

HARRY GWALA DEVELOPMENT AGENCY 2024/2025 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)														2024/2025 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN PERFORMANCE TARGETS													
Code (Original)	Outcome 1	Back to Basics	Strategic Objective	Project Name	Work Information / Institutional	Key Performance Indicator (KPI)	Unit of Measure	Activities / Items	Annual Budget (R)	Adjusted Budget	Locality / Regional Indicator	Functionality / Sub-Functionality	Person responsible for the indicator	Region (H/G/DA)	Source of funding	Demand	Backlog	Baseline (2024/2025 FY)	Q1 TARGET (01-Jul-25 - 30-Sep-25)	Q2 TARGET (01-Oct-25 - 31-Dec-25)	Mid-Term Target (01-Jul-25 - 31-Dec-25)	Q3 TARGET (01-Jan-26 - 31-Mar-2026)	Q4 TARGET (1-April-2026 - 30-June-2026)	Annual Target (01-Jul-25 - 30-Jun-26)	Means of Verification		
MKPA1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																											
A1	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	2026/27 Workplace Skills Plan to the Board	Institutional	Date by which the 2026/2027 WSP is submitted to the Board for approval	Date	1. Conduct Skills Audit 2. Submit WSP to LGSETA for funding of training needs 3. Prepare report to the Board for approval.	R0.00	N/A	HGDA	HR / Corporate Services	Corporate Services Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Apr-26	Not achieved in the previous FY	Workplace Skills Plan not submitted to the Board and adopted in 2024/2025 FY	N/A	N/A	N/A	N/A	30-Apr-26	30-Apr-26	1. Signed WSP 2. Board resolution		
A2	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and enhance organisational performance through a sound ICT Infrastructure	ICT Steering Committee	Institutional	Number of ICT Steering Committee meetings held by 30 June 2026	Number	1. Submit a report to MANCO regarding ICT matters. 2. Convene 4 ICT Steering committee meetings within the 2025/2026 FY	R0.00	N/A	HGDA	ICT (HR / Corporate Services)	Corporate Services Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	4	None	1 ICT Steering Committee held in 2024/25 FY	1	1	2	1	1	4	Attendance Registers, Agenda, & ICT Steering committee minutes		
A3	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	Human Resource Development Strategy	Institutional	Submit the Human Resource Development Strategy to the Board for adoption by date	Date	1. Review HRD Strategy. 2. Present a reviewed HRDS at the Policy retreat for comments/inputs 3. Submit the reviewed HRDS to the Board for adoption	R0.00	N/A	HGDA	HR / Corporate Services	Corporate Services Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Jun-26	Not achieved in the previous FY	Reviewed 2024/2025 Human Resource Strategy was not submitted to the Board for adoption by 30 April 2024 - KPI not reached in the 2024/2025 FY	N/A	N/A	N/A	N/A	30-Jun-26	30-Jun-26	Board resolution		
A4	Implement a differential approach to Municipal Financing, planning and support	Pillar 1: Putting People First	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	Harry Gwala Development Agency Policies	Institutional	Submit Agency Policies (reviewed) to the Board for adoption by date	Date	1. Conduct review of Policy/ies. 2. Present Policy/ies at the Policy retreat for comments/inputs 3. Submission of the reviewed policies & board charter to the Board for adoption 4. Governance Policy, Board Charter to the Board for adoption by date	R0.00	N/A	HGDA	HR / Corporate Services	Corporate Services Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Jun-26	Not achieved in Projected quarter in 2024/2025 FY	Submitted all Agency Policies to the Board for adoption in the previous FY, but not during the projected quarter	N/A	N/A	N/A	N/A	30-Jun-26	N/A	30-Jun-26	Board resolution	
A5	Implement a differential approach to Municipal Financing, planning and support	Pillar 1: Putting People First	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	Budget and Treasury Related Policies	Institutional	Submit all Budget and Treasury related Policies (reviewed) to the Board for adoption by date	Date	1. Conduct policy review 2. Submit reviewed Budget and Treasury policies to the Board for approval.	R0.00	N/A	HGDA	Budget and Treasury	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	31-Mar-26	None	Submission of Budget and Treasury Policies to the Board for adoption by 31 March 2025	N/A	N/A	N/A	N/A	31-Mar-26	N/A	31-Mar-26	Board resolution	
A6	Promotion of social and economic development	Pillar 1: Putting People First	5.1. Facilitate economic growth, development and creation of decent employment opportunities	Revenue Enhancement Strategy	District Wide	Submit the Revenue Enhancement Strategy to the Board for adoption by date	Date	1. Research, benchmark for review of strategy 2. Submission of strategy to MANCO. 3. Submission of the reviewed strategy to the Board for adoption	R0.00	N/A	HGDA	Growth and Development	Strategic Projects & Investment Portfolio Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	31-Mar-26	None	New	N/A	N/A	N/A	N/A	31-Mar-26	N/A	31-Mar-26	Board resolution	
A7	Implement a differential approach to Municipal Financing, planning and support	Pillar 1: Putting People First and Pillar 3: Good Governance	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	Risk Management Frameworks	Institutional	Submit a Risk Management Frameworks (reviewed) to the Board for adoption by date	Date	1. Review the Risk Management frameworks - Whistleblowing policy, Risk management policy and Anti-fraud and corruption strategy for endorsement by the Board	R0.00	N/A	HGDA	Internal Audit and Risk	Internal Auditor	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Jun-26	None	Submitted a Risk Management Frameworks (reviewed) to the Board for adoption by 30 June 2024	N/A	N/A	N/A	N/A	30-Jun-26	30-Jun-26	Board resolution		
A8	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	Assessment of the External Service Providers	Institutional	Number of reports produced and submitted to the Board on the Assessment of the External Service Providers for noting by 30 June 2026	Number	1. Evaluation of performance of external service providers 2. Formulation of report on evaluated service providers 3. Submission of reports to the Board for noting	R0.00	N/A	HGDA	Supply Chain Management	SCM Practitioner	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	4	None	Report produced and submitted to the Board on the Assessment of the External Service Providers for noting by 30 June 2025	1	1	2	1	1	4	1. SCM report 2. Board resolution		
A9	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	Organisational performance reports	Institutional	Number of Organisational performance reports submitted to the Audit Committee by 30 June 2026	Number	1. Collate performance information from all departments. 2. Compile quarterly report with POEs, submit to IA for review. 3. Submit a consolidated quarterly Organisational performance report to Manco, Audit Committee and to the Board for approval.	R0.00	N/A	HGDA	PMS	Strategic and Executive Support Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	4	None	Submitted quarterly Organisational performance Reports to the Audit Committee in 2024/25 FY	1	1	2	1	1	4	1. Audit Committee Agenda 2. Minutes		
A10	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	2026/27 SDBIP	Institutional	Submit the 2026/27 SDBIP to the Board Chairperson and Mayor for approval within the turnaround time after the approval of the 2026/27 budget	Turnaround	1. Hold working sessions with Manco for inputs. 2. Prepare a draft and final SDBIP, present to the Board and Council for endorsement. 3. Facilitate signing of the SDBIP by the Board Chairperson and the Mayor	R0.00	N/A	HGDA	PMS	Strategic and Executive Support Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	28 days	None	2025/26 SDBIP presented to Council for adoption by 31 May 2025	N/A	N/A	N/A	N/A	28 days	28 days	1. Copy of Signed SDBIP 2. Proof of Submission		
A11	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	2026/26 Performance Agreements for Senior Managers	Institutional	Date by which the 2026/26 Performance Agreements for HGDA Senior Management are signed and uploaded onto the HGDA website	Date	1. Signing of performance contracts by CEO and CFO and their supervisors. 2. Facilitate individual performance plans and signing thereto. 3. Uploading of Performance Agreements onto the HGDA website.	R0.00	N/A	HGDA	PMS	Strategic and Executive Support Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	31-Jul-26	None	Performance Agreements for CEO and CFO were uploaded on the website in 2024/25 FY	31-Jul-26	N/A	31-Jul-26	N/A	N/A	31-Jul-26	2025/26 Signed performance agreements 2. Screenshots of uploaded performance agreement from the website		
A12	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	2025/26 Performance Agreements HGDA Officials	Institutional	Date by which the 2025/26 Performance Agreements for HGDA Officials are signed	Date	1. Drafting of individual performance agreements 2. Consultation with officials on draft performance agreements. 3. Finalisation of individual performance agreement subsequent to consultation 4. Signing of individual performance agreement by officials	R0.00	N/A	HGDA	HR / Corporate Services	Corporate Services Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	31-Jul-26	Not achieved in the previous FY	2024/25 Performance Agreements for HGDA Officials were not signed in 2024/25 FY	31-Jul-26	N/A	31-Jul-26	N/A	N/A	31-Jul-26	2025/26 Signed individual performance agreements		
A13	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	2024/2025 Annual Performance Assessments	Institutional	Date by which the 2024/25 Annual Performance Assessments for HGDA CEO and CFO are conducted	Date	1. Collate performance information. 2. Submit workplan and POE's to Internal Audit for review. 3. Convene 2024/2025 annual performance assessments for CEO and CFO	R0.00	N/A	HGDA	PMS	Strategic and Executive Support Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Sept-26	None	2023/24 Annual Performance Assessments for HGDA CEO and CFO were not conducted by date	30-Sept-26	N/A	N/A	N/A	N/A	30-Sept-26	Agenda, Signed Attendance Register, Report		
A14	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	2025/26 Mid-Term Performance Assessments	Institutional	Date by which the 2025/26 Mid-Term Performance Assessments for HGDA CEO and CFO are conducted	Date	1. Collate performance information. 2. Submit workplan and POE's to Internal Audit for review. 3. Convene 2025/2026 Mid-Term performance assessment.	R0.00	N/A	HGDA	PMS	Strategic and Executive Support Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	28-Feb-26	Not achieved in Projected quarter in 2023/2024 FY	2024/25 Mid-Term Performance Assessments for HGDA CEO and CFO were not conducted by date	N/A	N/A	N/A	N/A	28-Feb-26	N/A	28-Feb-26	Agenda, Signed Attendance Register, Report	
A15	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	2026/27 Internal Audit Plan (IAP) and Risk Management Plan	Institutional	Submit 2026/27 IAP and Risk Management Plan to the Audit committee for approval by date	Date	1. Conduct Risk Management Assessment which feed into Risk registers. 2. Risk Registers are updated on a quarterly basis 3. Develop a risk based Internal Audit Plan	R0.00	N/A	HGDA	Internal Audit and Risk	Internal Auditor	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Jun-26	None	Internal Audit Plan Submitted and Approved in 2024/25 FY	N/A	N/A	N/A	N/A	30-Jun-26	30-Jun-26	1. Signed Audit Committee Agenda		

A15	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	Records Management	Institutional	Number of records management reports submitted to the Board for endorsement by 30 June 2026	Number	1. Develop draft File plan and submit to MANCO for consideration and to the board 2. Sorting and filing of documents, Records classification. 3. Review records management policy and procedures.	R0,00	N/A	HGDA	HR/ Corporate Services	Corporate Services Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	4	Not achieved in Projected quarters in 2023/2024 FY	Submitted 1 yearwards management report in 2024/25 FY	1	1	2	1	1	4	1. Report to the Board & Board Resolution	
NKPA2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT																										
B1	Improved access to basic services	Pillar 2: Delivering Basic Services	4.1. To ensure improved access to appropriate basic services and infrastructure	Repairs and Maintenance (HGDA Offices)	Entire District	Percentage of Repairs and Maintenance Budget spent (HGDA Offices) by 30 June 2026	Percentage	1. Review & monitor the implementation of the facilities maintenance plan priorities aligned to maintenance 2. Advise maintenance areas identified as per the maintenance plan	R100,000.00	N/A	HGDA	Corporate Services	Corporate Services Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	100%	100% was not achieved in previous FY as projected	19% Budget spent on repairs and maintenance of HGDA offices in 2024/2025 FY	N/A	N/A	N/A	N/A	100%	100%	Expenditure report	
B2	Improved access to basic services	Pillar 2: Delivering Basic Services and conditions of working	4.1. To ensure improved access to appropriate basic services and working condition as well as infrastructure	Harry Gwala Development Agency's Land Acquisition	Institutional	Harry Gwala Development Agency's Land Acquisition by date	Date	1. Engagement with Ukhahlabeve Local Municipality 2. Engagement with owner of the privately owned portion of the land 3. Report progress to the Board for noting	R4,000,000.00	N/A	HGDA	Corporate Services	Corporate Services Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Jun-26	Not Achieved 24/25 FY	Harry Gwala Development Agency's Land Acquisition not realised by 30 June 2024/2025 FY	N/A	N/A	N/A	N/A	30-Jun-26	30-Jun-26	1. Deed of transfer	
B3	Improved access to basic services	Pillar 2: Delivering Basic Services	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	Functionality of Harry Gwala One-Stop-Shop and Techno Hub	Institutional	Number of quarterly Functionality reports of Harry Gwala One-Stop-Shop and Techno Hub submitted to the Board for endorsement 30 June 2026	Number	1. Compilation of quarterly reports, submission of quarterly report to TIKZN 3. Report to the board on quarterly functionality	R0,00	N/A	HGDA	Growth and Development	LED & Tourism Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	4	None	Submitted 4 quarterly functionality reports of Harry Gwala One-Stop-Shop and Techno Hub to the Board for endorsement 30 June 2025	1	1	2	1	1	4	1. Quarterly report to the Board 2. Board resolution	
NKPA3: LOCAL ECONOMIC DEVELOPMENT																										
C1	Promotion of social and economic development	N/A	1.1. Facilitate economic growth, development and creation of decent employment opportunities	SMME Enterprise Development Fund	Entire District	Number of SMMEs Supported through implementation of EDF by 30 June 2026	Number	1. Advertisement - calling for business proposals/applications 2. Selection process -a) Evaluation of submitted proposals, b) Verification of recommended businesses for consideration of support. 3. Procurement of commodities for the successful applicants 4. Delivery and Handover of equipment procured	R1 100 000.00	N/A	HGDA	Growth and Development	LED & Tourism Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	10	None	Number of established SMMEs Supported through implementation of EDF by 31 December 2024	N/A	N/A	N/A	N/A	10	10	1. Appointment letter 2. Proof of payment & Delivery Note 3. Signed handover certificates	
C2	Promotion of social and economic development	N/A	1.1. Facilitate economic growth, development and creation of decent employment opportunities	District Growth and Development Forum	Entire District	Number of District Growth and Development Forum meetings held by 30 June 2026	Number	1. Issue notice to stakeholders 2. Prepare Agenda and Host Meeting	R0,00	N/A	HGDA	Growth and Development	LED & Tourism Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	4	None	Convened 4 Growth and Development Forum meetings in 2024/2025 FY	1	1	2	1	1	4	1. Agenda 2. Attendance Register 3. Minutes	
C3	Implementation of community works programme and supported cooperatives	N/A	2.1. Achieve holistic human development and capacitation for the realization of skilled and employable workforce	Emerging Enterprises/SMMEs training workshop	Entire District	Number of Emerging Enterprises/SMMEs trainings implemented by 30 June 2026	Number	1. Identify training needs and recruit training recipients 2. Advise for a suitable service provider through SCM Processes 3. Training of recruited recipients	R400,000.00	N/A	HGDA	Growth and Development	LED & Tourism Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	15	None	Emerging enterprises trained in 2024/25 FY	N/A	N/A	N/A	N/A	15	15	1. Advert 2. Appointment letter 3. Attendance register 4. Closeout report	
C4	Promotion of tourism	N/A	2.1. Providing tourism infrastructure that promotes the district as a preferred tourism destination	Destination Frames and Signage	Entire District	Date by which tourism welcome signage and destination frames is developed	Date	1. Procurement of Tourism Welcome Signage through SCM Process. 2. Installation of the signage in identified locations.	R300,000.00	N/A	HGDA	Growth and Development	Tourism Specialist	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	31-Dec-25	Not achieved within projected quarter,	No Tourism welcome signage and destination frames were developed by 31 December 2024	N/A	31-Dec-25	31-Dec-25	N/A	N/A	31-Dec-25	1. Appointment letter 2. Proof of payment 3. Images of completed installations	
C5	Implementation of community works programme and supported cooperatives	N/A	2.1. Achieve holistic human development and capacitation for the realization of skilled and employable workforce	Incubation Programme	Institutional	Number of incubation programmes established by 30 June 2026	Number	1. Procurement of Cellphone repair Unit (Quarter 2 of 2025/26) 2. Tyre filament containers. (Quarter 4 of 2026) 3. Delivery and handover of unit and containers to recipients.	R1,500 000.00	N/A	HGDA	Growth and Development	LED & Tourism Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Jun-26	None	None	N/A	1	N/A	N/A	N/A	1	2	1. Delivery Note 2. Proof of payment 3. Signed Handover certificate
C6	Tourism promotion	N/A	To enhance and maximise the potential of the destination for more sustainable and equitable tourism	Provincial Tourism Corridor	Institutional	Facilitate the development of the Provincial Tourism Corridor by 31 December 2025	Date	1. Development of a Concept document 2. Craft a proposal for submission to the Department of Economic Development, Tourism and Environmental Affairs 3. Engage with EDTA to present the proposal.	R0,00	N/A	HGDA	Growth and Development	Strategic Projects & Investment Portfolio Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	31-Dec-25	None	None	N/A	31-Dec-25	N/A	N/A	N/A	31-Dec-25	1. Concept note 2. Outcomes of proposal with EDTA	
C7	Promotion of social and economic development	N/A	Attain sustainable economic growth and promote sustainable economies	Harry Gwala Agri-hub (Grain Handling and Dairy Hubs)	Entire District	Facilitate establishment of the Harry Gwala Agri hub (Grain and Dairy) by date	Date	1. Engage with Ukhahlabeve Local Municipality to secure the land 2. Submission of feasibility and business planning documents 3. Identify the site for the establishment of the dairy hub	R0,00	N/A	HGDA	Growth and Development	LED & Tourism Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Jun-26	None	None	N/A	N/A	N/A	N/A	N/A	30-Jun-26	1. Quarterly report to the HGDA Board 2. Engagement Agenda and minutes or Acknowledgement of receipt 3. Dairy Hub site Assessment report	
C8	Promotion of tourism	N/A	3.1. Showcasing the district's tourism product offerings	Tourism Trade and Exhibition shows	Institutional	Number of Trade and Exhibition Shows attended by 30 June 2026	Number	1. Procurement of exhibition space, stand design and stand furniture for tourism exhibition shows (Cape Town Gateway in quarter 3, Africa Travel Indaba and Comrades Expo in quarter 4)	R200 000.00	N/A	HGDA	Growth and Development	Tourism Specialist	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	3	None	2 Trade and Exhibition shows attended in 2024/2025	N/A	N/A	N/A	1	2	3	1. Programme/ Invite 2. Attendance register	
C9	Increase facilitated direct investments	N/A	Provide promotion, marketing and facilitation of investment opportunities and development of projects within Harry Gwala District	Social Compact committee meetings	Institutional	Number of social compact meeting convened by 30 June 2026	Number	1. Engage with Social Partners to ascertain commitments by Social partners and finalize the draft agreement. 2. Submit a report to the Board of the status of the Harry Gwala Social Compact 3. Convene a Social Compact meetings	R0,00	N/A	HGDA	Growth and Development	Chief Executive Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	4	None	None	1	1	2	1	1	4	Attendance Registers, minutes	
NKPA4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																										
D1	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	4.1. To ensure improved access to appropriate basic services and infrastructure	2024/2025 Audit Opinion	Institutional	Receiving an improved Audit Opinion for 2024/2025 FY	Date	To ensure that there is an improved Audit opinion the following due diligence processes should be undertaken: 1. Attend to the findings raised in the previous Audit by developing a detailed Action Plan for 2022/2023 2. Ensure that reconciliation are prepared on a monthly basis to ascertain and verify the correctness of the accounting records. 3. Prepare IPS in ensuring that opening balances are rolled forward correctly and assess the audit readiness. 4. Ensure that IPS are audited by IA and implement recommendations.	R0,00	N/A	HGDA	All Departments	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	31-Dec-25	None	Received an Improved Audit Opinion for 2023/2024 FY	N/A	31-Dec-25	31-Dec-25	N/A	N/A	31-Dec-25	Auditor-General Report	

D2	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	4.1. To ensure improved access to appropriate basic services and infrastructure	Agency's Capital budget 2026/2026	Institutional	Percentage of Agency's Capital budget actually spent on capital projects by 30 June 2026	Percentage	1. Prepare and adhere to the procurement, highlight projects that are capital in nature. 2. Provide updates on Capital Expenditure trends to user department through preparation and presentation of Section 71 in portfolio committees and Board of directors meetings.	R 4, 801,000.00	N/A	HGDA	Budget & Reporting	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency.	HGDM	100%	100% not achieved in the previous FY due to operational issues	71% of the Agency's capital budget spent in 2025/2024 FY	N/A	N/A	N/A	N/A	100%	100%	Expenditure report from BTO
D3	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	Cost Coverage	Institutional	Ratio on Cost Coverage by 30 June 2026	Ratio	1. Verification of Cash and Cash Equivalent through a signed bank reconciliation for a period including short term deposit. 2. Ascertain short and long term obligations. 3. Distinguish between fixed and variable costs. 4. Apply a formula for Cost Coverage	R0.00	N/A	HGDA	Budget & Reporting	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency.	HGDM	01:05	None	1506 Ratio on Cost Coverage by 30 June 2025/23 FY	N/A	N/A	N/A	N/A	01:06	01:06	signed report of cash coverage with general ledger
D4	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	Unauthorised, irregular, fruitless and wasteful expenditure	Institutional	Percentage reduction reported on unauthorised, irregular, fruitless and wasteful expenditure by 30 June 2026	Percentage	1. To ensure that SCM unit and bid committees are adequately trained. 2. To ensure that policies are reviewed on an annual basis and are aligned with prescribed legislation. 3. Apply and implement the policy and legislation accordingly in all procurement transaction and activities.	R0.00	N/A	HGDA	Supply Chain Management	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency.	HGDM	10%	Not achieved in the previous FY	50% Percentage reduction for unauthorised, irregular, fruitless and wasteful expenditure by 30 June 2025	N/A	N/A	N/A	N/A	N/A	10%	Signed registers of UIFW
D5	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	2025/26 Procurement Plan	Institutional	Submit the 2026/27 Procurement Plan to the CEO for approval by date	Date	1. Obtain an approved budget 2. Ascertain projects to be included in the procurement plan using the threshold determined by the Agency. 3. Prepare a procurement plan and submit to the CEO for Approval.	R0.00	N/A	HGDA	Supply Chain Management	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Jun-26	None	Submitted 2024/25 Procurement Plan by 30 June 2025	N/A	N/A	N/A	N/A	30-Jun-26	30-Jun-26	Signed Procurement Plan by the CEO with date
D6	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	Monitoring of 2025/2026 Procurement Plan	Institutional	Number of submitted status quo report on the implementation of the procurement plan to the Board structures by 30 June 2026		1. Send early warning signals to project users 2. Procurement plan tracking tool (quarterly) submission to MANCO, Audit Committee and the Board 3. Quarterly report to Board structures	R0.00	N/A	HGDA	Supply Chain Management	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	4	None	None	1	1	2	1	1	4	1. Tracking tool 2. Board Resolution
D7	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	Bid Processing for each Quotation	Institutional	Turnaround time (in working days) to finalise Bid Processing for each Quotation	Turnaround time	1. Obtain a list or a closing register for bids under competitive bidding and appointment letters issued for the period. 2. Calculate number of days between closing date and award.	R0.00	N/A	HGDA	Supply Chain Management	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	14 working days	None	Finalised Bid Processing within 14 working days of closure for each quotation in 2024/25 FY. Not finalised in 2024/25 FY	14 working days	14 working days	14 working days	14 working days	14 working days	14 working days	1. Advert 2. Closing register 3. Purchase order
D8	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	Bid processing for tenders	Institutional	Turnaround time (in working days) to finalise Bid processing for tenders	Turnaround time	1. Obtain a list or a closing register for quotations and purchase orders issued for the period. 2. Calculate number of days between closing date and award.	R0.00	N/A	HGDA	Supply Chain Management	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	90 working days	None	Finalised Bid Processing within 90 working days of closure for each quotation in 2026/25 FY	90 working days	90 working days	90 working days	90 working days	90 working days	90 working days	1. Advert 2. Closing register 3. attendance register for all bid committees 4. appointment letter
D9	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved and sound financial management	Annual Financial Statements	Institutional	Annual Financial Statements submitted to Auditor General by MFMA calendar date	MFMA calendar date	1. Compile a AFS preparation plan. 2. Prepare and review all reconciliations. 3. Prepare AFS using a final Trial Balance and apply applicable GRAP for various line items. 4. Ensure that AFS are complete and accurate by using NT Checklist for presentation and disclosures including GRAP 5. Submit Draft AFS to IA and AG for review. 6. Effect and incorporate review notes, comments and recommendations for finalisation 7. After considering and effecting all reviews and comments from various stakeholders, Submit AFS to Auditor General	R0.00	N/A	HGDA	Financial Reporting and Asset Management	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	31-Aug-26	None	Annual Financial Statements will be submitted to Auditor General by MFMA calendar date	31-Aug-26	N/A	31-Aug-26	N/A	N/A	31-Aug-26	1. AFS 2. Proof of submission
D10	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	Section 71 reports	Institutional	Number of Section 71 reports submitted monthly to HGDM Mayor within 10 days after the end of each month	Number	1. Verification of Cash and Cash Equivalent through a signed bank reconciliation for a period including short term deposit. 2. Ascertain short and long term obligations. 3. Distinguish between fixed and variable costs. 4. Apply a formula for Cost Coverage	R0.00	N/A	HGDA	Budget & Reporting	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	12	None	Submitted 12 Section 71 reports monthly to HGDM Mayor within 10 days after the end of each month	3	3	6	3	3	12	Proof of submission to the Mayor
D11	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	Section 72 reports	Institutional	Section 72 reports submitted to the Board and HGDM Council, by MFMA calendar date	By MFMA calendar date	1. Prepare and process cashbook for the period. 2. Extract detailed General Ledger to ascertain if transaction were posted correctly. 3. Prepare reconciliations for the period.	R0.00	N/A	HGDA	Budget & Reporting	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	26 January 2026	None	Section 72 reports submitted to the Board and HGDM Council by MFMA calendar date	N/A	N/A	N/A	26 January 2026	N/A	26 January 2026	1. ST2 Report 2. Council Resolution
D12	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	Tabling of Draft 2026/2027 Budget	Institutional	Draft 2026/2027 budget tabled to the Board and Council for endorsement by MFMA calendar date	By MFMA calendar date	1. Confirm allocation from the Parent municipality. 2. Assess the financial market to ascertain and verify interest rates with the intention of projecting interest revenue as part of revenue streams. 3. Scrutinise the existing leases for rental of facilities and based the allocation on the lease payments from tenants. 4. Provide user departments with available revenue and request inputs on expenditure items for consolidation. 5. Compile and consolidate inputs as part of the preparation 6. Finalise and submit the draft budget to MANCO, Portfolio committees, Board of directors and Council for adoption.	R0.00	N/A	HGDA	Budget & Reporting	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	31-Mar-26	None	Draft 2025/2026 budget tabled to the Board and Council for endorsement by MFMA calendar date	N/A	N/A	N/A	31-Mar-26	N/A	31-Mar-26	1. Draft Budget 2. Board & Council Resolution
D13	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	Submission of Final 2026/27 Budget	Institutional	Submit the Final 2026/27 Budget to the Board and Council for Endorsement by date	By MFMA calendar date	1. Confirm allocation from the Parent municipality. 2. Assess the financial market to ascertain and verify interest rates with the intention of projecting interest revenue as part of revenue streams. 3. Scrutinise the existing leases for rental of facilities and based the allocation on the lease payments from tenants. 4. Provide user departments with available revenue and request inputs on expenditure items for consolidation. 5. Compile and consolidate inputs as part of the preparation 6. Finalise and submit the Final budget to MANCO, Portfolio committees, Board of directors and Council for adoption.	R0.00	N/A	HGDA	Budget & Reporting	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	31-May-26	None	Submitted the Final 2025/26 Budget to the Board and Council for Endorsement by 31 May 2025	N/A	N/A	N/A	N/A	31-May-26	31-May-26	1. Final Adopted 2026/27 Budget 2. Signed Board & Council Resolution

	Improve Municipal Financial and Administrative capability	Pillar 4: Sound financial management and accounting	4.1. To ensure improved access to appropriate basic services and infrastructure	Tabling 2025/26 Adjustment Budget	Institutional	2025/26 Adjustment Budget submitted to Harry Gwala District Municipality (HGDM) by date	By 15th June 2025	1. Analyse and assess mid-year performance through section 72. 2. Assess the financial market to ascertain and verify if interest rates with the intention of ascertain if the set projection is ideal and probable. 3. Have engagements through MANCO or a session with user departments. 4. Requests inputs on revenue and expenditure items for consideration purposes after taking into consideration budget versus actuals for half yearly. 5. Compile and consolidate inputs as part of the preparation. 6. Finalise and submit the Adjustment budget to MANCO, Portfolio committees, Board of directors and Council for adoption.	R0.00	N/A	HGDA	Budget & Reporting	Chief Financial Officer	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	28-Feb-25	None	Submitted Adjusted Budget by 28-Feb-2025	N/A	N/A	N/A	28-Feb-25	N/A	28-Feb-25	1. Adopted Adjustment Budget 2. Proof of submission 3. signed Council Resolution
NKPAS: GOOD GOVERNANCE AND PUBLIC PARTICIPATION																									
	Implement a differential approach to Municipal Financing, planning and support	Pillar 5: Building Capable Local Government Institutions	5.1. Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance	2024/25 Annual Performance Report	Institutional	Date by which the 2024/25 APR is submitted to Harry Gwala District Municipality (HGDM)	Date	1. Consolidate performance information and prepare draft APR report to the Manco, Finance/HR portfolio committee and Board.	R0.00	N/A	HGDA	HRIS	Strategic & Executive Support Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency.	HGDM	31-Aug-25	None	Submitted 2024/2025 APR to Council in August 2024	31-Aug-25	N/A	31-Aug-25	N/A	N/A	31-Aug-25	Board and Council resolution
	Deepen Democracy through a refined ward Committee system	Pillar 1: Putting People First	7.1 To ensure strengthened participative, transparent and accountable governance in the Agency	Tabling of the Draft 2024/25 Annual Report	Institutional	Draft 2024/2025 AR tabled to Council by date	Date	1. Prepare item and draft AR report for submission to the Council	R0.00	N/A	HGDA	HRIS	Strategic & Executive Support Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency.	HGDM	31-Jan-26	None	Draft submitted 31-Jan-26 to Council	N/A	N/A	N/A	31-Jan-26	N/A	31-Jan-26	Board & Council Resolution
NKPAS: CROSS CUTTING INTERVENTIONS																									
	One window of co-ordination	N/A	6.1. Ensure an integrated and aligned development planning	DIGOREF	Institutional	Convene 4 Regulatory Compliance meetings by 30 June 2025	Number	1. Issue notice to stakeholders Prepare Agenda and host meeting	R0.00	N/A	HGDA	Growth and Development	LED & Tourism Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	4	None		1	I	II	1	1	4	1. Agenda 2. Attendance Register 3. Minutes
	Implementation of community works programme and supported cooperatives	N/A	2.1. Achieve holistic human development and opportunities for the realisation of skilled and employable workforce	Special Programmes Initiative	Edina District	Special Programmes Initiatives supported by date	Date	1. Advertisement calling for business proposals/applications 2. Selection process - evaluation of submitted proposals, verification of recommended businesses, 3. Procurement of commodities for the successful applicants 4. Delivery and Handover of equipment proposed	R1,450,000.00	N/A	HGDA	Growth and Development	LED & Tourism Manager	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency	HGDM	30-Jun-26	None	Special Programmes Initiative launched in 2024	30-Sep-25	31-Dec-25	31-Dec-26	31-Mar-26	30-Jun-26	30-Jun-26	1. Appointment letter 2. Delivery notes 3. Proof of payment 4. Signed handover certificate
	Tourism promotion for sustainable growth	N/A	To stimulate tourism sector growth and development	Tourism events support	Edina District	Local tourism events supported by date	Date	1. Signing of MOU with Impl Events Concepts (Organisers of Splashy Fen Music festival)	R0.00	N/A	HGDA	Growth and Development	Manager Local Economic Development and Tourism	District Municipalities: DC43 Harry Gwala: Harry Gwala Development Agency.	HGDM	30-Jun-26	None		N/A	N/A	N/A	N/A	30-Jun-26	30-Jun-26	1. Signed MOU 2. Attendance Registers

INITIALS & SURNAME: MS. T.T. THIYANE - MAGAQA

POSITION: ACTING CHIEF EXECUTIVE OFFICER

SIGNATURE:

DATE OF SIGNATURE:

INITIALS & SURNAME: MS. P.P. NZIMAKWE

POSITION: INTERIM CHAIRPERSON OF THE BOARD

SIGNATURE:

DATE OF SIGNATURE:

INITIALS & SURNAME: CLLR ZD NKUMALO

POSITION: HARRY GWALA DISTRICT MAYOR

SIGNATURE:

DATE OF SIGNATURE: