34 928	32 990	-	3 260	16 187	16 495	(308)	-2%	32 990
Sport and recreation		2 642	2 806	-	206	1 049	1 403	(354)	-25%	2 806
Public safety		41 921	19 894	-	1 615	9 790	9 947	(157)	-2%	19 894
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		39 048	47 381	-	10 636	19 198	23 691	(4 492)	-19%	47 381
Planning and development		10 605	15 877	-	904	6 139	7 938	(1 799)	-23%	15 877
Road transport		28 443	31 504	-	9 732	13 059	15 752	(2 694)	-17%	31 504
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		283 477	292 009	-	27 836	135 655	146 005	(10 350)	-7%	292 009
Energy sources		181 644	199 350	-	15 981	96 744	99 675	(2 931)	-3%	199 350
Water management		43 203	58 268	-	6 657	22 959	29 134	(6 175)	-21%	58 268
Waste water management		32 739	13 192	-	3 254	5 141	6 596	(1 456)	-22%	13 192
Waste management		25 890	21 199	-	1 943	10 811	10 600	211	2%	21 199
Other		-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	3	547 330	571 456	-	63 079	255 003	285 728	(30 725)	-11%	571 456
Surplus/ (Deficit) for the year		106 190	116 476	-	24 594	101 515	92 736	8 779	9%	116 476

TABLE 3: MONTHLY BUDGET STATEMENT - FINANCIAL PERFORMANCE (STANDARD CLASSIFICATION) M06 31 DECEMBER 2024

The Table reflects the financial performance per standard classification, most of the revenue is under Governance and administration and trade services. This is due to the equitable share grant and property rates revenue.

Monthly Budget Statement - Financial Performance (Revenue and Expenditure by Vote classification) – M06 31
December 2024

Vote Description	Ref	2023/24	Budget Year 2024/25							
		Audited	Original	Adjusted	Monthly actual	YearTD actual	YearTD budget	YTD	YTD %	Full Year
R thousands										
Revenue by Vote	1									
Vote 1 - Chief Financial Officer		288 241	316 597	–	57 297	181 263	192 796	(11 534)	-6.0%	316 597
Vote 2 - Corporate Services		1 566	1 279	–	93	678	639	39	6.0%	1 279
Vote 3 - Mayor		–	–	–	–	–	–	–	–	–
Vote 4 - Municipal Manager		–	–	–	–	–	–	–	–	–
Vote 5 - Internal Audit		–	–	–	–	–	–	–	–	–
Vote 6 - Planning and Economic Development		7 697	1 282	–	7	306	641	(335)	-52.3%	1 282
Vote 7 - Social and Community Services		23 270	18 908	–	1 509	10 509	9 454	1 055	11.2%	18 908
Vote 8 - Speaker		–	–	–	–	–	–	–	–	–
Vote 9 - Technical Services		331 333	348 384	–	28 550	162 478	174 192	(11 715)	-6.7%	348 384
Vote 10 - Technical Services		1 413	1 482	–	216	1 284	741	543	73.3%	1 482
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	653 519	687 932	–	87 673	356 517	378 464	(21 946)	- 5.8%	687 932
Expenditure by Vote	1									
Vote 1 - Chief Financial Officer		80 993	93 570	–	10 883	36 987	46 785	(9 798)	-20.9%	93 570
Vote 2 - Corporate Services		28 953	43 168	–	3 928	16 942	21 584	(4 642)	-21.5%	43 168
Vote 3 - Mayor		1 203	4 117	–	246	1 224	2 058	(835)	-40.5%	4 117
Vote 4 - Municipal Manager		21 103	21 243	–	3 319	11 236	10 621	615	5.8%	21 243
Vote 5 - Internal Audit		3 931	4 104	–	307	1 800	2 052	(252)	-12.3%	4 104
Vote 6 - Planning and Economic Development		7 846	12 025	–	656	4 619	6 012	(1 393)	-23.2%	12 025
Vote 7 - Social and Community Services		105 382	76 889	–	7 024	37 838	38 445	(607)	-1.6%	76 889
Vote 8 - Speaker		9 130	9 712	–	843	4 933	4 856	77	1.6%	9 712
Vote 9 - Technical Services		286 029	302 314	–	35 624	137 903	151 157	(13 254)	-8.8%	302 314
Vote 10 - Technical Services		2 760	3 852	–	248	1 520	1 926	(406)	-21.1%	3 852
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	547 330	570 994	–	63 079	255 003	285 497	(30 494)	-10.7%	570 994
Surplus/ (Deficit) for the year	2	106 190	116 939	–	24 594	101 515	92 967	8 548	9.2%	116 939

TABLE 4: MONTHLY BUDGET STATEMENT - FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE BY VOTE CLASSIFICATION) – M06 31 DECEMBER 2023/2024

Table 4 reflects operating revenue and expenditure performance per municipal vote. Most of the revenue income is budgeted under Chief financial officer (finance Department) and Technical Services department respectively.

Monthly Budget Statement - Financial Performance (Revenue and Expenditure) - M06 31 December 2024

Description	Ref	2023/24	Budget Year 2024/25							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Revenue										
Exchange Revenue										
Service charges - Electricity		148 369	160 362	–	15 318	82 832	80 181	2 651	3%	160 362
Service charges - Water		39 529	60 665	–	4 253	21 195	30 333	(9 138)	-30%	60 665
Service charges - Waste Water Management		22 158	22 126	–	1 910	11 424	11 063	362	3%	22 126
Service charges - Waste management		10 596	10 376	–	918	5 423	5 188	235	5%	10 376
Sale of Goods and Rendering of Services		1 418	1 487	–	74	645	743	(99)	-13%	1 487
Agency services		4 602	4 906	–	209	2 321	2 453	(132)	-5%	4 906
Interest		–	–	–	–	–	–	–	–	–
Interest earned from Receivables		12 652	11 119	–	1 321	7 164	5 559	1 604	29%	11 119
Interest from Current and Non-Current Assets		2 752	2 350	–	369	1 917	1 175	742	63%	2 350
Dividends		–	–	–	–	–	–	–	–	–
Rent on Land		–	–	–	–	–	–	–	–	–
Rental from Fixed Assets		1 192	1 147	–	98	587	573	13	2%	1 147
Licence and permits		–	–	–	–	–	–	–	–	–
Operational Revenue		12 530	2 110	–	5	292	1 055	(763)	-72%	2 110
Non-Exchange Revenue										
Property rates		95 606	121 077	–	9 110	53 253	60 538	(7 286)	-12%	121 077
Surcharges and Taxes		–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		31 619	33 610	–	(44)	11 910	16 805	(4 895)	-29%	33 610
Licence and permits		2 200	2 070	–	179	1 186	1 035	151	15%	2 070
Transfers and subsidies - Operational		134 834	144 449	–	46 568	107 265	106 722	543	1%	144 449
Interest		13 330	16 613	–	1 464	7 970	8 307	(337)	-4%	16 613
Fuel Levy		–	–	–	–	–	–	–	–	–
Operational Revenue		3 578	–	–	285	1 728	–	1 728	#DIV/0!	–
Gains on disposal of Assets		3 020	–	–	–	–	–	–	–	–
Other Gains		6 804	–	–	–	–	–	–	–	–
Discontinued Operations		–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		546 790	594 467	–	82 036	317 110	331 731	(14 621)	-4%	594 467
Expenditure By Type										
Employee related costs		147 682	177 222	–	13 564	77 359	88 611	(11 252)	-13%	177 222

Description	Ref	2023/24	Budget Year 2024/25							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Remuneration of councillors		8 810	9 236	-	898	4 687	4 618	69	1%	9 236
Bulk purchases - electricity		136 246	166 550	-	11 997	84 684	83 275	1 409	2%	166 550
Inventory consumed		25 206	29 814	-	2 357	12 248	14 907	(2 659)	-18%	29 814
Debt impairment		78 441	14 686	-	-	-	7 343	(7 343)	-100%	14 686
Depreciation and amortisation		41 847	39 862	-	27 883	27 883	19 931	7 952	40%	39 862
Interest		15 351	17 000	-	-	-	8 500	(8 500)	-100%	17 000
Contracted services		49 074	56 493	-	3 766	25 162	28 246	(3 084)	-11%	56 493
Transfers and subsidies		-	-	-	-	-	-	-	-	-
Irrecoverable debts written off		-	-	-	-	-	-	-	-	-
Operational costs		41 667	58 593	-	2 615	22 978	29 296	(6 318)	-22%	58 593
Losses on Disposal of Assets		3 006	-	-	-	-	-	-	-	-
Other Losses		-	2 000	-	-	-	1 000	(1 000)	-100%	2 000
Total Expenditure		547 330	571 456	-	63 079	255 003	285 728	(30 725)	-11%	571 456
Surplus/(Deficit)		(540)	23 011	-	18 957	62 108	46 003	16 105	35%	23 011
Transfers and subsidies - capital (monetary allocations)		89 986	93 465	-	5 637	39 407	46 733	(7 326)	-16%	93 465
Transfers and subsidies - capital (in-kind)		16 744	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		106 190	116 476	-	24 594	101 515	92 736			116 476
Income Tax		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		106 190	116 476	-	24 594	101 515	92 736			116 476
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		106 190	116 476	-	24 594	101 515	92 736			116 476
Share of Surplus/Deficit attributable to Associate		-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year		106 190	116 476	-	24 594	101 515	92 736			116 476

TABLE 5: MONTHLY BUDGET STATEMENT - FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE) - M06 31 DECEMBER 2023/2024

1.4.2. Notable material Revenue variances of 10% or more are discussed below:

1.4.2.1. Services charges

Service charges depict a variance of negative 5% based on the estimated six-month budget period. The negative variance is attributable to the negative 30% variance on water revenue. A significant increase in water revenue was envisaged during budget preparation as the municipality had started billing Extension 9 for the first time, and meter readers were also appointed to areas (e.g. Pienaarsrivier and Masakhane) where actual readings were not taken due to lack of staff. As of 31 December 2024, the increase in water revenue is not as was anticipated in the budget. Other service charges

have positive variances below 10% as at the end of the mid-term. Budget adjustment will be considered for water service charges revenue.

1.4.2.2. Investment revenue

Investment revenue has a positive variance of 63%. More interest was earned from positive balances in the primary bank account and short-term investments than anticipated in the adopted budget. The municipality was prudent when making budget allocations. Strict cash flow management practices also resulted in higher bank balances from which more interest was earned. Budget adjustments will be considered for investment revenue.

1.4.2.3. Sale of Goods and Rendering of Services

The revenue is dependent on the demand for the relevant goods and services. During the first six months, the demand was lower than anticipated in the adopted budget. Budget adjustment will be considered for sale of goods and services revenue.

1.4.2.4. Interest earned from receivables

Interest earned from receivables reflects a positive variance of 29% more than anticipated due to indigent households and uncollectible debt not yet been approved for write off by council.

1.4.2.5. Operational Revenue

The negative variance of 72% is made up of advertisement, building plans, sub-divisions, and cemetery bookings among others. The variances for other line items are dependent on consumption level with some being linked to increase in the repo rate (inflation).

1.4.2.6. Property rates

The negative variance of 12% is due to Section 78 and Supplementary roll outcomes. Bulk account corrections done to ensure alignment between the valuation roll and the financial system also impacted the actual revenue outcome.

1.4.2.7. Fines, penalties, and forfeits

A negative variance of 29% was realised during the six months period. This is largely attributable to the lack of integration between the traffic fines system (Syntell) and the core financial management system (Munsoft). The timeous and accurate recognition of traffic fines revenue is severely affected by this issue. Management is currently in engagement with the two system vendors to ensure that integration is achieved soon.

1.4.2.8. Licence and Permits

The revenue is dependent on the demand for the licences and permits, more applications than anticipated were processed during the first half of the financial year. This will be considered for review during budget adjustment.

1.4.3. Notable material Expenditure variances of 10% or more are discussed below:

1.4.3.1. Employee cost

Some of funded vacant positions have not yet been filled.

1.4.3.2. Interest

The budget provision for interest expense is in respect of non-cash interest arising from actuarial valuations e.g. provision for landfill rehabilitation costs, the valuations are normally undertaken at year-end. Furthermore, no interest expenditure has been incurred on outstanding creditors for first half of the year as the municipality pays all invoices within 30 days.

1.4.3.3. Inventory consumed

Inventory consumed reflects a negative variance of 18%, Spending on water inventory is lower than anticipated in the adopted budget.

1.4.3.4. Contracted services

The negative variance of 11% is attributable to the implementation of cost containment policy as well as reprioritisation of resources.

1.4.3.5. Operational Cost

The negative variance of 22% is attributable to the implementation of cost containment policy as well as reprioritisation of resources.

Revenue and expenditure reflect 4% and 11% variance respectively. Material variances on different revenue and expenditure categories have been properly explained under the monthly budget summary statement above.

Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification, and funding) - M06 31 December 2024

Vote Description R thousands	Ref	2023/24 Audited	Original	Budget Year 2024/25						
				Adjusted	Monthly actual	YearTD actual	YearTD budget	YTD	YTD %	Full Year Forecast
Multi-Year expenditure appropriation	2									
Vote 1 - Chief Financial Officer		-	-	-	-	-	-	-	-	-
Vote 2 - Corporate Services		-	-	-	-	-	-	-	-	-
Vote 3 – Mayor		-	-	-	-	-	-	-	-	-
Vote 4 - Municipal Manager		-	-	-	-	-	-	-	-	-
Vote 5 - Internal Audit		-	-	-	-	-	-	-	-	-
Vote 6 - Planning and Economic Development		-	-	-	-	-	-	-	-	-
Vote 7 - Social and Community Services		-	-	-	-	-	-	-	-	-
Vote 8 – Speaker		-	-	-	-	-	-	-	-	-
Vote 9 - Technical Services		-	-	-	-	-	-	-	-	-
Vote 10 - Technical Services		-	-	-	-	-	-	-	-	-
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-
Total Capital Multi-year expenditure	4,7	-	-	-	-	-	-	-	-	-
Single Year expenditure appropriation	2									
Vote 1 - Chief Financial Officer		7 560	520	-	-	29	260	(231)	-89%	520
Vote 2 - Corporate Services		1 240	2 455	-	-	-	1 228	(1 228)	-100%	2 455
Vote 3 – Mayor		-	-	-	-	-	-	-	-	-
Vote 4 - Municipal Manager		-	525	-	-	-	263	(263)	-100%	525
Vote 5 - Internal Audit		-	-	-	-	-	-	-	-	-
Vote 6 - Planning and Economic Development		-	1 000	-	-	-	500	(500)	-100%	1 000
Vote 7 - Social and Community Services		14 762	16 115	-	1 416	11 107	8 057	3 050	38%	16 115
Vote 8 – Speaker		-	-	-	-	-	-	-	-	-
Vote 9 - Technical Services		87 141	76 669	-	4 212	23 776	38 335	(14 558)	-38%	76 669
Vote 10 - Technical Services		-	-	-	-	-	-	-	-	-

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Vote Description R thousands	Ref	2023/24		Budget Year 2024/25						
		Audited	Original	Adjusted	Monthly actual	YearTD actual	YearTD budget	YTD	YTD %	Full Year Forecast
Vote 11 -		-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-
Total Capital single-year expenditure	4	110 703	97 284	-	5 628	34 912	48 642	(13 730)	-28%	97 284
Total Capital Expenditure		110 703	97 284	-	5 628	34 912	48 642	(13 730)	-28%	97 284
Capital Expenditure - Functional Classification										
Governance and administration										
Executive and council		8 800	3 500	-	-	29	1 750	(1 722)	-98%	3 500
Finance and administration		-	-	-	-	-	-	-	-	-
Internal audit		8 800	3 500	-	-	29	1 750	(1 722)	98%	3 500
Community and public safety		-	-	-	-	-	-	-	-	-
Community and social services		3 933	3 064	-	-	2 219	1 532	687	45%	3 064
Sport and recreation		41	685	-	-	-	342	(342)	-100%	685
Public safety		3 892	2 219	-	-	2 219	1 109	1 109	100%	2 219
Housing		-	160	-	-	-	80	(80)	-100%	160
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		24 896	10 374	-	1 849	5 527	5 187	340	7%	10 374
Planning and development		-	1 000	-	-	-	500	(500)	-100%	1 000
Road transport		24 896	9 374	-	1 849	5 527	4 687	840	18%	9 374
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		73 074	80 347	-	3 779	27 137	40 174	(13 036)	-32%	80 347
Energy sources		6 897	25 665	-	1 092	2 535	12 833	(10 298)	-80%	25 665
Water management		5 255	11 435	-	390	1 798	5 718	(3 920)	-69%	11 435
Waste water management		50 093	30 195	-	881	13 916	15 097	(1 182)	-8%	30 195
Waste management		10 829	13 051	-	1 416	8 888	6 526	2 363	36%	13 051
Other		-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional Classification	3	110 703	97 284	-	5 628	34 912	48 642	(13 730)	-28%	97 284
Funded by:										
National Government		77 646	81 274	-	4 510	33 740	40 637	(6 898)	-17%	81 274
Provincial Government		-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies,		16 744	-	-	-	-	-	-	-	-

Vote Description R thousands	Ref	2023/24	Budget Year 2024/25							
		Audited	Original	Adjusted	Monthly actual	YearTD actual	YearTD budget	YTD	YTD %	Full Year Forecast
Transfers recognised – capital		94 390	81 274	–	4 510	33 740	40 637	(6 898)	-17%	81 274
Borrowing	6	–	–	–	–	–	–	–		–
Internally generated funds		16 314	16 010	–	1 118	1 172	8 005	(6 833)	-85%	16 010
Total Capital Funding		110 703	97 284	–	5 628	34 912	48 642	(13 730)	-28%	97 284

TABLE 6: MONTHLY BUDGET STATEMENT - CAPITAL EXPENDITURE (MUNICIPAL VOTE, FUNCTIONAL CLASSIFICATION, AND FUNDING) - M06 31 DECEMBER 2024

Capital expenditure incurred for the first six months amounted to R35 million against approved budget of R97 million. This represents 36% of the overall approved budget. To date cumulative expenditure on MIG and WSIG is **87% and 41%** against the grant amount received.

Internally generated funds are also allocated for the acquisition of assets. Total budget of R13.010 million was allocated to the capital budget, and R1.182 million was spent as at the end of December 2024.

The overall percentage exclude the vat which accounted in the Statement of Financial Position.

Monthly Budget Statement – Financial Position –M06 31 December 2024

Description R thousands	Ref	2023/24	Budget Year 2024/25			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
ASSETS						
Current assets						
Cash and cash equivalents		25 270	33 558	–	86 270	33 558
Trade and other receivables from exchange transactions		68 316	161 640	–	85 461	161 640
Receivables from non-exchange transactions		68 424	122 131	–	90 411	122 131
Current portion of non-current receivables		–	–	–	–	–
Inventory		481	8 709	–	965	8 709
VAT		153 451	176 941	–	179 567	176 941
Other current assets		955	–	–	851	–
Total current assets		316 897	502 980	–	443 526	502 980
Non-current assets						
Investments		–	–	–	–	–
Investment property		67 458	290 992	–	67 458	290 992
Property, plant and equipment		921 469	975 951	–	928 641	975 951
Biological assets		–	–	–	–	–
Living and non-living resources		–	–	–	–	–
Heritage assets		539	565	–	539	565
Intangible assets		1 862	1 265	–	1 718	1 265
Trade and other receivables from exchange transactions		141	147	–	141	147
Non-current receivables from non-exchange transactions		–	–	–	–	–
Other non-current assets		–	–	–	–	–

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Description R thousands	Ref 1	2023/24	Budget Year 2024/25			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
Total non-current assets		991 469	1 268 922	–	998 497	1 268 922
TOTAL ASSETS		1 308 365	1 771 902	–	1 442 023	1 771 902
LIABILITIES						
Current liabilities						
Bank overdraft		–	–	–	–	–
Financial liabilities		4 171	–	–	4 171	–
Consumer deposits		7 239	7 296	–	7 373	7 296
Trade and other payables from exchange transactions		113 599	174 627	–	76 957	174 627
Trade and other payables from non-exchange transactions		50	(0)	–	37 024	(0)
Provision		(21 843)	2 623	–	(20 517)	2 623
VAT		148 289	180 698	–	180 416	180 698
Other current liabilities		1 776	–	–	–	–
Total current liabilities		253 281	365 244	–	285 424	365 244
Non-current liabilities						
Financial liabilities		4 015	–	–	4 015	–
Provision		107 419	109 837	–	107 419	109 837
Long term portion of trade payables		–	31 005	–	–	31 005
Other non-current liabilities		52 213	54 059	–	52 213	54 059
Total non-current liabilities		163 647	194 901	–	163 647	194 901
TOTAL LIABILITIES		416 928	560 145	–	449 071	560 145
NET ASSETS	2	891 438	1 211 757	–	992 952	1 211 757
COMMUNITY WEALTH/EQUITY						
Accumulated surplus/(deficit)		885 281	1 211 757	–	992 952	1 211 757
Reserves and funds		–	–	–	–	–
Other		–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	2	885 281	1 211 757	–	992 952	1 211 757

TABLE 7: MONTHLY BUDGET STATEMENT – FINANCIAL POSITION –M06 31 DECEMBER 2024

The table reflects the financial position of the municipality. Total liabilities are only 31% of total assets however current liabilities are 64% of current assets.

Monthly Budget Statement – Cash Flow - M06 31 December 2024

Description R thousands	Ref 1	2023/24	Budget Year 2024/25							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										

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Description	Ref	2023/24	Budget Year 2024/25							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Property rates		94 157	110 152	110 152	5 503	43 619	55 076	(11 457)	-21%	110 152
Service charges		222 417	210 506	210 506	22 174	130 422	105 253	25 169	24%	210 506
Other revenue		39 149	58 927	58 927	3 717	24 927	29 463	(4 536)	-15%	58 927
Transfers and Subsidies - Operational		132 867	144 449	144 449	46 231	107 888	106 722	1 166	1%	144 449
Transfers and Subsidies - Capital		84 007	93 465	93 465	6 000	75 758	46 733	29 025	62%	93 465
Interest		2 766	2 350	2 350	483	2 123	1 175	948	81%	2 350
Dividends		-	-	-	-	-	-	-		-
Payments										
Suppliers and employees		(418 368)	(509 632)	(509 632)	(46 526)	(297 987)	(257 674)	(40 313)	16%	(509 632)
Interest		-	-	-	-	-	-	-		-
Transfers and Subsidies		-	-	-	-	-	-	-		-
NET CASH FROM/(USED) OPERATING ACTIVITIES		156 995	110 217	110 217	37 582	86 751	86 748	(3)	0%	110 217
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		-	-	-	-	-	-	-		-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-		-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-		-
Payments									-14%	
Capital assets		95 319	(97 284)	(97 284)	(5 857)	(41 644)	(48 642)	6 998		(97 284)
NET CASH FROM/(USED) INVESTING ACTIVITIES		95 319	(97 284)	(97 284)	(5 857)	(41 644)	(48 642)	(6 998)	14%	(97 284)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		-	-	-	-	-	-	-		-
Borrowing long term/refinancing		-	-	-	-	-	-	-		-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-		-
Payments										
Repayment of borrowing		(2 730)	-	-	-	-	-	-		-
NET CASH FROM/(USED) FINANCING ACTIVITIES		(2 730)	-	-	-	-	-	-		-
NET INCREASE/ (DECREASE) IN CASH HELD		249 583	12 932	12 932	31 725	45 107	38 106			12 932
Cash/cash equivalents at beginning:		11 238	20 626	20 626		25 270	20 626			25 270

Description	Ref	2023/24	Budget Year 2024/25							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Cash/cash equivalents at month/year end:		260 822	33 558	33 558		70 377	58 732			38 203

TABLE 8: MONTHLY BUDGET STATEMENT – CASH FLOW - M06 31 DECEMBER 2024

Bela-Bela Local Municipality cash and cash equivalent at year-end depict a positive balance of R 26 million. The Municipality intends to maintain the positive balance through continuance implementation of the cash flow plan. This tool is considered vital by the municipality since it will eliminate the possibility of having to incur unauthorised expenditure.

PART 2: SUPPORTING DOCUMENTATION

2.1. Debtors' analysis

The total debt book balance at 31 December 2024 was R 397 693 330. Property Rates is the highest with R 151 million (38%) of the total debtors' balance. Tables 11 and 12 below depicts the debtors' age analysis by revenue resource and customer group billed and collected. The overall collection rate for the first half of the 2023/2024 financial year project average of 80% and this is calculated by = Total payments received / Billed Revenue.

2.1.1. Plans to reduce the growing debt book:

- a) Monthly review of handover files allocated to Debtors Collectors.
- b) Submission of monthly reports to Provincial Debt Forum.
- c) Implementation of credit control measures on Government departments and schools.
- d) Perform periodic spot checks on low purchases.
- e) Perform periodic spot checks for illegal connections.
- f) Daily cut-off target of 100 per official.
- g) Perform monthly analysis of Debt book per ward, area and cut off lists segmented according to Areas.
- h) Regular meetings held by team 95% collection rate to ensure implementation of weekly plans to improve and enhance revenue collection.
- i) Prioritise clearance certificate requests.
- j) Perform verification on all businesses to ensure accuracy and completeness of billing.

2.1.2. Debtors ageing per service types – M06 31 December 2024

Debtors Ageing Analysis for December 2024						
Aging Per Type of Service						
TYPE_OF_SERVICE	Current	30 Days	60 Days	90 Days	120 Days +	Total
WATER	R 3 724 280.14	R 2 012 348.82	R 1 440 524.01	R 1 193 677.21	R 46 502 709.17	R 54 873 539.35
ELECTRICITY	R 6 667 145.92	R 520 738.64	R 229 952.49	R 199 664.98	R 7 975 421.70	R 15 592 923.73
RENTAL CHARGES	R 53 741.15	R 43 775.41	R 40 103.92	R 48 349.56	R 1 567 335.97	R 1 753 306.01
SEWERAGE	R 1 820 673.69	R 1 103 270.11	R 914 033.23	R 920 808.84	R 29 934 597.34	R 34 693 383.21
RATES	R 7 260 991.46	R 4 100 472.14	R 3 277 795.25	R 3 610 130.08	R 132 640 168.09	R 150 889 557.02
REFUSE	R 871 973.27	R 486 714.69	R 376 060.98	R 364 691.48	R 12 144 888.99	R 14 244 329.41
Other	R 1 069 213.23	R 340 903.59	-R 16 326.87	R 181 656.14	R 12 378 018.87	R 13 953 464.96
INTEREST	R 2 852 968.50	R 2 652 171.71	R 2 576 012.49	R 2 612 201.39	R 100 999 472.45	R 111 692 826.54
TOTAL	R 24 320 987.36	R 11 260 395.11	R 8 838 155.50	R 9 131 179.68	R 344 142 612.58	R 397 693 330.23

TABLE 9: DEBTORS AGE ANALYSIS BY SERVICE TYPE _ DECEMBER 2024

2.1.3. Debtors Age Analysis per Account Type - M06 31 December 2024

Debtors Ageing Analysis for December 2024						
Ageing Per Account Type						
ACCOUNT_TYPE	Current	30 Days	60 Days	90 Days	120 Days +	Total
NON-PROFIT ORG	R 76 048.62	R 21 035.01	R 16 225.70	R 15 692.19	R 576 707.27	R 705 708.79
COMMERCIAL	R 8 965 047.27	R 1 488 638.88	R 1 016 592.38	R 1 036 586.31	R 39 484 834.74	R 51 991 699.58
STATE OWNED PROPERTIES	R 1 795 543.52	R 1 079 951.15	R 848 310.29	R 739 257.57	R 17 663 768.94	R 22 126 831.47
AGRICULTURAL	R 1 197 375.79	R 754 101.95	R 827 933.46	R 778 963.93	R 50 499 353.14	R 54 057 728.27
PUBLIC INFRASTR	R 85 043.15	R 14 505.92	R 12 737.08	R 12 252.78	-R 45 466.80	R 79 072.13
PLCS OF WORSHIP	R 15 467.30	R 10 762.24	R 10 564.32	R 10 050.11	R 551 137.98	R 597 981.95
RESIDENTIAL	R 10 399 191.65	R 6 231 221.68	R 5 237 578.60	R 4 822 680.55	R 173 884 213.85	R 200 574 886.33
VACANT LAND	R 1 762 684.39	R 1 636 016.96	R 842 779.30	R 1 689 791.73	R 58 518 565.93	R 64 449 838.31
PROTECTED AREAS	R 24 585.67	R 24 161.32	R 25 434.37	R 25 904.51	R 3 009 497.53	R 3 109 583.40
TOTAL	R 24 320 987.36	R 11 260 395.11	R 8 838 155.50	R 9 131 179.68	R 344 142 612.58	R 397 693 330.23

TABLE 10: DEBTORS AGE ANALYSIS PER ACCOUNT TYPE DECEMBER 2024

Most of the debtors' balance is attributed to the Residential category with an amount R200.574 (50%) million as of 31 December 2024.

2.1.4. Creditor's analysis

2.1.4.1. Creditors ageing – M06 31 December 2024

Creditor Name	0days	30days	60days	90days	120days	Total
ESKOM (5740387734)	13 796 817	-	-	-	23 355 885	37 152 702
Magalies Water	1 481 562	-	-	-	1 140 432	2 621 995
Total	15 278 379	-	-	-	24 496 317	39 774 697

TABLE 11: CREDITORS AGEING – M06 31 DECEMBER 2024

A major portion of the creditors books is attributable to creditors owed for more than 30 days. This consists of 60.2% of the creditors balance. Non-compliance is due to Eskom and Magalies Water balance of R24.496 million which had been outstanding for more than 120 days or more as at 31 December 2024. Having noted the financial constraints, management resolved to enter a payment arrangement with both Eskom and Magalies Water Board. Although the payment arrangement does not resolve the compliance issues, it however assist in avoiding interest cost which may have potential implication on fruitless and wasteful expenditure.

2.1.5. Eskom

Although the payment arrangement with ESKOM is in place, National Treasury has approved the debt relief application which suspends the compliance of the payment arrangement in line with the debt relief MFMA circular 124. The municipality is currently in compliance with the requirements outlined on the ESKOM debt relief application as far as servicing the current account is concern. Amongst other requirements of the debt relief fund, the municipality is required to pay the current account within the prescribed period, which the municipality is complying without fail since the effective of the debt relief.

In terms of the debt relief programme the municipality was supposed to have received the feedback of the first trench (1/3) of the write-off by National Treasury. As a result, the status of first trench on the date of reporting to the sub-committee is unknown.

2.1.6. Magalies Water

With regards to Magalies Water, the municipality is honouring the arrangement by paying the current account and the arrangement amount as and when it is due. No interest is charged on the historical debt. The account will be settled by no later than March 2025 as stipulated in the arrangement.

2.2. Investment portfolio analysis (Bank, cash and investments) – M06 31 December 2024

Investment account summary- M06 31 December 2024

TABLE 12: PRIMARY BANK ACCOUNT AS AT 31 DECEMBER 2024

Primary Bank Account as of 31 December 2024				
Bank Name	Account Description	Account Number	Account Type	Balance
ABSA	Primary Bank Account	1330000062	Cheque	R86 670 249.07
Total				R86 670 249.07

Table 13: Other Bank Accounts as at 31 December 2024

Other Bank Accounts as of 31 December 2024				
Bank Name	Account Description	Account Number	Account Type	Balance
ABSA	Savings Account	9295745884	LIQPLUS	R200 061.24
ABSA	Fixed Deposit Account	2066701092	FIXED D	R 1 224 919.34
ABSA	Traffic Fines Account	4078360937	LIQINV	R469 197.52
Total				R 1 894 178.10

TABLE 14: INVESTMENT ACCOUNT SUMMARY- M06 31 DECEMBER 2024

Total Cash and cash equivalents	R88 564 427.17
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The primary bank account shows a favourable bank balance of R 86 million as of 31 December 2024. A total balance amounting to R1.9 million was in short-term investment accounts and other bank accounts.

Total cash and cash equivalents balance was R88.6 million as of 31 December 2024.

2.3. Allocation- Grant receipt and expenditure

2.3.1. Conditional Grant receipt and expenditure – M06 31 December 2024

Operational Grants					
Grant Details	Budget as per DORA	Amount Received	Recognized as revenue	% spent to date	Unspent Grant as at 31 December 2024
Financial Management Grant	R 1 800 000.00	R 1 800 000.00	R1 298 825.49	72%	R 501 174.51
Expanded Public Works-EPWP	R 1 502 000.00	R 1 052 000.00	R1 139 645.85	108%	R-
Municipal Infrastructure Grant (Operational)	R 1 481 600.00	R 1 181 600.00	R1 283 915.55	109%	R-
Total operational Grants	R 4 783 600.00	R 4 033 600.00	R3 722 386.89	92%	R 501 174.51
Capital Grants					
Municipal Infrastructure Grant (Capital)	R 28 150 401.50	R 22 450 400.00	R19 489 712.27	87%	R 2 960 687.73
Water Services Infrastructure Grant	R 45 000 000.00	R 45 000 000.00	R18 257 844.12	41%	R 26 742 155.88
Integrated National Electrification Grant (INEP)	R 20 315 000.00	R 7 126 000.00	R1 659 350.59	23%	R5 466 649.41
Total Capital Grants	R 93 465 401.50	R 74 576 400.00	R39 406 906.98	53%	R 35 169 493.02
Total Grants	R 98 249 001.50	R 78 610 000.00	R43 129 293.87	55%	R 35 670 667.53

TABLE 15: GRANT RECEIPT AND EXPENDITURE – M06 31 DECEMBER 2024

Total budget for conditional grants is R98.249 million for 2024/2025 as per the Division of Revenue Act (DORA). The municipality received a total of R78.610 million during the first half of the financial year. A total of R43.129 million had been spent as at 31 December 2024, this equates to 55% of the received amount.

2.3.2. Source of funding for capital expenditure

Capital Grants					
Grant Details	Budget amount per DORA (Original)	Actual Amount Received	Expenditure to date: 31 December 2024	% spent to date	Unspent as at 31 December 2024
Municipal Infrastructure Grant (MIG)	R 28 150 401.50	R 22 450 400.00	R 19 489 712.27	87%	R 2 960 687.73
Water Services Infrastructure Grant (WSIG)	R 45 000 000.25	R45 000 000.00	R 18 257 844.12	41%	R 26 742 155.88
Integrated National Electrification Grant (INEP)	R 20 314 999.55	R 7 126 000.00	R 1 659 350.59	23%	R 5 466 649.41
Total	R 93 465 401.30	R74 576 400.00	R 39 406 906.98	53%	R 35 169 493.02
Internally Generated Funds (Own Source)					
Grant Details	Original Budget		Expenditure to date: 31 December 2024	% spent to date	Remaining Budget as at 31 December 2024
Own source Capital Expenditure	R 13 009 999.00		R 1 236 235.00	10%	R 11 773 764.00
Total Capital expenditure to date	R106 475 400.30	R87 586 399.00	R 40 643 141.98	46%	R 46 943 257.02

TABLE 16: FUNDING OF CAPITAL EXPENDITURE – M06 31 DECEMBER 2024

The capital budget is primarily funded through capital grants (88%); and a small portion (12%) is funded from internally generated funds. Current year DORA capital allocations comprise the Municipal Infrastructure Grant (MIG), Water Service Infrastructure Grant (WSIG) and the Integrated National Electrification Programme (INEP).

As depicted in table 18 above MIG total capital allocation for the year is R28.150 million, actual expenditure on capital projects was R19.490 million as at 31 December 2024. This represents 87% of the R22.450 million actually received as at 31 December 2024. Based on current spending patterns as well as tenders already awarded, the projected capital expenditure for the 2024/2025 financial year is anticipated to be fully utilised.

A total of R45 million WSIG was allocated to the municipality for the 2024/2025 financial year. The full grant amount had been received as at the end of December 2024; the municipality spent R18.258 million on capital projects resulting in 41% spending by the end of the midterm.

Only R7.126 million of the R20.315 million allocations for the INEP grant had been received at the end of December 2024. The actual expenditure on capital projects was R1.659 million as at 31 December 2024, this is 23% of the amount actually received.

The municipality budgeted R13 million of capital expenditure from internally generated funds. An amount of R1.236 million had been spent as at the end of December 2024.

2.4. List of capital projects per grants type for the financial year 2024/2025

Municipal Infrastructure Grant (MIG)						
Project Name	Original Budget	Monthly Expenditure	Expenditure-to-date	Unspent budget	Physical Progress	Comments
Upgrading of the Bela-Bela Municipal landfill site Phase 1 (Ward 2)	R 14 319 140	R 1 809 370	R 10 402 428	R 3 916 712	73%	Construction Stage at 85% physical Progress
Development of sports facilities in Masakhane (Ward 9)	R 2 551 589	R -	R 2 551 578	R 11	100%	Project completed
Construction of Road Paving and Bulk stormwater in Bela-Bela X8 - Phase 4	R 3 415 794	R -	R 901 142	R 2 514 653	26%	i)Multi-year Project ii) Detailed Design Approved iii) Advert for the procurement of the contractor in Q3
Construction of Road Paving and Stormwater in Bela-Bela X5 - Phase 1	R 4 777 685	R 2 305 429	R 3 240 567	R 1 537 118	68%	Construction Stage at 14.6% physical Progress
Construction of Road Paving and Stormwater in Rapotokwane - Phase 1	R 2 586 192	R -	R 2 393 997	R 192 195	93%	i)Multi-year Project ii) Detailed Design Approved
Develop New Cemetery - Pienaarsrivier	R 500 000	R -	R -	R 500 000	0%	i)Multi-year Project ii) Planning stage
Total	R 28 150 402	R 4 114 799	R 19 489 712	R 8 660 689	69%	

Water Service Infrastructure Grant (WSIG)						
Project Name	Original Budget	Monthly Expenditure	Expenditure-to-date	Unspent budget	Physical Progress	Comments
Upgrading of the Leseding Sewer Pump Station (Ward 6)	R 8 992 583	R 900 689	R 4 610 017	R 4 382 565	51%	Construction Stage at 74% physical Progress
Upgrading of the Sewer Rising Main from the Leseding Pump Station to the WWTW (Ward 2&6)	R 14 926 629	R -	R 7 633 275	R 7 293 353	51%	Construction Stage at 43% physical Progress
Upgrading of the Settlers Sewer Pump Station (Ward 2)	R 10 000 000	R 202 796	R 4 006 187	R 5 993 813	40%	Construction Stage at 28% physical Progress
Upgrading of the Bela-Bela Water Treatment Works (Ward 1)	R 3 000 000	R -	R -	R 3 000 000	0%	i)Multi-year Project ii) Inception Report Approved
Water Supply Source Augmentation and the construction of the water reticulation network in Tsakane (Ward 7)	R 2 500 000	R -	R 1 314 888	R 1 185 112	53%	i)Multi-year Project ii) Detailed Design Approved
Construction of Water Booster Pump Station in Ext 8_9 and 25 (Ward 2 & 4)	R 5 580 789	R 418 717	R 693 476	R 4 887 313	12%	i)Multi-year Project ii) Detailed Design Approved
	R 45 000 000	R 1 522 201	R 18 257 844	R 26 742 156	41%	

Integrated National Electrification Programme (INEP)						
Project Name	Original Budget	Monthly Expenditure	Expenditure-to-date	Unspent budget	% Spent	Comments
Construction of the Bela-Bela 132/11kVA 2 X 20MVA Sub-Station	R 20 315 000	R -	R 1 659 351	R 18 655 649	8%	i)Contractor Appointed ii) Project is at Site establishment stage.

TABLE 17: LIST OF CAPITAL PROJECTS PER GRANTS TYPE FOR THE FINANCIAL YEAR 2024/2025

2.4.1. Municipal Infrastructure Grant (MIG) Projects

Physical Progress/status: The municipality is implementing Six (06) under Municipal Infrastructure Grant (MIG) in the financial year under review, the project for the development of sport facility in masakhane is complete, two roads projects are at detailed design stage, one is at contraction stage, with the development of of cemetery in Pienaarsriviers at planning.

Challenges: Delays due to inclement rainy weather conditions.

Mitigation/intervention: The Contractor to accelerate the progress on site by means of increasing resources on site.etc Plant, material and labour.

2.4.2. Water Services Infrastructure (WSIG) Projects

Physical Progress/status: The Municipality is implementing Six (06) projects under Water Services Infrastructure Grant (WSIG) in the current financial year under review, three upgrading of sewer infrastructure projects are under construction stage, two upgrading of water infrastructure projects are at detailed design stage, and one project at inception stage.

Challenges: Delays in the appointment of the Contractors and inclement rainy weather conditions.

Mitigation/intervention: The Contractor to accelerate the progress on site by means of increasing resources on site.etc Plant, material and labour.

2.4.3. Integrated National Electrification Programme (INEP) Projects

Progress/Status: The contractor is appointed. The construction site handover was done and the contractor is busy with site establishment and contractual obligations.

Challenges: The project was affected by the delays in acquiring Budget Quotation(BQ) from Eskom.

Mitigation/Intervention : The Municipality received intervention from Department of Mineral Resource and Energy(DMRE) and Municipal Infrastructure Supporting Agent (MISA) for Eskom to expedite the process of issuing the BQ.

2.5. Councillor and board member allowances and employee benefits

2.5.1. Councillor Allowances

Description	Ref	2023/24	Budget Year 2024/25							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Expenditure By Type										
Remuneration of councillors		8 810	9 236	–	898	4 687	4 618	69	0	9 236

TABLE 18: COUNCILLOR ALLOWANCES

A budget of R9.236 million has been allocated in respect of the remuneration of councillors. Expenditure of R4.687 million was incurred during the first six months of the year. Remuneration of councillors is guided by circular in alignment with the Remuneration of Public Office Bearers Act, 1998 (Act No.20 of 1998): Determination of Upper Limits of Salaries, Allowance and Benefits of Different Members of Municipal Councils.

2.5.2. Audit committee, Risk committee members and Financial Misconduct Board Members:

Below are assurance committee members during the first half of the 2024/2025 budget year:

COMMITTEE MEMBER	APPOINTMENT- POSITION
SAB Ngobeni	Chairperson: Audit and Performance Committee
A Mabitsela	Ordinary Member of Audit and Performance Committee and Chairperson of the Financial Misconduct Board
TM Mathabatha	Audit and Performance Committee Member
N Marobane	Financial Misconduct Board Ordinary Member
RP Mpete	Chairperson Risk Management Committee

TABLE 19: AUDIT COMMITTEE, RISK COMMITTEE MEMBERS AND FINANCIAL MISCONDUCT BOARD MEMBERS

All the committees are functional and held meetings on a regular basis. Meetings were held on the following dates:

- Audit committee- 15 July 2024, 19 August 2024, 28 August 2024, 12 November 2024 and 29 November 2024.
- Financial Misconduct Board-12 July 2024, 17 October 2024, 22 October 2024 and 26 November 2024
- Risk Management Committee-10 July 2024 and 07 November 2024.

2.5.3. Employee benefits

Description	Ref	2023/24	Budget Year 2024/25							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Expenditure By Type										
Employee related costs		147 682	177 222	-	13 564	77 359	88 611	(11 252)	-13%	177 222

TABLE 20: EMPLOYEE BENEFITS

The total employee related cost as per approved budget is R177 million which equates to 31% of the overall total operational expenditure budget for the 2024/2025 financial year. The cause of the variance for 13% has been explained above.

2.6. Other supporting documents

2.6.1. Progress made on the mSCOA implementation.

Bela-Bela Local Municipality has successfully migrated into m-SCOA from the 1st of July 2017. The municipality had for the 2018/2019 - 2023/2024 financial period managed to compile its annual financial statement based on the m-SCOA chart of account.

A significant improvement has been made since the migration. The municipality has developed a road map document that outlines implementation and monitoring strategies. Furthermore, a committee had been established, with the main objectives of overseeing the implementation of the mSCOA plan and developing strategies to resolve any challenges identified on a continuous level. The committee consists among others National Treasury and Provincial Treasury delegates and the System vendor representative. The municipality held two mSCOA Steering Committee meetings during the first half of the financial year.

2.6.2. MSCOA Provincial Treasury Observation and municipal mitigation plan

Treasury findings	Mitigation Plan
Depreciation: Asset module not active. Asset module not integrated to the monthly to the core financial system.	Although the module is not active the municipality has prepared manual journals to address the depreciation run backlog.
Employee related costs and Remuneration of Councillors (C4) vs Mapping (C7 & SC30): Payment to remuneration of councillor's not mapped/linked to Table SC30 during M01 reporting even though the municipality has broken down employee related costs to cater to remuneration of councillors during budgeting.	Engage Payday to assist with correct posting when performing integration journal monthly. This should also apply to remuneration categories per employee including funding segment on both salary control (liabilities and expenditure). Investigation to identify the relevant segments is complete but will require adjustment budget to realised.
Budgeting for grant spending-FMG: The municipality did not make any payment against FMG during M05 reporting. This indicates that finance interns are not funded from the grant and result in inaccurate reporting.	Engage Payday to assist with correct posting when performing integration journal on a monthly basis. This should also apply to remuneration categories per employee including funding segment on both salary control (liabilities and expenditure). Investigation to identify the relevant segments is complete but will require adjustment budget to realised.
Water Inventory: On acquisition through natural sources, the municipality only created debit leg of the transaction (Increase to IA) and did not create the credit leg entry for determination of fair value.	Activation of the water inventory module to ensure accounting of the water usage is complete but official require training on the usage of the system.
Grant Spending: The municipality did not budget for input VAT and retention on acquisition of assets and this result to the municipality transacting against unbudgeted VAT segment.	Retention register to be updated on monthly basis; Activate the project module to ensure completeness and accuracy of retention transactions per project. Realignment of VAT quick codes per capital project. Alignment of project on the project module during budget adjustment
Opening balances: provincial Treasury appreciates efforts by the municipality of ensuring that closing balances are carried to the current financial year, however, it is noted that some have differences, and the municipality is advised to make necessary adjustments in the next reporting period.	Review of all the closing balances of the previous year to ensure that they are brought forward as opening balances in the current financial year. Waiting for AGSA to provide instructions on the closure P14.
Payroll system (Payday) not in compliance with mSCOA regulation	To engage with payday to ensure full compliance with mSCOA regulation. Specifically on the salary control posting. All budgeted salary control must be utilised. Payday is on a developmental stage of ensuring full compliance with mSCOA.
Preventative controls on budget override	To engage Munsoft and Payday on possible preventative controls to eliminate unauthorised expenditure. Only the CFO have powers to override the system
Ensure all senior managers, managers, finance officials and councillors are registered for mSCOA course	To liaise with skills development officer to register the candidates

Treasury findings	Mitigation Plan
Accounting for water losses and natural water	To engage Munsoft on how to utilise the water inventory module.
Payday and Munsoft integration	Full seamless integration between the core financial system representing the general ledger and any third-party system

TABLE 11: MSCOA PROVINCIAL TREASURY OBSERVATION AND MUNICIPAL MITIGATION PLAN

2.6.3. Progress made on the compliance with the minimum competency regulations.

The table below depicts the status quo: M06 31 December 2024

Number	Fully Compliant	Partially Compliant	Not Yet Enrolled
SENIOR MANAGERS			
5	3	2	0
DIVISIONAL MANAGERS			
21	13	5	3
IDENTIFIED KEY PERSONNEL IN FINANCE			
15	15	0	0

TABLE 22: MINIMUM COMPETENCY REGULATIONS STATUS

The Municipality appointed six (6) Finance interns in November 2023, and they have been enrolled for the Municipal Finance Management Programme together with the five (5) Divisional Managers in the third quarter of the 2023/2024 financial year.

2.6.4. The 2025/2026 budget schedule and progress made in achieving the milestone and timelines specified in the circular detailing the compilation of 2025/2026 MTREF

In terms of subsection 16 (1) of the MFMA (Act no 56 of 2003), the council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year. In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

Based on the MFMA requirement above, the Municipality has approved the budget process plan in preparation for the 2025/2026 budget. The process plan was tabled to the council on the 29th of July 2024 council.

2.6.5. Supply Chain Management

2.6.5.1. Unauthorised, Irregular, Fruitless and Wasteful Expenditure

The report on Unauthorised, Irregular and Fruitless expenditure for 2023/2024 and current year to be presented to council on 31 January 2024 for investigation by Municipal Public Accounts Committee.

The table below indicated the Unauthorised, Irregular, Fruitless and Wasteful Expenditure as at 31 December 2024.

Description	Unauthorised Expenditure	Irregular Expenditure	Fruitless and Wasteful Expenditure
Opening Balance-1 July 2024	59 252 219	13 312 095	105 753
Add: Expenditure Current Period	0	2 261 099	0
Add: Expenditure Prior Year	0	0	0
Less: Amount Written-off	(0)	(0)	(0)
Closing Balance-31 December 2024	59 252 219	15 933 195	105 753

TABLE 23: UNAUTHORISED, IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AS AT 31 DECEMBER 2024

The municipality has updated UIFWe tool in line with the disclosure notes on audited Annual Financial Statements. The tool is updated and balancing.

2.6.5.2. Unauthorised, Irregular, Fruitless and Wasteful Expenditure Reduction Strategy

The UIFWe Reduction Strategy that is in place from 2020/2021 financial year and is currently undergoing review process. The municipality is utilising the targets on MFMA Circular 111 in respect of UIF & W expenditure outcome indicators over 2019 – 2024 MTSF Period. Monthly reports are submitted to Mayor, MEC of Local Government and AGSA.

The table below indicates the targeted reduction of Irregular and Fruitless and Wasteful Expenditure

Description	Irregular Expenditure	Fruitless and Wasteful Expenditure
Reduction Targeted Percentage	75%	100%
Closing Balance-31 December 2024	15 933 195	105 753
Reduction Targeted Amount	11 949 896	105 753

TABLE 34: TARGETED REDUCTION OF IRREGULAR AND FRUITLESS AND WASTEFUL EXPENDITURE

2.6.5.3. Progress on the implementation of Procurement Plan

The municipality has a procurement plan in place, that is used to monitor progress in the implementation of projects monthly. There are fourteen (14) projects on the procurement plan, one (1) is completed, six (6) are at construction stage and seven (7) are on planning stage.

2.6.5.4. Use of Consultants

The municipality has incurred expenditure on contracted consultancy services amounting to R19 million. Utilisation of consultancy services is due to lack of internal staff capacity and skills not being in place. The use of consultants is reported to management and Provincial Treasury monthly.

Part 3 Service delivery performance analysis (Overall SDBIP).

3.1 The Service Delivery and Budget Implementation Plan

The Organizational Performance is evaluated through a Municipal Scorecard (Top Layer SDBIP) at the organizational Implementation Plan (SDBIP) at departmental levels. The SDBIP is a plan that converts the IDP and Annual Budget into measurable operational targets on how, where and when the strategies, objectives and normal business process of the municipality is implemented. Divisions to deliver the services in terms of the IDP and Budget:

The MFMA Circular No. 13 prescribes that:

- a) The IDP and budget must be aligned.
- b) The budget must address the strategic priorities.
- c) The SDBIP should indicate what the municipality is going to do during the next 12 months; and
- d) The SDBIP should form the basis for measuring the performance against goals set during the Budget /IDP processes.

The SDBIP was prepared as described in the paragraphs below and approved by the Mayor. The overall assessment of actual performance against targets set for the Key Performance Indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology as depicted in Table 1 below:

A fully functional Performance Management System (PMS) consisting of the following elements (or sub systems) exists:

- a) IDP goals and objectives represent the long-term (5 year) performance indicators and targets for the municipality over the term of the elected.
- b) The IDP indicators and targets are annually aligned to the municipal budget on an activity level (programs and projects) as part of the IDP review process.
- c) Funded IDP goals, objectives, strategies, programs and projects are cascaded down into the municipal Service Delivery and Budget Implementation Plan (SDBIP), where it is translated into annual municipal key performance indicators and targets.
- d) IDP activities are also cascaded down to Departmental SDBIPs (one for each of the different Departments of the Municipality); a process whereby the responsibility for the implementation of the IDP is aligned with the –
- e) Annual individual Performance Plans (which is part of the Performance Agreements of the Municipal Manager and managers reporting directly to the Municipal Manager), because the departmental SDBIPs are used as a reference source for the formulation of the key performance indicators and targets against which the different section 56 managers will be evaluated, and their performance assessed.

The overall assessment of actual performance against targets set for the Key Performance Indicators as documented in the approved 2024/2025 SDBIP are assessed, and the feedback is reflected in the report in a form of a colour legend. Hence the table below exemplified the assessment methodology utilised.

TABLE 25: COLOUR LEGEND

Colour Legend	Category	Explanation
	KPI Not Yet Measured	KPIs with no Targets or Actual results for the selected period
	KPI Withdrawn	KPI withdrawn for whatsoever reason
	KPI Not Met	Actual vs Target Less than 75%
	KPI Almost Achieved	Actual vs Target between 75% and 99%
	KPI Achieved	Actual vs Target 100% Achieved
	KPI Well Achieved	Actual vs Target More Than 100% and Less Than 149% Achieved
	KPI Extremely Well Achieved	Actual vs Target More Than 150%

3.2 PLANNED TARGETS VERSUS THE 2024/2025 MID -TERM ACTUAL PERFORMANCE AS ALIGNED TO THE NATIONAL KEY PERFORMANCE AREAS

This section of the 2024/2025 Mid-term Performance Report will report on the Municipality’s actual performance against the planned targets as derived from the Municipality’s IDP. Since the Municipality has aligned its KPAs to the Six (6), National KPA’s the Bela-Bela Local Municipality will report as such.

3.3 EXPLANATION ON CALCULATING OF THE 2024/2025 MID-TERM ACTUAL PERFORMANCES

The calculations were done in accordance with the following six (6) Departments within the Municipality, viz:

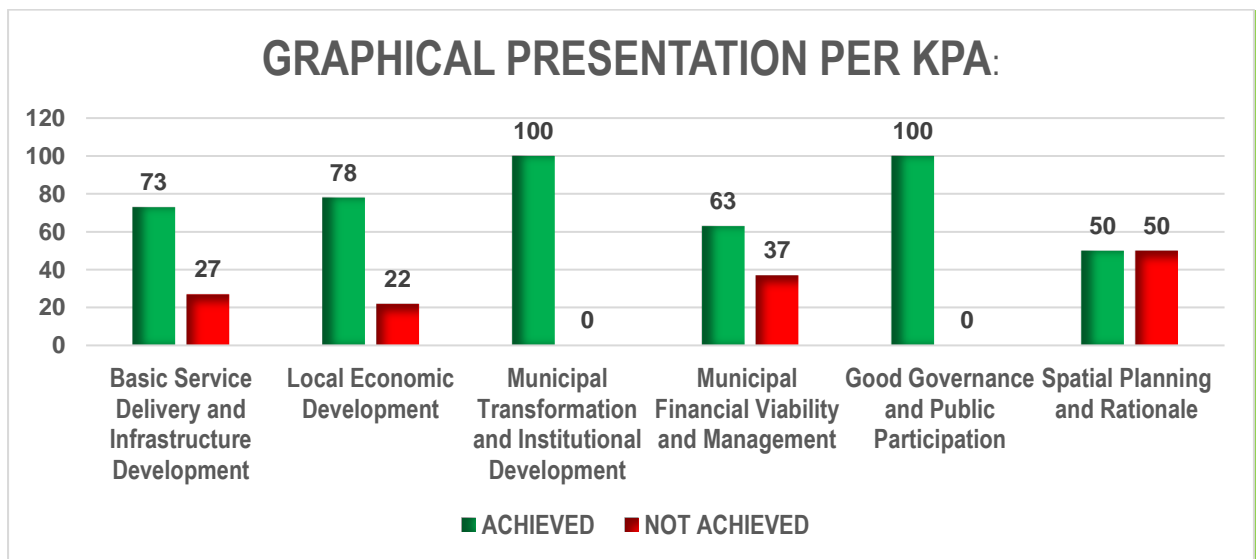
- a) Office of the Municipal Manager.
 - I. Internal Audit Unit.
 - II. Risk Management Unit and
 - III. Communications and Public Participation
- b) Budget and Treasury.
- c) Corporate Services.
- d) Social and Community Services.
- e) Planning and Economic Development; and
- f) Technical Services

All the percentages under the column on 2024/2025 actual performance were added together per Department and divided by the number of indicators planned to be performed by that Department. In instances where the 2024/2025 First Mid-Year Performance Target was any figure other than 100%, the figure indicated as an achievement under the column for Actual Performance was then divided by that under the 2024/2025 Mid-Term Target Column and multiplied by 100 to get the actual percentage achieved, which is indicated in a bracket in most instances.

The totals from all the Departments were then averaged to arrive at the Organizational Score

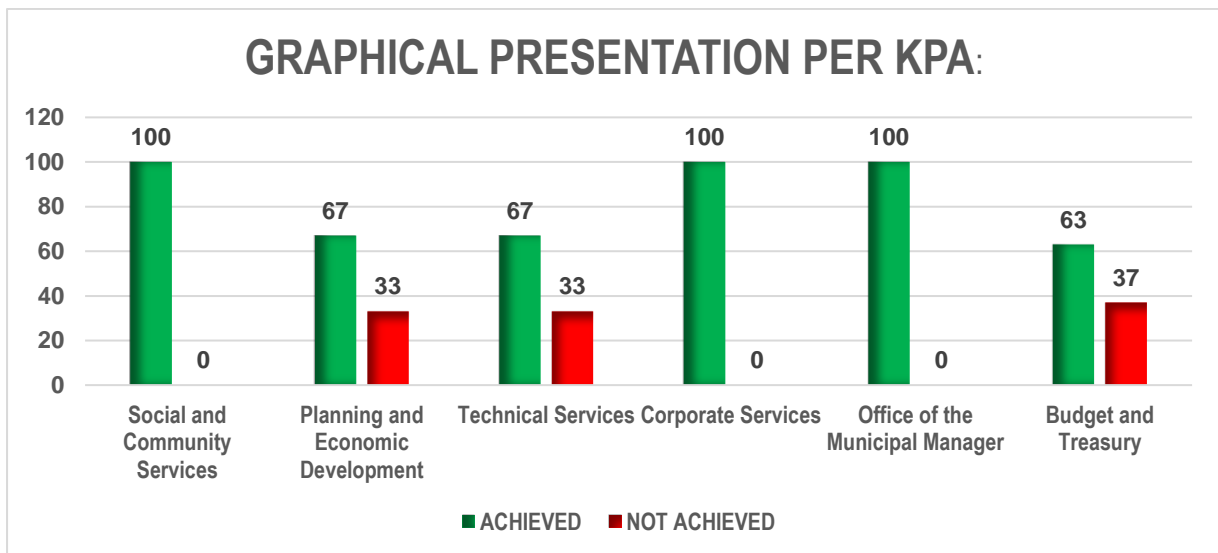
3.4 SUMMARY OF PERFORMANCE INDICATORS PER KEY PERFORMANCE AREAS:

No.	KEY PERFORMANCE AREA	TOTAL TARGETS	NOT APPLICABLE	ACHIEVED	NOT ACHIEVED	% ACHIEVED
1.	Basic Service Delivery and Infrastructure Development	16	1	11	4	73%
2.	Local Economic Development	10	1	7	2	78%
3.	Municipal Transformation and Institutional Development	4	2	2	-	100%
4.	Municipal Financial Viability and Management	13	5	5	3	63%
5.	Good Governance and Public Participation	19	6	13	-	100%
6.	Spatial Planning and Rationale	6	-	3	3	50%
TOTALS		68	15	41	12	77%



3.5 SUMMARY OF PERFORMANCE INDICATORS PER DEPARTMENT:

No.	DEPARTMENT	TOTAL TARGETS	NOT APPLICABLE	ACHIEVED	NOT ACHIEVED	% ACHIEVED
1.	Social and Community Services	3	-	3	-	100%
2.	Planning and Economic Development	16	1	10	5	67%
3.	Technical Services	13	1	8	4	67%
4.	Corporate Services	5	2	3	-	100%
5.	Office of the Municipal Manager	18	6	12	-	100%
6.	Budget & Treasury	13	5	5	3	63%
TOTALS		68	14	41	12	77%



APPENDIX A: KEY PERFORMANCE INDICATORS FOR THE FINANCIAL YEAR 2024/25

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
BASIC SERVICE DELIVERY														
PRIORITY AREA: SANITATION SERVICES														
Basic Service Delivery and Infrastructure Development	To improve infrastructure services management	Upgrading of the Leseding Sewer Pump Station (Ward 6)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Upgrading of the Leseding Sewer Pump Station (Ward 6) by 30 June 2025.	%	KPI 1	Construction work for the Upgrading of the Leseding Sewer Pump Station (Ward 6) project commenced in the previous 2023/24 financial year, with a projected target of 71% as per the PPII (Appendix D) by financial year end. However, it will not be possible to achieve the target considering the progress of the works. The project has a multi-year budget.	100% of the work completed as measured according to the PPII (Appendix D) for the Upgrading of the Leseding Sewer Pump Station (Ward 6) by 30 June 2025.	81% (Construction Stage at 71 - 80%)	ACHIEVED 81% (Construction Stage at 71 - 80%)	None	None	WSIG	Construction Quarterly progress report	Technical Services
Basic Service Delivery and Infrastructure Development	To improve infrastructure services management	Upgrading of the Sewer Rising Main from the Leseding Pump Station to the	Percentage of the work completed as measured according to the PPII (Appendix	%	KPI 2	The Bid for the appointment of the Contractor for the upgrading	100% of the work completed as measured according to the PPII (Appendix D) for the	57% (Construction Stage at 21 - 30%)	ACHIEVED 67% (Construction Stage at 41 - 50%)	The project advanced ahead of schedule due to effective planning and execution, and	None	WSIG	Construction Quarterly progress report	Technical Services

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
		WWTW (Ward 2 & 6)	D) for the Upgrading of the Sewer Rising Main from the Leseding Pump Station to the WWTW (Ward 2 & 6) by 30 June 2025.			of the Sewer Rising Main from Leseding Pump Station to WWTW (Ward 2&6) project was advertised in the previous 2023/24 financial year. The project has a multi-year budget.	Upgrading of the Sewer Rising Main from the Leseding Pump Station to the WWTW (Ward 2 & 6) by 30 June 2025.			minimal disruptions.				
Basic Service Delivery and Infrastructure Development	To improve infrastructure services management	Upgrading of the Settlers Sewer Pump Station (Ward 2)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Upgrading of the Settlers Sewer Pump Station (Ward 2) by 30 June 2025.	%	KPI 3	The Bid for the appointment of the Contractor for the upgrading of the Settlers Sewer Pump Station (Ward 2) project was advertised in the previous 2023/24 financial year. The project has a multi-year budget.	71% of the work completed as measured according to the PPII (Appendix D) for the Upgrading of the Settlers Sewer Pump Station (Ward 2) by 30 June 2025.	57% (Construction Stage at 21 - 30%)	ACHIEVED 57% (Construction Stage at 21 - 30%)	None	None	WSIG	Construction Quarterly progress report	Technical Services
PRIORITY AREA: WATER SERVICES														

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
Basic Service Delivery and Infrastructure Development	To improve infrastructure services management	Upgrading of the Bela-Bela Water Treatment Works (Ward 1)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Upgrading of the Bela-Bela Water Treatment Works (Ward 1) by 30 June 2025.	%	KPI 4	The Bela-Bela Water Treatment Works requires an upgrade to increase its capacity. The Consulting Engineers are already appointed.	29% of the work completed as measured according to the PPII (Appendix D) for the Upgrading of the Bela-Bela Water Treatment Works (Ward 1) by 30 June 2025.	14% (Preliminary Design Report completed and approved)	ACHIEVED 14% (Preliminary Design Report completed and approved)	The consultant is still investigating feasible options of funding the entire project before DDR can be produced. Options between WSIG and RBIG.	The WULA application is underway, and application for RBIG funding will be submitted in Quarter 3.	WSIG	Approved Preliminary Design Report	Technical Services
Basic Service Delivery and Infrastructure Development	To improve infrastructure services management	Augmentation of the water supply source and the construction of the water reticulation network in Tsakane (Ward 7)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Augmentation of the water supply source and the construction of the water reticulation network in Tsakane (Ward 7) by 30 June 2025.	%	KPI 5	The Tsakane Settlement has water shortages. The Consulting Engineers are already appointed.	29% of the work completed as measured according to the PPII (Appendix D) for the Augmentation of the water supply source and the construction of the water reticulation network in Tsakane (Ward 7) by 30 June 2025.	14% (Preliminary Design Report completed and approved)	ACHIEVED 19% (Detailed Design Report and Drawings approved)	The detailed designs were completed and approved in the first quarter. The Engineers worked speedily, with the aim to expedite progress for efficient project execution.	None	WSIG	Approved Preliminary Design Report	Technical Services
Basic Service Delivery and Infrastructure Development	To improve infrastructure services management	Construction of Water Booster Pump Station and Upgrading of a Steel Elevated tank in Ext 8 (Ward 4)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Construction of Water Booster	%	KPI 6	The Designs for the Construction of Water Booster Pump Station and Upgrading of a Steel Elevated tank	71% of the work completed as measured according to the PPII (Appendix D) for the Construction of Water Booster Pump Station	43% (Appointment of the Contractor)	NOT ACHIEVED 19% (Detailed Design Report and Drawings approved)	Delays due to poor performance by the Consultant.	Issued a letter of Non-performance, placing the consultant on terms to improve performance. The Detailed Design Report was	WSIG	Contractor's appointment letter	Technical Services

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
			Pump Station and Upgrading of a Steel Elevated tank in Ext 8 (Ward 4) by 30 June 2025.			in Ext 8 (Ward 4) project were completed in the previous 2023/24 financial year. The project has a multi-year budget.	and Upgrading of a Steel Elevated tank in Ext 8 (Ward 4) by 30 June 2025.				approved, and the project will be advertised in Quarter 3.			
PRIORITY AREA: ROADS AND STORM WATER														
Basic Service Delivery and Infrastructure Development	To improve infrastructure services management	Construction of Road Paving and Bulk stormwater in Bela-Bela X8 - Phase 4 (Ward 4)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Construction of Road Paving and bulk Stormwater in Bela-Bela X8 - Phase 4 (Ward 4) by 30 June 2025.	%	KPI 7	The Designs for the Construction of Road Paving and Bulk stormwater in Bela-Bela X8 - Phase 4 (Ward 4) project was completed in the previous 2023/24 financial year. The project has a multi-year budget.	62% of the work completed as measured according to the PPII (Appendix D) for the Construction of Road Paving and Bulk stormwater in Bela-Bela X8 - Phase 4 (Ward 4) by 30 June 2025.	43% (Appointment of the Contractor)	NOT ACHIEVED 19% (Detailed Design Report and Drawings approved)	Project is delayed due to multiple back referrals to the consultant to incorporate comments and inputs from various project stakeholders prior the approval of the Detailed Design Report. The project is also now affected by insufficient budgeting.	Project will be advertised in Quarter 3 for effective cashflow management.	MIG	Contractor's appointment letter	Technical Services
Basic Service Delivery and Infrastructure Development	To improve infrastructure services management	Construction of Road Paving and Stormwater in Bela-Bela X5 - Phase 1 (Ward 3)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Construction of Road Paving and Stormwater in Bela-Bela X5 -	%	KPI 8	The Designs for the Construction of Road Paving and Stormwater in Bela-Bela X5 - Phase 1 (Ward 3) project were completed in	62% of the work completed as measured according to the PPII (Appendix D) for the Construction of Road Paving and Stormwater in Bela-Bela X5	43% (Appointment of the Contractor)	ACHIEVED 43% (Appointment of the Contractor)	None	None	MIG	Contractor's appointment letter	Technical Services

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
			Phase 1 (Ward 3) by 30 June 2025.			the previous 2023/24 financial year. The project has a multi-year budget.	- Phase 1 (Ward 3) by 30 June 2025.							
Basic Service Delivery and Infrastructure Development	To improve infrastructure services management	Construction of Road Paving and Stormwater in Rapotokwane -Phase 1 (Ward 8)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Construction of Road Paving and Stormwater in Rapotokwane - Phase 1 (Ward 8) by 30 June 2025.	%	KPI 9	The Designs for the Construction of Road Paving and Stormwater in Rapotokwane -Phase 1 (Ward 8) project were completed in the previous 2023/24 financial year. The project has a multi-year budget.	57% of the work completed as measured according to the PPII (Appendix D) for the Construction of Road Paving and Stormwater in Rapotokwane - Phase 1 (Ward 8) by 30 June 2025.	29% (Tender Advertised)	NOT ACHIEVED 19% (Detailed Design Report and Drawings approved)	Project was affected by the delay in acquiring the wayleave approval from RAL and subsequently the registration with CoGHSTA for MIG funding. The project is also now affected by insufficient budgeting.	Project will be advertised in Quarter 1 of the next 2025/26 financial year for sufficient budgeting and effective cashflow management.	MIG	Tender advertisement	Technical Services
PRIORITY AREA: ELECTRICITY														
Basic Service Delivery and Infrastructure Development	To improve infrastructure services management	Construction of the Bela-Bela 132/11kVA 2 X 20MVA Sub-Station (Ward 2)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Construction of the Bela-Bela 132/11kVA 2 X 20MVA Sub-Station (Ward 2) by 30 June 2025.	%	KPI 10	The Substation project is incomplete from the 2019/20 financial year, and subsequently both contracts of the Consultant and Contractor have been	62% of the work completed as measured according to the PPII (Appendix D) for the Construction of the Bela-Bela 132/11kVA 2 X 20MVA Sub-Station (Ward 2) by 30 June 2025.	43% (Appointment of the Contractor)	ACHIEVED 43% (Appointment of the Contractor)	None	None	INEP	Contractor's appointment letter	Technical Services

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
						<p>terminated. A new Service Provider has been appointed to complete a Technical Assessment, a new Business Plan to request INEP funding and other activities to ensure full completion of the project.</p> <p>The project has now been allocated INEP funding, and currently on Preliminary Design stage pending final budget quote expected from Eskom by the end of June 2024.</p>								
PRIORITY AREA: WASTE MANAGEMENT														
Basic Service Delivery and Infrastructure Development	To promote the welfare of the community	Waste Management and Cleansing	Number of areas with weekly access to solid waste removal by 30 June 2025	#	KPI 11	6x Formal areas with weekly access to waste removal	6x Formal areas with weekly access to waste removal (Bela-Bela Township, Bela-Bela	6x Formal areas with weekly access to waste removal (Bela-Bela Township, Bela-Bela Town,	ACHIEVED 6x Formal areas with weekly access to waste removal	None	None	Opex	Collection Schedule	Social and Community Services

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
						(Bela-Bela Township, Bela-Bela Town, Jinnah Park, Spa Park, Masakhane and Pienaarsrevier.)	Town, Jinnah Park, Spa Park, Masakhane and Pienaarsrevier.) by 30 June 2025.	Jinnah Park, Spa Park, Masakhane and Pienaarsrevier.)	(Bela-Bela Township, Bela-Bela Town, Jinnah Park, Spa Park, Masakhane and Pienaarsrevier.)					
Basic Service Delivery and Infrastructure Development	To promote the welfare of the community	Waste Management and Cleansing	Number of informal settlements with weekly access to solid waste removal by 30 June 2025	#	KPI 12	3 x Informal Settlements with weekly access to solid waste removal (Jacob Zuma, Tsakane and Koppewaai)	3 x Informal Settlements with weekly access to solid waste removal (Jacob Zuma, Tsakane and Koppewaai) by 30 June 2025.	3 x Informal Settlements with weekly access to solid waste removal (Jacob Zuma, Tsakane and Koppewaai)	ACHIEVED 3 x Informal Settlements with weekly access to solid waste removal (Jacob Zuma, Tsakane and Koppewaai)	None	None	Opex	Collection Schedule	Social and Community Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Waste Management and Cleansing	Number of Landfill Site Permit Audit report conducted by 30 June 2025	#	KPI 13	5x Landfill Site Audit Report	5x Landfill Site Audit Report by 30 June 2025.	2x Landfill Site Audit Report	ACHIEVED 3x Landfill Site Audit Report conducted as follows: 18 th September 2024 26 th November 2024 and 04 th December 2024	None	None	Opex	Audit Reports on Landfill site	Social and Community Services

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Construction of the Bela-Bela Municipal landfill site - Phase 1 (ward 2)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Construction of the Bela-Bela Municipal landfill site - Phase 1 (ward 2) by 30 June 2025.	%	KPI 14	Construction work for the Construction of the Bela-Bela Municipal landfill site - Phase 1 (ward 2) project commenced in the previous 2023/24 financial year, with a projected target of 71% as per the PPII (Appendix D) by financial year end. The project has a multi-year budget.	100% of the work completed as measured according to the PPII (Appendix D) for the Construction of the Bela-Bela Municipal landfill site - Phase 1 (ward 2) by 30 June 2025.	100% (Completion of the Works)	NOT ACHIEVED 86% (Construction Stage at 81 - 90%)	Project is affected by the delays in acquiring the approval of the change in the specification for the cell and leachate pond liner from LEDET and DWS.	The project will be completed in quarter 4 of the current financial year.	MIG	Construction Quarterly progress report and Completion Certificate	Technical Services
PRIORITY AREA: SPORT, ARTS, CULTURE, RECREATIONAL AND CEMETERY														
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Development of sports facilities in Masakhane (Ward 9)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Development of sports facilities in Masakhane (Ward 9) by 30 June 2025	%	KPI 15	Construction work for the Development of sports facilities in Masakhane (Ward 9) project commenced in the previous 2023/24 financial year, with a projected	100% of the work completed as measured according to the PPII (Appendix D) for the Development of sports facilities in Masakhane (Ward 9) by 30 June 2025.	100% (Completion of the Works)	ACHIEVED 100% (Completion of the Works)	None	None	MIG	Construction Quarterly progress report and Completion Certificate	Technical Services

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
						target of 62% as per the PPII (Appendix D) by financial year end. However, the set target was already surpassed by the 3 rd quarter. The project has a multi-year budget.								
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Development of a new Cemetery – Pienaarsrevier (Ward 8)	Percentage of the work completed as measured according to the PPII (Appendix D) for the Development of a new Cemetery – Pienaarsrevier (Ward 8) by 30 June 2025	%	KPI 16	There is no Cemetery at Pienaarsrevier, and the process to acquire suitable land to develop a new one is underway.	19% of the work completed as measured according to the PPII (Appendix D) for the Construction development of a new Cemetery – Pienaarsrevier (Ward 8) by 30 June 2025.	N/A	N/A	N/A	N/A	MIG	N/A	Technical Services
PRIORITY AREA: INSTITUTIONAL DEVELOPMENT & TRANSFORMATION														
Good Governance and Public Participation	To Improve Administrative and Governance Capacity	Council Administration	Number of Ordinary Council meetings convened by 30 June 2025	#	KPI 17	6x Ordinary Council meetings convened	6x Ordinary Council meetings to be convened by 30 June 2025.	2x Ordinary Council meetings to be convened	ACHIEVED 4x Ordinary Council meetings convened: 1x Ordinary 29th of July 2024, 1x Special	2x Special Councils meetings convened.	None	Opex	Notice of Ordinary Council meetings	Corporate Services

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
									6th of September 2024. 1x Ordinary 31st of October 2024. 1x Special 10th of December 2024.					
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Council Administration	Number of Section 79 Committee meetings convened by 30 June 2025	#	KPI 18	44x Section 79 Committee meetings convened	44x Section 79 Committee meetings to be convened by 30 June 2025.	20x Section 79 Committee meetings to be convened	ACHIEVED 20x Section 79 Committee meetings convened Q1: SOCOM and PED Subcommittees were convened for the 16th of July 2024. INFRA and TGBT Subcommittees convened for the 17th of July 2024. August 2024 SOCOM and PED Subcommittee convened for the 28th of August 2024. INFRA and TGBT Subcommittee were convened for the 29th of August 2024. September 2024 SOCOM and PED	None	None	Opex	Notice of Section 79 committee meetings	Corporate Service

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
									Subcommittee were convened for the 25th of September 2024. INFRA and TGBT Subcommittee were convened for the 26th of September 2024. Q2 : 8x meetings convened held in the quarter under review: SOCOM and PED Subcommittees were convened and held on the 18th of October 2024. INFRA and TGBT Subcommittees were convened and held on the 21st of October 2024. SOCOM and PED Subcommittees were convened and held on the 20th of November 2024. INFRA and TGBT Subcommittees were convened and held on the 22nd of November 2024.					
Municipal Transformation and Institutional Development	To Improve, Attract, Develop and Retain	Human Resources	Number of Employment Equity Report compiled and submitted to	#	KPI 19	1x Employment Equity Report	1x Employment Equity Report to be submitted Department of	Draft Employment Equity Report	ACHIEVED Draft Employment Equity Report	None	None	Opex	Draft Employment Equity Report	Corporate Service

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
	Human Capital		Department of Labour by 31 January 2025				Labour 31 January 2025							
Municipal Transformation and Institutional Development	To Improve, Attract, Develop and Retain Human Capital	Human Resources & Development (Training)	Number of WSP reviewed and submitted to LGSETA by 30 April 2025	#	KPI 20	1x 2023/2024 WSP reviewed and submitted	1x 2024/2025 WSP to be reviewed and submitted by 30 April 2025	N/A	N/A	N/A	N/A	Opex	N/A	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Council Administration	Number of PAIA Annual Reports submitted to the Information Regulator by 25 June 2025	#	KPI 21	-	1x PAIA Annual Report to be submitted to the Information Regulator by 25 June 2025	N/A	N/A	N/A	N/A	Opex	N/A	Corporate Service
PRIORITY AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
PRIORITY AREA: INTEGRATED DEVELOPMENT PLANNING														
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of IDP/Budget/PMS Process Plan approved by Council by 31 August 2024	#	KPI 22	2024/2025 IDP/Budget/PMS Process Plan Approved by Council	1x 2025/2026 IDP/Budget/PMS process plan to be approved by Council by 31 August 2024	1x 2025/2026 IDP/Budget/PMS process plan to be approved by Council by 31 August 2024	ACHIEVED	None	None	Opex	Council Approved 2025/2026 Process Plan and Council Resolution	Office of the Municipal Manager
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of IDP Representative Forums held by 30 June 2025	#	KPI 23	4x IDP Representative Forums held	4x IDP Representative Forums to be held by 30 June 2025	2x IDP Representative Forum held	ACHIEVED	None	None	Opex	Signed attendance register, agenda, presentation & minutes	Office of the Municipal Manager

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of 2025/2026 IDP reviewed and approved by Council by 31 May 2025	#	KPI 24	1x 2024/2025 IDP reviewed and approved	1x 2025/2026 IDP to be reviewed and approved by 31 May 2025	N/A	N/A	N/A	N/A	Opex	NA	Office of the Municipal Manager
PRIORITY AREA: PERFORMANCE MANAGEMENT SYSTEM														
Good Governance and Public Participation	Clean Governance	Performance Management	Number of SDBIP approved by the Mayor within 28 days after the approval of the budget by 30 June 2025	#	KPI 25	1x Approved 2024/2025 SDBIP Approved	1x 2025/2026 SDBIP to be Approved within 28 days after budget approval by 30 June 2025	N/A	N/A	N/A	N/A	Opex	N/A	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Corporate Governance	Number of Annual reports compiled and tabled to Council for approval by 31 March 2025	#	KPI 26	2022/2023 Annual Report compiled and approved by council	1x 2023/2024 Annual Report to be compiled and approved by Council by 31 March 2025	N/A	N/A	N/A	N/A	Opex	N/A	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Corporate Governance	Number of Oversight reports compiled and tabled to Council for approval by 31 March 2025	#	KPI 27	2022/2023 Oversight Report compiled and approved by council	1x 2023/2024 Oversight Report to be compiled and approved by Council by 31 March 2025	N/A	N/A	N/A	N/A	Opex	N/A	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management System	Number of MFMA Section 52d reports compiled and submitted to Council for approval by 30 June 2025	#	KPI 28	4x Quarterly performance reports compiled and approved by council	4x Quarterly performance reports to be compiled and submitted to Council for approval by 30 June 2025	2x Quarterly performance report reports compiled and submitted to Council for approval	ACHIEVED 2x Quarterly performance report reports compiled and submitted to Council for approval.	None	None	Opex	2x set of Approved Quarterly performance reports and council resolutions	Office of the Municipal Manager

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
Good Governance and Public Participation	Clean Governance	Corporate Governance	Number of MFMA Section 72 Mid-Year report compiled and submitted to Mayor for approval by 25 January 2023 and Council for noting by 31 January 2025	#	KPI 29	1x 2023/2024 Section 72 MFMA Report compiled and submitted to Mayor for approval and Council for noting	1x 2024/2025 Section 72 MFMA Report to be compiled, submitted, and approved by the Mayor and Council by 31 January 2025	N/A	N/A	N/A	N/A	Opex	N/A	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management System	Number of Performance Agreements signed by 30 July 2024	#	KPI 30	6x Signed Performance Agreements signed	6x Performance Agreements to be signed by 30 July 2024	6x Performance Agreements to be signed	ACHIEVED 6x Performance Agreements signed.	None	None	Opex	Signed Performance Agreements	Office of the Municipal Manager
PRIORITY AREA: COMMUNICATION														
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Ward Committees reports submitted to the Office of the Speaker by 30 June 2025	#	KPI 31	4x Ward Committees reports	4 x Ward Committees report to be submitted to the Office of the Speaker by 30 June 2025	2x Ward Committees report submitted to the Office of the Speaker	ACHIEVED 2x Ward Committees report submitted to the Office of the Speaker	None	None	Opex	2x Ward committee Reports	Office of the Municipal Manager
PRIORITY AREA: RISK AND INTERNAL AUDITOR														
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Performance Audit and Committee Charter reviewed and approved by Council by 30 September 2024	#	KPI 32	1x Audit and Performance Committee Charter Reviewed and approved by council	1x Performance Audit and Committee Charter to be reviewed and approved by council by 30 September 2024	1x Performance Audit and Committee Charter to be reviewed and approved by council	ACHIEVED 1x Performance Audit and Committee Charter reviewed and approved by council on 29 th of July 2024	None	None	Opex	Copy of Performance and Audit committee charter, minutes, and council resolution	Office of the Municipal Manager

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Internal Audit Charter reviewed and approved by PAC by 30 September 2024	#	KPI 33	1x Internal Audit Charter Reviewed	1x Internal Audit Charter to be reviewed and approved by PAC by 30 September 2024	1x Internal Audit Charter to be reviewed and approved by PAC.	ACHIEVED 1x Internal Audit Charter to be reviewed and approved by PAC on 28 th of June 2024	None	None	Opex	Copy of Approved Internal Audit Charter and minutes	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of PAC Approved Internal Audit strategic 3 year rolling plan by 30 September 2024	#	KPI 34	1x Approved Internal Audit strategic 3 year rolling plan	1x Internal Audit strategic 3 year rolling plan to be approved by PAC by 30 September 2024	1x Internal Audit strategic 3 year rolling plan to be approved by PAC	ACHIEVED 1x Internal Audit strategic 3 year rolling plan to be approved by PAC on	None	None	Opex	Internal Audit strategic 3 year rolling plan and minutes of Performance and Audit	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Performance and Audit Committee meetings held by 30 June 2025	#	KPI 35	6x Performance and Audit Committee meetings held	6x Performance and Audit Committee meetings to be held by 30 June 2025	3x Performance and Audit Committee meetings to be held	ACHIEVED 5x Performance and Audit Committee meetings held on 16 th of July 2024, 19 th & 28 th of August 2024, 12 th & 19 th of November 2024	2x Special Performance and Audit Committee meetings	None	Opex	Signed Attendance and minutes	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Committee, Reports tabled to Council for approval by 30 June 2025	#	KPI 36	4x Performance and Audit Committee Reports	4x Performance and Audit Committee Reports to be tabled to Council for approval by 30 June 2025	2x Performance and Audit Committee Report tabled to Council for approval.	ACHIEVED 2x Performance and Audit Committee Report tabled to Council for approval.	None	None	Opex	2x Approved Performance and Audit Committee Reports with Council Resolution	Office of the Municipal Manager

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Strategic Risk Management Registers Reviewed by 30 June 2025	#	KPI 37	1x 2024/2025 Strategic Risk Register reviewed	1x 2025/2026 Strategic Risk Register to be reviewed by 30 June 2025	N/A	N/A	N/A	N/A	Opex	N/A	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Risk Management meetings held by 30 June 2025	#	KPI 38	4x Risk Management meetings held	4x Risk Management Meetings to be held by 30 June 2025	2x Risk Management Meeting to be held	ACHIEVED 2x Risk Management Meeting held on 10 th of July and 7 th of November 2024	None	None	Opex	Signed Attendance Registers and minutes	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Council Administration	Number of MPAC meetings held by 30 June 2025	#	KPI 39	4x MPAC meetings held	4x MPAC meetings to be held by 30 June 2025	2x MPAC meeting to be held	ACHIEVED 2x MPAC meeting held on 4 th of July 2024 and 14 th of November 2024	None	None	Opex	Signed Attendance Registers and Reports	Office of the Municipal Manager
PRIORITY AREA: LOCAL ECONOMIC DEVELOPMENT														
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Stakeholder Management and Participation	Number of LED Forums convened by 30 June 2025	#	KPI 40	4x LED Forums convened	4x LED Forums to be convened by 30 June 2025	2x LED Forum to be convened	ACHIEVED 2x LED Forum convened on 12 th of September and 18 th of December 2024	None	None	Opex	Invitations and Agenda	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Job Creation	Number of jobs created through Municipality's LED initiatives including capital projects (EPWP,	#	KPI 41	120	240x jobs created through Municipality's LED initiatives including capital projects	120x jobs created through Municipality's LED initiatives including capital projects	ACHIEVED 185x jobs created through Municipality's LED initiatives	None	None	Opex	Report on Jobs created and contracts	Planning & Economic Development

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
			CWP) by 30 June 2025				(EPWP, CWP) by 30 June 2025	projects (EPWP, CWP)	including capital projects (EPWP, CWP)					
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Concept Design of Informal Trading stalls	Number of Informal Trading Stalls Concept Design Report Developed by 30 June 2025	#	KPI 42	0	1x Informal Trading Stalls Concept Design Report to be Developed by 30 June 2025	Appointment of a Service Provider	ACHIEVED Service Provider appointed	None	None	Opex	Appointment of a Service Provider	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Stakeholder Management and Participation	Number of Informal Trading forum meeting convened by 30 June 2025	#	KPI 43	0	3x Informal Trading forum meetings to be convened by 30 June 2025	1x Informal Trading forum meetings to be convened	ACHIEVED 1x Informal Trading forum meetings convened on 20 th of November 2024	None	None	Opex	Invitations and Agenda	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Investment Profiling/ Investment Book	Number of Investment book developed by 30 June 2025	#	KPI 44	0	1x Investment Book to be developed by 30 June 2025	Appointment of a Service Provider	NOT ACHIEVED	Delay in SCM processes	SCM to fast tracking the processes of appointing the service provider	Opex	Appointment of a Service Provider	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	SME Training and Development	Number of SMME Training conducted by 30 June 2025	#	KPI 45	0	4x SMME Training to be Conducted by 30 June 2025	2x SMME Training to be Conducted	ACHIEVED 1x SMME Training Conducted on 10 th July and 30 th of October 2024	None	None	Opex	Attendance register	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Outdoor Advertisement	Number Of Outdoor Advertisement tender tabled to	#	KPI 46	0	1x Outdoor Advertisement tender table to council by 30 June 2025	Tender Publication	ACHIEVED	None	None	Opex	Copy of public notice	Planning & Economic Development

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
			council by 30 June 2025											
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Partnership and Promotional funding in Support of Tourism Initiatives	Number of Tourism MOA signed by 30 June 2025	#	KPI 47	0	1x Tourism MOA Signed by 30 June 2025	Appointment letter	NOT ACHIEVED	Delay in SCM processes	SCM to fast tracking the processes of appointing the service provider	Opex	Appointment letter	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Partnership and Promotional funding in Support of Tourism Initiatives	Number of Tourism Program Implementation Report by 30 June 2025	#	KPI 48	0	1x Tourism Program Implementation report by 30 June 2025	NA	NA	NA	NA	Opex	NA	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Feasibility Study	Number of tourism route feasibility study developed by 30 June 2025	#	KPI 49	0	1x tourism route feasibility Study to be developed by 30 June 2025	Appointment of a Service Provider	ACHIEVED	None	None	Opex	Appointment letter	Planning & Economic Development
PRIORITY AREA: SPATIAL RATIONAL														
Spatial Planning and Rationale	Liveable and Integrated Communities	Formalization of Tsakani Informal Settlements	Number of reports on technical / feasibility studies for the Formalization of Tsakani Informal Settlements completed by 30 June 2025	#	KPI 50	0	1x Report of Technical / Feasibility studies for the Formalization of Tsakani Informal Settlements completed by 30 June 2025	Appointment of a Service Provider	ACHIEVED	None	None	Opex	Appointment letter	Planning & Economic Development
Spatial Planning and Rationale	Liveable and Integrated Communities	Release of Strategic Land Parcels for investment purpose	Number of Strategic Land Release Report for 10 properties tabled to Council by 30 June 2025	#	KPI 51	0	1x Strategic Land Release Report for 10 properties to be tabled Council by 30 June 2025	Strategic Land Release Report to be tabled at council	NOT ACHIEVED	The report was referred back to include legal opinion before it can be tabled to Council.	The report will be tabled to Council in the fourth quarter of 2024/2025 financial year including legal opinion.	Opex	Report Tabled to council	Planning & Economic Development

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
Spatial Planning and Rationale	Liveable and Integrated Communities	SDF and Housing Sector Plan Review	Number of SDF and Housing Sector plans reviewed by 30 June 2025	#	KPI 52	2018 SDF	1x SDF and Housing Sector plans approved by 30 June 2025	Appointment of a Service Provider	ACHIEVED Service provider Appointed	None	None	Opex	Appointment letter	Planning & Economic Development
Spatial Planning and Rationale	Liveable and Integrated Communities	Township Ratification Project	Number of township ratified project report completed by 30 June 2025	#	KPI 53	0	1x Township ratified project report to be completed by 30 June 2025	Draft township ratified project report	ACHIEVED Draft township ratified project report	None	None	Opex	Draft township ratified project report	Planning & Economic Development
Spatial Planning and Rationale	Liveable and Integrated Communities	Land for Cemetery (Pienaarsrevier)	Number of feasibility study for Pienaarsrevier cemetery completed by 30 June 2025	#	KPI 54	0	1x Feasibility study for Pienaarsrevier cemetery to be completed by 30 June 2025	Appointment of a Service Provider	NOT ACHIEVED	Budget for the project was re-directed from the planning and economic development department to technical services department for implementation as the source was MIG	PMU is seized with the project and are now busy with procurement processes. The KPI will be removed during budget adjustment from the planning departmental SDBIP	Opex	Appointment letter	Planning & Economic Development
Spatial Planning and Rationale	Liveable and Integrated Communities	Commercial Park Development	Number of Engineering Services Designs Report for Commercial Park Development Completed by 30 June 2025	#	KPI 55	Township Approval	1x Engineering Services Designs Report for Commercial Park Development Completed by 30 June 2025	Appointment of a Service Provider	NOT ACHIEVED	Finalization and approval of General Plan by Surveyor General's Office	Fast-tracking the approval of General Plan and Opening of the Township Register.	Opex	Appointment letter	Planning & Economic Development
PRIORITY AREA: FINANCIAL VIABILITY														
Municipal Financial Viability and Management	To improve financial viability	Budget and Reporting	Number of Annual Financial Statements compiled and submitted to the Auditor General	#	KPI 56	1x 2022/2023 AFS compiled and submitted to the Auditor General	1x 2023/2024 AFS to be compiled and submitted to the Auditor General	1x 2023/2024 AFS to be compiled and submitted to the Auditor General	ACHIEVED 1x 2023/2024 AFS compiled and submitted to	None	None	Opex	2023/2024 AFS and Proof of Submissions to the Auditor General	Budget & Treasury

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
			by 31 August 2024				by 31 August 2024		the Auditor General					
Municipal Financial Viability and Management	To improve financial viability	Budget and Reporting	Number of AG Action Plan for 2023/24 developed and submitted to Council by 31 January 2025	#	KPI 57	1x 2022/2023 Action Plan	1x 2023/2024 AG Action Plan to be developed and submitted to Council by 31 January 2025	N/A	N/A	N/A	N/A	Opex	N/A	Budget & Treasury
Good Governance and Public Participation	To improve administrative and governance capacity	Budget and Reporting	Obtain Unqualified Audit Report for 2023/2024 by 30 November 2024	#	KPI 58	Obtained Qualified Audit Report for 2022/2023	Obtain Unqualified Audit Report for 2023/2024 by 30 November 2024	Obtain Unqualified Audit Report for 2023/2024	NOT ACHIEVED Qualified Audit Report for 2023/2024	Disqualified on land valuation and completeness of investment properties.	To develop audit action plan to address issues raised.	Opex	Auditor General's Report	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Budget and Reporting	Percentage of AG queries resolved as per the Action Plan by 30 June 2025	%	KPI 59	72% of AG findings resolved for 2022/2023	90% of AG queries to be resolved for 2023/2024 by 30 June 2025	N/A	N/A	N/A	N/A	Opex	N/A	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Budget and Reporting	Number of 2025/2026 Annual Budget approved by Council by the 31 May 2025	#	KPI 60	1x 2024/2025 Annual Budget approved.	1x 2025/2026 Draft and Final Annual Budget to be approved by Council 31 May 2025	N/A	N/A	N/A	N/A	Opex	N/A	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Budget and Reporting	Number of MFMA Section 71 Reports submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month	#	KPI 61	12x Monthly MFMA Section 71 Reports for 2023/2024 FY submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month	12x Monthly MFMA Section 71 Reports for 2024/25 FY to be submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month	6x Monthly MFMA Section 71 Reports for 2024/25 FY submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month	ACHIEVED 6x Monthly MFMA Section 71 Reports for 2024/25 FY submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month	None	None	Opex	Section 71 Reports, Council Resolutions, and proof of Submission to the Provincial and National Treasury	Budget & Treasury

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
Municipal Financial Viability and Management	Improve Financial Viability	Expenditure Management	Cash/cost coverage ratio of 1 - 3 months by 30 June 2025	#	KPI 62	2 months norm	2-month norm	2-month norm	ACHIEVED 2-month norm	None	None	Opex	Monthly Report and Bank Statements	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Expenditure Management	Percentage of the municipality's capital budget spent on capital projects in terms of the municipality's integrated development plan by 30 June 2025	%	KPI 63	100%	100%	50%	NOT ACHIEVED 38% capital budget spent	Low spending on WISG funded projects.	Technical Services to develop acceleration plan and consider forward planning in future.	Capex	Report	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Assets Management	Number of quarterly asset verification reports conducted - movables (sampling) compiled by 30 June 2025	#	KPI 64	1x quarterly assets verification for 2023/2024 FY conducted	1x quarterly assets verification for 2024/2025 FY to be conducted	N/A	N/A	N/A	N/A	Opex	N/A	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage of Registered Indigents with access to Free Basic Services by 30 June 2025	%	KPI 65	100%	100%	100%	ACHIEVED 100% Indigent Register	None	None	Opex	Billing Report and indigent register	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Revenue Management	Percentage Maintenance of 85% debtors' collection rate (Consumer cash	%	KPI 66	85%	90%	90%	NOT ACHIEVED 81% debtor's collection rate	Inconsistencies of application of credit control measures.	Introduction of incentive scheme for 2024/25 financial year	Opex	Monthly Report	Budget & Treasury

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	KPI Code	Baseline 2023//2024	Annual Targets 2024/2025	2024/2025 MID – TERM PERFORMANCE TARGETS					Evidence Required	Department
								Mid-Year Targets	Mid-Year Actual Performance	Reason for variation if any	Corrective actions	Budget Source		
			collected / Consumer billing) by 30 June 2025											
Municipal Financial Viability and Management	Improve Financial Viability	Supply Chain Management	Number of reports on the implementation of SCM Policy compiled and tabled to Council by 30 June 2025	#	KPI 67	0	4x SCM reports compiled and tabled to Council for approval by 30 June 2025	2x SCM reports compiled and tabled to Council for approval	ACHIEVED 2x SCM reports compiled and tabled to Council for approval	None	None	Opex	2x Report with Council Resolution	Budget & Treasury
Municipal Financial Viability and Management	Financial Stability	Budget and Reporting	Number of Budget related policies reviewed and approved by 31 May 2025	#	KPI 68	16x Budget related policies reviewed and approved	17x Budget related policies to be reviewed and approved by 31 May 2025	N/A	N/A	N/A	N/A	Opex	N/A	Budget & Treasury

APPENDIX B: PROJECT PERFORMANCE IMPLEMENTATION INDICATOR (PPII)

Item No.	Performance Description	% Completed
1	Appointment of Consulting Engineers	5%
2	Scoping Report completed and approved	10%
3	Preliminary Designs completed and approved	14%
4	Detailed Design Report and Drawings approved	19%
5	Draft Tender Document (Bid Specifications) approved	24%
6	Tender Advertised	29%
7	Tender Evaluation completed	33%
8	Tender Adjudication completed	38%
9	Appointment of Contractor	43%
Construction Stage (Completed as per scope of works and monthly reports)		
10	1-10% complete	48%
11	11-20% complete	52%
12	21-30% complete	57%
13	31-40% complete	62%
14	41-50% complete	67%
15	51-60% complete	71%
16	61-70% complete	76%
17	71-80% complete	81%
18	81-90% complete	86%
19	91-99% complete	90%
20	Practical Completion of the Works (Snag List)	95%
21	Completion of the Works	100%
22	Defects Liability Period (Retention) Stage	
23	Final Completion	



BELA-BELA LOCAL MUNICIPALITY

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Website: www.belabela.gov.za

OFFICE OF THE MUNICIPAL MANAGER

QUALITY CERTIFICATE

I, Tsatsi George Ramagaga, the Municipal Manager of **Bela-Bela**

Local Municipality, hereby certify that:

(Mark as appropriate)

- The monthly budget statement
- Quarterly report on the implementation of the budget and financial state affairs of the municipality
- Mid-year budget and performance assessment

has been prepared in accordance with the Municipal Finance Management Act and regulations made under that Act.

Name Bela-Bela Local Municipality (Lim 366)
Municipal manager of (name and demarcation code of municipality)

Signature

Date

24 January 2025

Website: www.belabela.gov.za

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