



ZIMBABWE
MINISTRY OF LOCAL GOVERNMENT
AND PUBLIC WORKS

MINIMUM SERVICE DELIVERY STANDARDS IN LOCAL AUTHORITIES



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A. PREAMBLE

1. ESTABLISHMENT OF MINIMUM SERVICE DELIVERY STANDARDS IN LOCAL AUTHORITIES

Minimum Service Delivery Standards (MSDS) refer to the least possible levels of expected services in terms of quality, process, time and cost that Local Authorities in Zimbabwe ought to deliver to the Citizens. These standards are designed to ensure consistent, and high-quality basic services for all, establishing clear and measurable benchmarks that Local Authorities must achieve. By prioritizing the needs of residents and ratepayers, MSDS align with the goals of Vision 2030, serving as a catalyst for socio-economic growth and transformation.

To realize Vision 2030, a strong performance management system for Local Authorities is essential to improve service delivery. This approach is in line with the Local Authorities Service Delivery blueprint, themed Call to Action - No Compromise to Service Delivery, which was launched by His Excellency, The President of the Republic of Zimbabwe in November 2023. The Service Delivery blueprint emphasizes the development of MSDS and the implementation of service enhancement initiatives as an impetus to the attainment of an Upper Middle Income Economy.

Zimbabwean citizens have the right to understand what services to expect, how they will be provided, the associated costs, their responsibilities as ratepayers, and the steps to take if the services they receive fall short of acceptable standards. These standards should include:

- A description of the service provided and, where applicable, the benefits ratepayers/communities are entitled to receive.
- Service pledges or principles describing the quality of service delivery ratepayers/communities should expect to receive.
- Specific delivery targets for key aspects of service.
- Cost of delivering the service.
- Obligations of users
- Complaint and redress mechanisms residents can use when they feel standards have not been met.

2. OBJECTIVES

The objectives for developing minimum service delivery standards are to:

- i. Define minimum level of services that local authorities should provide and what service recipients and communities should expect in terms of quantity, quality, time and cost.
- ii. Determine minimum cost implications for providing services.

- iii. Empower service recipients and communities to actively demand services that meet the established standards, while also creating a framework for providing feedback on their level of satisfaction with the services delivered.
- iv. Provide a basis for review of management systems and processes.
- v. Provide uniformity and consistency in the provision of services at the local authority level.
- vi. Provide a yardstick in relation to planned targets which both the service provider and client can use to measure, monitor and evaluate performance and undertake performance reporting, performance improvement, planning and budgeting.
- vii. Enforce quality assurance and compliance mechanisms for service delivery against local standards and best practices.
- viii. Provide a tool for performance monitoring and performance appraisal of all the 92 Councils.

3. ESTABLISHMENT OF A TECHNICAL TEAM TO DRAFT SERVICE LEVELS

With the above cited understanding and objectives, the Ministry established a technical team of experts from Government Ministries, Departments and Agencies (MDAs) and various professionals from Local Authorities. The drafting team comprised of Engineers, Town Planners, Housing Directors, Finance Directors, Environmental and Public Health Officers, Public Administrators, Lawyers, Town Clerks, Town Secretaries, Chamber Secretaries and Chief Executive Officers. In line with the Whole of Government Approach, the team also consisted of members from the Ministries in charge of water, health, transport, environment, housing and Agencies like EMA and ZINWA.

The technical team developed the following four documents upon which the MSDS thrust is anchored on:

- Minimum Service Delivery Standards – specifying the systems, processes and procedures defining minimum acceptable level of service and annual performance targets. These also identify the performance benchmarks for 2030.
- Reporting Framework – to standardize and improve internal and external accountability systems of local authorities at operational and strategic policy levels.
- Data collection questionnaires - to standardize data collection using an online data entry and automatic report generation system (dashboards at various levels).
- Data reliability scoring criteria - for assessing if local authority systems and processes are aligned to high performance standards expected in the Vision 2030 and Call-to-Action blueprint.

The following are the eight service categories used in the MSDS:

- ii. Water Supply
- iii. Sanitation Management
- iv. Solid Waste Management
- v. Roads, Drainage and Public Lighting
- vi. Corporate Governance
- vii. Environmental Stewardship and Beautification

- viii. Public Health
- ix. Housing and Social Amenities

4. DEVOLUTION AND DECENTRALISATION

The Ministry will implement the MSDS using a Whole-of-Government Approach, guided by the principles of decentralisation and devolution. This will enhance close collaboration with Provincial Affairs and Devolution Offices, Local Governance structures, as well as other MDAs, to strengthen the monitoring and continuous improvement of service delivery in alignment with Vision 2030. To reinforce accountability and transparency, the MSDS will be gazetted annually through Statutory Instruments. The Ministry will establish a framework for Service Level Agreements between local authorities, residents, and corporate stakeholders to promote partnership, local ownership, and accountability.

5. INSPECTORATE DEPARTMENT

As provided in the Call to Action, No Compromise to Service Delivery blueprint, the Ministry has since established the Inspectorate Department with the following mandate:

- i. To monitor compliance with the law and established regulations on service delivery;
- ii. To ensure compliance with standard operating procedures for service delivery;
- iii. To monitor compliance with action plans developed to achieve the service delivery standards.

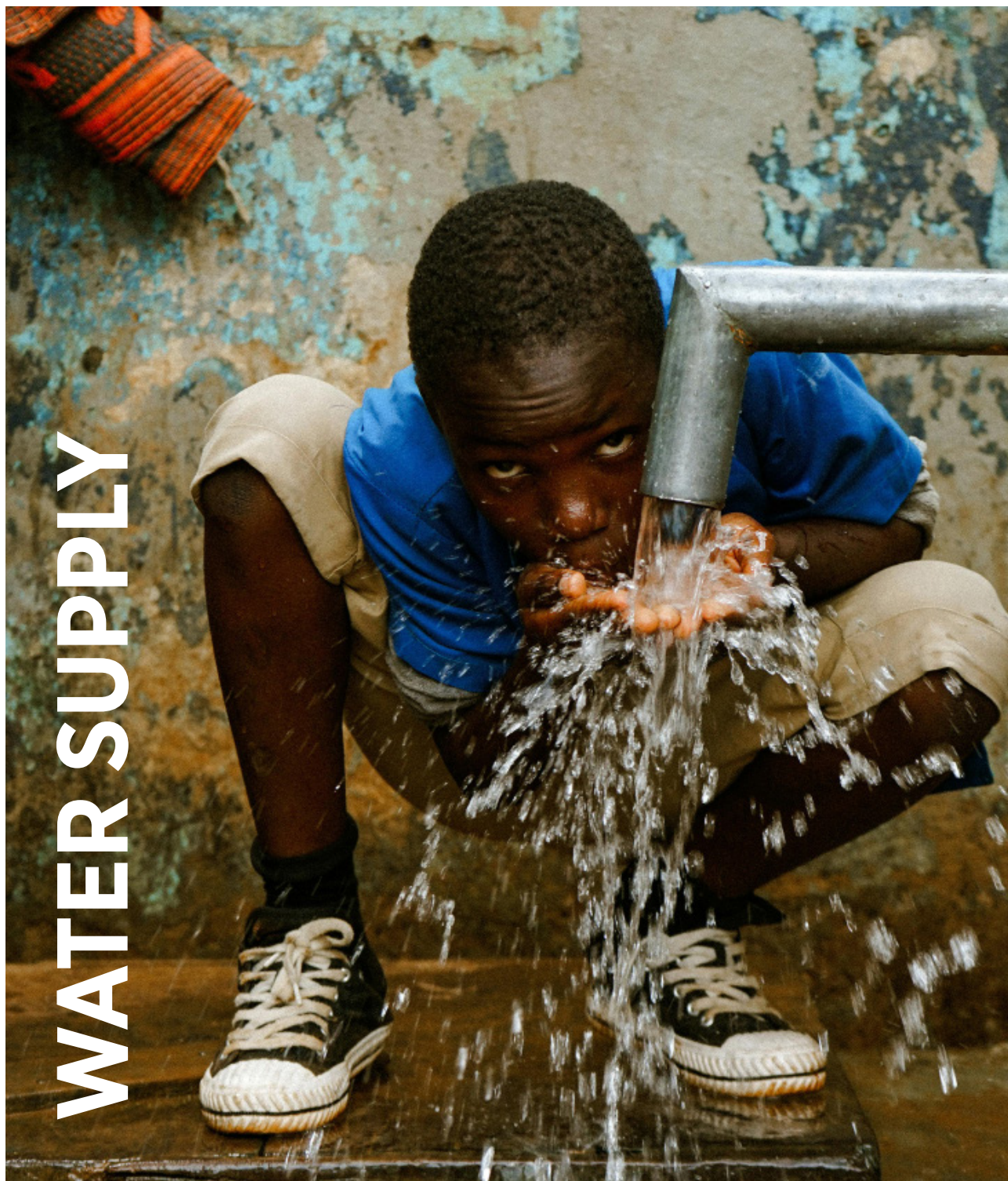
6. DASHBOARD

Data will be submitted online, and a real-time dashboard system will be implemented for tracking, monitoring, and evaluation. This system will allow for the generation of various dashboards at different levels—ranging from council operations to district, provincial, and national levels. Comparisons can be drawn across all councils or within specific selected councils to assess performance. The Ministry will introduce a performance reward system based on MSDS data, with His Excellency, The President, presiding over the awards ceremonies. The Minimum Service Delivery Standards (MSDS) will undergo annual re-evaluation as we progress toward 2030, with the first phase of targets set to take effect from 2026, based on available baseline data. Local Authorities will be required to present rolling plans outlining their strategies for achieving the 2030 targets, which will serve as the foundation for annual budgeting processes. This structured approach ensures continuous improvement and accountability in service delivery.

B. MINIMUM SERVICE DELIVERY STANDARDS

1. Minimum Standards for WATER SUPPLY Indicators

N.B. The National Water Policy of 2012 designates all local authorities as Water Services Authorities (WSAs). Water-related standards apply to all WSAs and Water Services Providers. The 2030 benchmark reflects Upper Middle Income level of services.



Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
1.1 Coverage of Basic Water Supply (%)	100	90 (urban) 75 (rural)	Every property must have direct water connection or water should be accessible within reasonable walking distance – within 100m walking distance in town and 500m or 30min roundtrip walking distance in rural areas. Examples of improved drinking water sources are piped water systems, boreholes, protected deep wells, protected shallow wells, protected dug wells, protected springs, rainwater harvesting, sand abstraction, artesian well, and packaged or delivered water. In urbanised areas, Local Authorities should ensure piped water schemes or treated borehole/spring water. All urban water users should enjoy adequate, continuous, readily accessible, safe, hygienic, sustainable, and affordable domestic water and sanitation services provided by accountable, efficient, coordinated, funded and capacitated institutions. The local authority must ensure budgetary provisions for periodic property surveys in order to keep an updated record of all properties.
1.2 Average Per Capita Water Supply (litres/ per capita/day)	150 (urban)	100	Minimum volume of water supplied per person to live a health life should be available without compromise. Between 50 and 100 litres of water per person per day are needed to ensure that most basic needs are met, while keeping public health risks at a low level, excluding treatment and transmission losses. This can be lowered to 20 litres in case of emergency. Local authorities and ZINWA should progressively increase water treatment and storage capacity in order to meet this standard.
	80 (rural)	60	
1.3 Extent of Metering of Water Connections (%)	100	100	All customer connections should be metered in order to enable regular billing, and updated on GIS/Billing system. Local Authorities should have clear policies and protocols regarding metering and their replacement and management.
1.4 Efficiency in Meeting Water Demand (%)	100	80	All Local Authorities should have a WASH master plan or strategic plan which ensures sustainable supplies to meet current and future demand.
1.5 Extent of Non-Revenue Water (NRW) (%)	25	30	All Local authorities with high NRW should carry out periodic (every five years) Water Audits and develop and implement a NRW Reduction Strategy. NRW should be managed to economic levels. Water supply authorities should maintain and periodically report on accurate Water Balances. The computation of NRW should be based on actual measurements on key metered points and an updated billing database is necessary.

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
1.6 Average Hours of Continuous Access to Water per Day (hours/day)	24	20	Water should be available continuously and in a sufficient quality and quantity to meet the requirements of drinking and personal hygiene, as well as of further personal and domestic uses. Water supply needs to be continuous enough to allow for the collection of sufficient amounts to satisfy all needs, without compromising the quality of water. Detailed operational records in district metered areas (DMAs) or wards should be readily available. Periodic surveys should be carried out to check if all areas are receiving water as expected. Regular maintenance of water points and reticulation system is necessary.
1.7 Quality of Water Supplied (%)	100	100	Local Authorities should monitor the quality of their treated water after production, at intermediary points, and at the consumer end. The water service provider shall continuously provide water free from substances hazardous to human health and meeting the minimum Public Health Act (Chapter 15:17) requirements and the WHO water quality standards and technical guidelines. Regular laboratory testing as well as independent checks from external laboratories are required.
1.8 Efficiency in Satisfactory Response/ Reaction to Customer Complaints (%)	100	95	Respond, record, and rectify every complaint raised within 48 hours. LAs should keep reasonable stock of spares required to fix routine network breakdowns. LAs should develop Client Service Charters and establish robust complaints management systems that include segregation of complaints and their daily tracking and status reporting. Waiting time to pay bill and file complaint: not more than 30 minutes. Telephone contacts to requested department/contact person: not more than 10 minutes.
1.9 Operating Cost Recovery in Water Supply Services (%)	120	100	LAs should set their tariffs such that they are able to cover all their operating costs, creating a reserve for recapitalization.
1.10 Efficiency in Collection of Water Supply-Related Charges (%)	100	80	LAs should put in place measures to ensure that they collect all billed revenues. These may include smart meters, instant billing, payment platforms, and effective debt collection policies. An accrual accounting system should be in place, capable of separating arrears. All LAs should have an efficient Enterprise Resource Planning (ERP) system suitable for their size and functions. Service providers are mandated to distribute a minimum of one bill per month to all customers, with a minimum of one meter reading in a month. A minimum period for payment of 2 weeks after bill delivery is encouraged.
1.11 Maintenance Coverage Ratio (%)	20	20	Budget provisions should be in place for spontaneous or planned maintenance to achieve economic lifespan of machinery/ equipment. A standard maintenance management system to be in place.



2. Minimum Standards for SANITATION MANAGEMENT Indicators

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
2.1 Coverage of Toilets (%)	100	100	Universal access to basic toilet facilities within 20 m walking distance for rural and within the property for urban. Communal toilets to be within 50 m walking distance, but should be phased out. LAs should have current WASH by-laws. For prevention of communicable diseases, all toilets should have handwashing facilities.
2.2 Coverage of Properties with Adequate Sanitation Services (%)	100	100	Improved sanitation facilities are those designed to hygienically separate excreta from human contact and include: pour flush, flush toilets connected to piped sewer systems, septic tanks; pit latrines with slabs (including improved ventilated pit latrines), and composting toilets. Individual or group toilet connected with adequate sanitation systems (flush or pour-flush toilets to sewer systems, septic tanks, ventilated improved pit latrines, pit latrines with a slab, or composting toilets). The preferred systems in urban areas are wet sanitation systems and in rural areas it is the Blair ventilated improved pit latrine as promoted by the Ministry of Health and Child Care. The minimum size for onsite systems in urban areas is 1,500 m ² plot supported by appropriate soil tests. LAs with onsite sanitation systems should ensure availability of pit emptying services.

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
2.3 Collection Efficiency of Sanitation System (%)	100	100	Sewage is collected by underground sewer network, effluent from septic tank flowing through settled sewer network or drains, septage collected through vacuum tank emptying vehicles and wastewater collected and treated through pit systems. LAs should ensure safe handling of sewage up to its disposal.
2.4 Adequacy of Treatment Capacity of Sanitation System (%)	100	100	Adequate treatment capacity should be ensured in all cases for sewage treatment; faecal sludge treatment, effluent treatment and safe disposal.
2.5 Quality of Treatment of Sanitation System (%)	100	100	Sewage effluent discharges into water courses should comply with Statutory Instrument 6 of 2007 Environmental Management (Effluent and Solid Waste Disposal) Regulations or its updates. Effluent disposal in irrigation should comply with Statutory Instrument 638 of 1972 Public Health (Effluent) Regulations. LAs should ensure regular monitoring and reporting of sewage quality.
2.6 Extent of Reuse and Recycling in Sanitation System (%)	30	20	LAs are encouraged to promote reuse and recycling of effluent as a climate change mitigation strategy. Options available include managed aquifer recharge, direct potable reuse, effluent irrigation, etc.
2.7 Efficiency in Satisfactory Response/ Reaction to Customer Complaints (%)	100	95	Respond, record, and rectify every complaint raised within 48 hours. LAs should keep reasonable stock of spares required to fix routine network breakdowns. Complaints segregation and daily tracking is important.
2.8 Operating Cost Recovery in Sanitation Management (%)	115	100	LAs should set their tariffs such that they are able to cover all their operating costs, creating a reserve for recapitalisation.
2.9 Efficiency in Collection of Sanitation Charges (%)	100	80	LAs should put in measures to ensure that they collect all billed revenues. These may include smart meters, instant billing, payment platforms and robust debt collection policies. An accrual accounting system should be in place, capable of identifying and separating arrears. All LAs should have an efficient Enterprise Resource Planning (ERP) system suitable for their size and functions.
2.10 Maintenance Coverage Ratio (%)	20	20	Budgetary provisions should be in place for spontaneous or planned maintenance to achieve economic lifespan of machinery/ equipment. A standard maintenance management system to be in place.

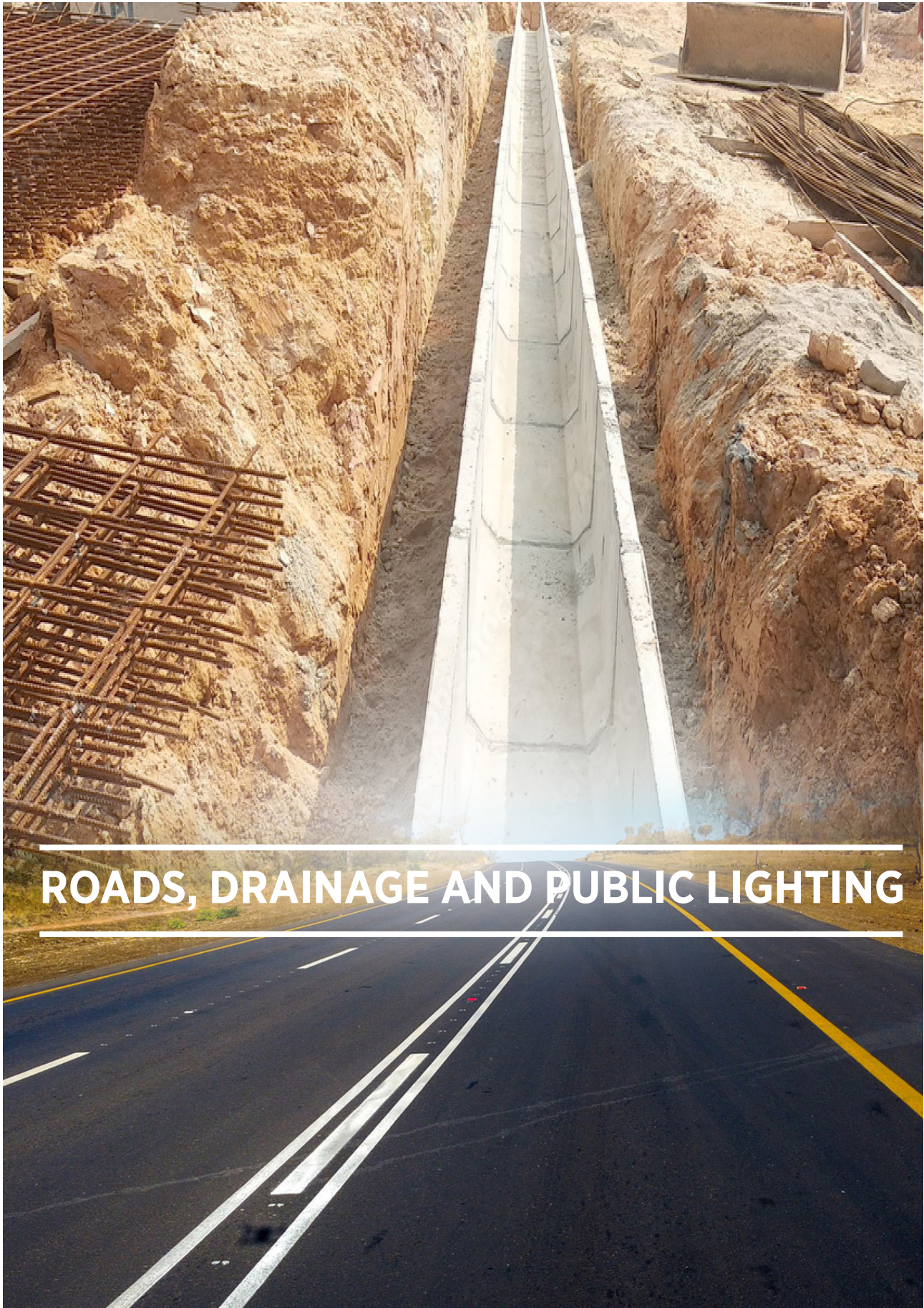


SOLID WASTE MANAGEMENT

3. Minimum Standards for SOLID WASTE MANAGEMENT Indicators

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
3.1 Coverage of Door-to-Door Solid Waste Collection Services (%)	100	100	Any urban property (including settlements at growth points) should have a solid waste containment facility. In order to reduce and prevent communicable diseases, LAs should ensure that all solid waste that is not reused/recycled at the point of generation is being collected at least once per week by appropriate refuse trucks or via skip bins conveniently located in the vicinity. LAs should maintain records of solid waste collection and endeavour to stick to published refuse collection timetables. LAs should have up-to-date solid waste management by-laws.
3.2 Proportion of Rural Homesteads with Adequate Solid Waste Disposal Facilities (%)	100	100	All homesteads in rural areas should have proper and functional solid waste disposal facilities such as garbage bins, refuse pits, composting systems, and waste collection systems.

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
3.3 Efficiency of Collection of Solid Waste (%)	100	100	LAs should ensure that all solid waste that is not recycled onsite has been collected at least once per week for residential areas and more frequently for business areas. They should have a sizeable fleet of functional refuse collection trucks appropriate for the size of the Local Authority. They should also ensure that they have appropriate personnel in solid waste management. Refuse dumping should be eliminated.
3.4 Extent of Segregation of Solid Waste (%)	10	3	LAs should actively enhance waste segregation by promoting the involvement of the private sector, NGOs, youths, women and other community groups.
3.5 Extent of Recovery of Solid Waste Collected (%)	20	20	The goal is to have zero waste discharge and protect the environment. LAs to engage and empower local communities on waste recycling at their dumpsites or landfills.
3.6 Extent of Scientific Disposal of Waste at Landfill/ Alternative Sites (%)	100	100	LAs should develop Integrated Solid Waste Management Plans in line with the national one developed in 2014 by EMA. The plan should identify how best to deal with local waste. At a minimum, LAs should carry out waste characterisation studies every five years to better inform them on how best to deal with their waste. Waste management sites should be fenced off and records of daily loads and any leachate tests properly kept for inspection.
3.7 Efficiency in Satisfactory Response/Reaction to Customer Complaints (%)	100	95	Respond, record, or rectify every complaint raised within 48 hours. LAs should keep reasonable stock of spares required to fix routine breakdowns. Complaints segregation and tracking is important daily.
3.8 Operating Cost Recovery in SWM Services (%)	115	100	LAs should set their tariffs such that they are able to cover all their operating costs, creating a reserve for recapitalisation.
3.9 Efficiency in Collection of SWM Charges (%)	100	80	LAs should put in place measures to ensure that they collect all billed revenues. These may include instant billing, friendly payment platforms and debt collection policies. An accrual accounting system should be in place, capable of separating arrears from current revenues. All LAs should have an efficient Enterprise Resource Planning (ERP) system suitable for their size and functions.
3.10 Maintenance Coverage Ratio (%)	20	20	Budget provisions should be in place for spontaneous or planned maintenance to achieve economic lifespan of machinery/equipment. A standard maintenance management system to be in place.
3.11 Coverage of Receptacles (%)	100	100	Approved receptacles are 150-micron size plastic bag; 85 litres plastic or metal bins with a lid and skip bins. All LAs should ensure availability of bins in commercial areas and public places.



ROADS, DRAINAGE AND PUBLIC LIGHTING

4. Minimum Standards for ROADS, DRAINAGE AND PUBLIC LIGHTING Indicators

Performance indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
4.1 Coverage of Road Network (%)	100	80	All properties should have access to approved or gazetted roads. In rural areas the minimum distance to an approved road should be 5 km radius. Key roads in a service area should be on approved layout plans or gazetted in terms of the Roads Act (Chapter 13:18).
4.2 Condition of Roads (%)	100	60	All types of roads should be in good condition, trafficable with no potholes or other deformities to allow smooth rides for drivers and passengers. The Visual Condition Index (VCI) should be minimum 55%, the gravel wearing course is not less than 50 mm and protects the public from excessive dust. The desirable state of road should meet Southern Africa Transport and Communications Commission (SATCC) standards.
4.3 Adequacy of Carriageway Markings (%)	100	40	All sealed roads should be marked to SATCC standards.
4.4 Coverage of Controlled Intersections (%)	100	80	All controlled intersections should have proper signage and functional traffic lights as per SATCC standards.
4.5 Functionality of Stormwater Drainage System (%)	100	70	Stormwater drains should not be blocked or defective, resulting in incidences of water logging. No cultivation should be allowed in road servitudes as this affects drainage ways. LAs should keep up to date drainage masterplans.
4.6 Coverage of Public Lighting (%)	100	75	Public lighting should be equivalent to South African National Standards SANS 10098-1&2 Public Lighting standards, making sure that all roads and public spaces requiring lights are covered.
4.7 Efficiency in Satisfactory Response/Reaction to Customer Complaints (%)	100	95	Respond, record, and rectify every complaint raised within 48 hours. LAs should keep reasonable stock of spares/ materials required to fix routine breakdowns. Complaints segregation and daily tracking is important.
4.8 Roads Maintenance Coverage Ratio (%)	100	80	The local authority should allow for periodic and preventive maintenance of roads and public safety infrastructure. All Local Authorities should have an annual maintenance plan and budget for roads and public safety



5. Minimum Standards for CORPORATE GOVERNANCE Indicators

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
5.1 Proportion of Total Expenditure Dedicated to Service Delivery (%)	70	70	Local authorities should prioritize the delivery of essential services to residents over the payment of salaries and other operational costs. The recommended ratio for expenditure on service delivery versus expenditure on remunerations will be 70:30 (or 70%). Every local authority will have an approved programme-based budget that is IPSAS-compliant. Budget heads related to all services are clearly separated and cost allocation standards for common costs should be in place. The accrual-based double entry accounting system is practiced. Accounting standards comparable to commercial accounting standards, with clear guidelines for recognition of income and expenditure, are followed. Accounting and budgeting manuals are in place and are adhered to.
5.2 Efficiency in Human Resources Management (%)	90	75	LAs should have adequate and substantive staff with suitable qualifications at all levels. The following represents minimum acceptable performance: Existence of a Human Capital strategy Skills audit report Job evaluation report Regular payment of salaries Code of conduct Performance contracts and regular appraisals Key HR policies, including Recruitment and Promotion policy Approved organogram

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
5.3 Availability of Estates and Development Planning Policies (%)	100	100	LAs should ensure that all developments in their areas of jurisdiction are complying with all relevant laws and regulations on development control such as the Regional, Town and Country Planning Act (Chapter 29:12), the Model Building By-Laws, the Environmental Management Act (Chapter 20:27) and the Environmental Impact Assessment regulations. The following should be the minimum: Existence of a current valuation roll Existence of a current master plan Existence of local development plans Existence of local environmental action plan Existence of a strategic plan
5.4 Extent of Gender Mainstreaming (%)	100	50	LAs should have a gender policy and a gender desk/focal person. They should ensure that there is balance in the number of women in middle and senior management positions versus total number of staff in middle and senior management positions. They should actively promote the employment of People With Disabilities (PWD) in council or their area of jurisdiction. A gender mainstreaming budget will be developed and its implementation monitored.
5.5 Adherence to Mandatory Council Meetings and Policies (%)	100	100	All LAs should ensure 100% compliance on council meetings; with the existence of a resolutions register, 100% implementation of resolutions, signed minutes, notice and agenda of meetings. Existence of mandatory council policies, ZACC policies, by-laws covering 60 mandates as covered in the Urban Councils Act (Chapter 29:15) and Rural District Councils Act (chapter 29:13).
5.6 Extent of Payment of Statutory Obligations (%)	100	100	LAs should ensure compliance with statutory obligations such as VAT, PSIP loans, bank loans and other deductions, PAYEE, NSSA, Pensions, Withholding tax, ZIMDEF, Insurance of assets. They should maintain compliance certificates or other forms of proof for these payments.
5.7 Status of Audited Accounts (%)	100	100	All LAs should produce and submit draft financial statements to the Comptroller and Auditor General within 60 days of end of each financial year as guided by the governing laws and directives.
5.8 Financial Sustainability (%)	100	80	A LA shall have an approved budget that is programme-based budgeting compliant and gender responsive. LAs should endeavour to achieve sustainability in financial management. They should ensure adherence to budgeted expenditure and charge reasonable cost recovery tariffs. Efficiency in billing of all properties and services is crucial and all billed current revenues should be collected and arrears minimised. They should demonstrate adherence to Annual Procurement Plan, Debt and Creditors Management policy, and Internal Audit Plans. Liquidity ratio should be kept within limits of financial best management practices.

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
5.9 Extent of E-governance (%)	100	60	LAs should endeavour to be current in terms of implementation of ICT technologies and utilise E-Governance to enhance their service delivery. All LAs should have an efficient Enterprise Resource Planning (ERP) system suitable for their size and functions. Cyber-security and disaster recovery, back-up infrastructure should be in place. The following represents minimum performance: Extent of Utilisation of ERP. Availability of ICT gadgets for all employees whose duties need them Up-to-date and functional website Presence of Social Media platforms Presence of interactive platforms Availability of online payment platforms Availability of Call Centre Existence of corporate emails Existence of ICT infrastructure for Disaster Recovery and Reduction procedures Existence of cyber-security protection systems/measures Usage of genuine licenced software
5.10 Efficiency in Asset Management (%)	100	70	LAs should manage their assets in a way that ensures they are utilized efficiently, maintained effectively, and contribute to the overall performance and service delivery of the local authority. They should maintain an up-to-date asset register that is IPSAS-compliant. The following constitute good management practice: Availability of asset register and in the right format. Accurate and up-to-date asset register External and Internal Audit records to validate the value in the register available. Physical location of the asset can be traced. Proof of regular maintenance and repairs available. Electronic system to manage assets available. Assets management and replacement policy and proof of implementation available. Asset risk of failure analysis done.



6. Minimum Standards for ENVIRONMENTAL STEWARDSHIP AND BEAUTIFICATION Indicators

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
6.1 Extent of Veld Fires (%)	0	1	Pre-suppression and suppression methods should follow the Forest Act (Chapter 19:05) whilst reporting should align with EMA guidelines. Fire protection by-laws should be in place. A fire management and response plan should be in place and veld fire reports compiled and actioned. A Local Environmental Action Plan (LEAP) should be available and updated every 5 years.
6.2 Wetlands Sustainably Managed (%)	100	80	LAs should ensure all designated and gazetted wetlands are protected and managed in accordance with RAMSAR standards and EMA regulations. They should have current wetland management and rehabilitation plans.
6.3 Extent of Land Reclaimed (%)	100	60	LAs should use proper reclamation materials that are environmentally acceptable and in line with EMA Standards. They should have current Land Reclamation plans and related by-laws on land degradation.

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
6.4 Extent of Forestation (%)	100	80	Forestation should be in line with the Forest Act Chapter 19:05 and proper cultural practices. LAs should institute Land Forestation plans and enact by-laws to actively promote the continuous planting of suitable trees and combat deforestation in their areas.
6.5 Adherence to Environmental Campaigns (%)	100	100	Environmental Campaigns aim at removing waste, raising environmental protection awareness, and potential fundraising. The Environmental Campaigns should address challenges such as low waste collection coverage, irregular collection services, open dumping, and burning. Success indicators may include the number and types of participants, amount of refuse collected, area cleaned, time spent, and the impact on the targeted area.
6.6 Compliance to EIA Requirements (%)	100	100	Development should not take place at the expense of the environment. All developments should comply with the Environmental Management Act (Chapter 20:27), Sections 97 and 100. LAs should keep an up-to-date database of all developments prescribed for EIA in their areas.
6.7 Efficiency in Satisfactory Response/ Reaction to Customer Complaints (%)	100	95	Respond, record, and rectify every complaint raised within 48 hours. LAs should keep reasonable stock of spares/materials required to fix routine breakdowns. Complaints segregation and tracking is important daily.
6.8 Extent of Beautification of Local Authority Areas (%)	90	60	Public spaces must be free from litter, graffiti, and debris at all times. Regular waste collection schedules should be adhered to, with a minimum of 90% compliance. LAs should ensure a minimum of 20% of urban land is allocated to parks, gardens, or other green spaces. Conduct quarterly assessments of greenery health and maintenance. Local authorities must hold at least two community consultations annually to gather feedback on beautification projects. They should encourage active participation in initiatives like tree planting and clean-up campaigns. Roads, sidewalks, and public facilities must meet minimum service delivery standards outlined in the Urban Councils Act and Rural District Councils Act. Urban renewal projects should prioritize modernised infrastructure that enhances aesthetic appeal. LAs should implement a digital system for tracking beautification progress, including photographic evidence and citizen reports. They should submit quarterly reports to the Ministry of Local Government and Public Works detailing achievements and challenges. LAs should ensure beautification efforts involve women, youth, and marginalized groups through targeted programs. They should design safe and accessible public spaces for all demographics.



7. Minimum Standards for PUBLIC HEALTH Indicators

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
7.1 General Health Facilities Availability (#/10,000 people)	2	1.8	General health facilities availability refers to the physical presence of delivery of services that meet a minimum standard. Availability comprises health infrastructure (facilities). It does not include mobile service delivery points and non-formal services, such as traditional healers. Comprehensiveness, accessibility, coverage, continuity and quality of primary health care services as stipulated by Ministry of Health and Child Care standards. One health facility should be provided per 10,000 people. Maximum distance travelled to nearest health centre: 10 km radius (rural), and 5 km radius (urban).
7.2 Service-specific Availability (%)	100	80	Service-specific availability refers to whether or not a specific service is offered. Availability is captured by the proportion of services offering a specific service and the density of the facilities offering the service per 10,000 people. Primary health care specific services include family planning, antenatal care, safe delivery, child health, HIV/AIDS, tuberculosis, malaria, chronic conditions, small surgery and community-based services and should be offered at all council primary health facilities.

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
7.3 Health Workforce per 10,000 Population (#)	45	25	Health workforce refers to all people engaged in actions whose primary intent is to enhance health. These human resources include clinical staff, such as doctors, nurses, pharmacists, environmental health practitioners and other professional staff, but does not include support staff. Resources permitting, health workforce levels should align with WHO Global Human Resources for Health (HRH) Strategy: Workforce 2030.
7.4 Availability of Health Information (%).	100	95	This refers to the capacity for capturing, analysis, synthesis and validation of health data feeding into national health statistical systems. All health facilities should submit timely, complete, and accurate reports to next level.
7.5 Availability of Essential Medicines (%)	100	75	All LAs primary health facilities should maintain sufficient stocks of the 14 essential medicines, as specified by the World Health Organisation standards.
7.6 Adequacy of Health Financing (US\$ per capita per year)	86	60	The sum of all health expenditures in a Local Authority area includes all sources of funds - external, government, and non-government including household out-of-pocket payments. The total health expenditure per capita should progressively build up to \$86 per capita as per WHO benchmarks.
7.7 Efficiency in Satisfactory Response/ Reaction to Customer Complaints (%)	100	95	Respond, record, and rectify every complaint raised within 48 hours. LAs should keep reasonable stock of spares/materials required to fix routine breakdowns. Complaints segregation and tracking is important daily.
7.8 Proportion of Compliant Business Premises (%)	100	100	LAs should carry out annual and periodic surveys of all business properties and maintain an up-to-date electronic database of all traders in their areas. All business premises should comply with Public Health statutory requirements and only allowed to operate after getting a trading license from the LA.
7.9 Proportion of Functional Public Toilets (%)	100	100	All public places such as shopping centres, home industries and market places, should have access to a functional public toilet, with adequate water and hand washing facilities)/ pay toilets. They should maintain monthly inspection or survey reports on the condition and functionality of all public toilets. LAs should device innovative methods to ensure reasonable access by the poor/old whilst ensuring continued functionality of public toilets at all times of the day, thus curbing open defecation and urination in public places.
7.10 Proportion of Schools with Basic WASH Services (%)	100	100	All schools must have basic WASH services: 1. Basic Water: Access to clean drinking water 2. Basic Sanitation: Access to functional toilets and sanitation facilities (including age-appropriate facilities for ECD classes) 3. Basic Hygiene: Access to handwashing facilities and menstrual hygiene practices

8. Minimum Standards for HOUSING AND SOCIAL AMENITIES Indicators

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
8.1 Adequacy of Primary Education Facilities (Urban) (%)	100	75	Provision of one primary school for every 500 residential properties for urban areas.
8.2 Adequacy of Primary Education Facilities (Rural - Mines, Large Estates, Rural Townships and Growth Points) (%)	100	75	Provision of one primary school for every 500 residential properties.
8.3 Adequacy of Primary Education Facilities (Rural - Communal and Resettlement Areas) (%)	100	75	Provision of one primary school within 5 km radius in communal areas and resettlement areas.
8.4 Adequacy of Secondary Educational Facilities (%)	100	75	At least one secondary school for 3-5 primary schools.
8.5 Adequacy of Community Amenities (%)	100	75	All residential areas should have reasonable access to community facilities as stipulated by the National Human Settlements Policy and the Regional Town and Country Planning Act (Chapter 29:12). Recreational Parks and community centres/halls – 1 per suburb/neighbourhood/township/ward Stadiums - 1 homologated per town Cemeteries - 1 high, low density, crematorium per town Vendor marts/home industries as per designated sites and planned stands.
8.6 Coverage of Functional Settlements (%)	100	80	This is the provision of housing on fully serviced stands complying with planning standards and human settlements policy. This includes topographical surveys, approved layout plans, title survey and services (water supply, sewerage, trafficable roads, storm water drainage, public lighting). Use of GIS is key and encouraged.
8.7. Extent of Urban Renewal (%)	100	80	LAs should institute programmes and policies to ensure that dilapidated housing, social, industrial and commercial infrastructure are continuously upgraded. LAs should have current Property Assessment Survey reports and implementation plans.

Performance Indicator	2030 Benchmark	2026 Target Indicator	Minimum Performance Standard
8.8 Extent of Title Surveyed Properties (%)	100	80	All properties in urban and urbanised areas (growth points, rural service centres, peri-urban developments) should be title surveyed to enable owners to secure title deeds.
8.9. Efficiency in Satisfactory Response/Reaction to Customer Complaints (%)	100	95	Councils should have a citizen focus, responding or redressing their complaints within 48 hours. Respond, record, and rectify every complaint raised as per the Council's Client Service Charter. Complaints segregation and daily tracking is important.
8.10 Operating Cost Recovery in Billed Housing and Community Services (%)	100	100	LAs should set their tariffs such that they are able to cover all their operating costs.
8.11 Efficiency in Collection of Housing and Community Services Charges (%)	95	80	Collection records are maintained for each billing cycle. LAs should put in place measures to ensure that they collect all billed revenues. These may include smart ICT gadgets, instant billing, payment platforms and debt collection policies. An accrual accounting system should be in place, capable of separating arrears from current revenues. All LAs should have an efficient Enterprise Resource Planning (ERP) system suitable for their size and functions.
8.12 Maintenance Coverage Ratio (%)	20	15	Budget provision for spontaneous or planned maintenance to achieve economic lifespan of amenities and properties.



C. REPORTING FRAMEWORK

1. Reporting Framework for WATER SUPPLY Indicators

Performance indicator	Frequency of measurement by Council	Frequency of reporting within council	Frequency of reporting to Provincial/ Central Government	Jurisdiction for measurement by council	Jurisdiction for reporting within council	Jurisdiction for reporting to Provincial/ Central Government
1.1 Coverage of Basic Water Supply (%)	Quarterly	Quarterly	Annually	Suburbs/ ward	LA level	LA level
1.2 Average Per Capita Water Supply (litres/per capita/day)	Quarterly	Quarterly	Annually	Suburbs/ ward	LA level	LA level
1.3 Extent of Metering of Water Connections (%)	Quarterly	Quarterly	Annually	Suburbs/ ward	LA level	LA level
1.4 Efficiency in Meeting Water Demand	Monthly	Monthly	Quarterly	LA level	LA level	LA level
1.5 Extent of Non-Revenue Water (NRW) (%)	Monthly	Monthly	Quarterly	DMA level	LA level	LA level
1.6 Average Hours of Continuous Access to Water Per Day (hours/day)	Weekly	Monthly	Quarterly	LA level	LA level	LA level
1.7 Quality of Water Supplied (%)	Monthly	Monthly	Quarterly	LA level	LA level	LA level
1.8 Efficiency in Satisfactory Response/ Reaction to Customer Complaints (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
1.9 Operating Cost Recovery in Water Supply Services (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
1.10 Efficiency in Collection of Water Supply-Related Charges (%)	Monthly	Monthly	Quarterly	LA level	LA level	LA level
1.11 Maintenance Coverage Ratio (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level

2. Reporting Framework for SANITATION MANAGEMENT Indicators

Performance indicator	Frequency of measurement by Council	Frequency of reporting within council	Frequency of reporting to Provincial/ Central Government	Jurisdiction for measurement by council	Jurisdiction for reporting within council	Jurisdiction for reporting to Provincial/ Central Government
2.1 Coverage of Toilets (%)	Quarterly	Quarterly	Annually	Suburbs/ village	LA level	LA level
2.2 Coverage of Properties with Adequate Sanitation Services (%)	Quarterly	Quarterly	Annually	Suburbs/ village	LA level	LA level
2.3 Collection Efficiency of Sanitation System (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
2.4 Adequacy of Treatment Capacity of Sanitation System (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level

Performance indicator	Frequency of measurement by Council	Frequency of reporting within council	Frequency of reporting to Provincial/Central Government	Jurisdiction for measurement by council	Jurisdiction for reporting within council	Jurisdiction for reporting to Provincial/Central Government
2.5 Quality of Treatment of Sanitation System (%)	Monthly	Quarterly	Annually	LA level	LA level	LA level
2.6 Extent of Reuse and Recycling in Sanitation System (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
2.7 Efficiency in Satisfactory Response/Reaction to Customer Complaints (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
2.8 Operating Cost Recovery in Sanitation Management (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
2.9 Efficiency in Collection of Sanitation Charges (%)	Monthly	Monthly	Quarterly	LA level	LA level	LA level
2.10 Maintenance Coverage Ratio (%)	Quarterly	Quarterly	Annually	LA level	La level	LA level

3. Reporting Framework for SOLID WASTE MANAGEMENT Indicators

Performance indicator	Frequency of measurement by Council	Frequency of reporting within council	Frequency of reporting to Provincial/Central Government	Jurisdiction for measurement by council	Jurisdiction for reporting within council	Jurisdiction for reporting to Provincial/Central Government
3.1 Coverage of Door-to-Door Waste Collection Services (%)	Monthly	Monthly	Quarterly	Suburb	LA level	LA level
3.2 Proportion of Rural Homesteads with Adequate Solid Waste Disposal Facilities (%)	Quarterly	Quarterly	Annually	Ward/suburb	LA level	LA level
3.3 Efficiency of Collection of Solid Waste (%)	Monthly	Monthly	Quarterly	Suburb/ward	LA level	LA level
3.4 Extent of Segregation of Solid Waste (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
3.5 Extent of Recovery of Solid Waste Collected (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
3.6 Extent of Scientific Disposal of Waste at Landfill/Alternative Sites (%)	Annually	Annually	Annually	LA level	LA level	LA level
3.7 Efficiency in Satisfactory Response/Reaction to Customer Complaints (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
3.8 Operating Cost Recovery in SWM Services (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
3.9 Efficiency in Collection of SWM Charges (%)	Monthly	Monthly	Quarterly	LA level	LA level	LA level
3.10 Maintenance Coverage Ratio (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
3.11 Coverage of Receptacles (%)	Monthly	Quarterly	Annually	LA level	LA level	LA level

4. Reporting Framework for ROADS, DRAINAGE AND PUBLIC LIGHTING Indicators

Performance indicator	Frequency of measurement by Council	Frequency of reporting within council	Frequency of reporting to Provincial/ Central Government	Jurisdiction for measurement by council	Jurisdiction for reporting within council	Jurisdiction for reporting to Provincial/ Central Government
4.1 Coverage of Road Network (%)	Annually	Annually	Annually	Ward/ suburb	LA level	LA level
4.2 Condition of Roads (%)	Quarterly	Quarterly	Quarterly	Ward/ suburb	LA level	LA level
4.3 Adequacy of Carriageway Markings (%)	Monthly	Quarterly	Annually	Ward/ suburb	LA level	LA level
4.4 Coverage of Controlled Intersections (%)	Monthly	Quarterly	Annually	Ward/ suburb	LA level	LA level
4.5 Functionality of Stormwater Drainage System (%)	Quarterly	Quarterly	Annually	Ward/ suburb	LA level	LA level
4.6 Coverage of Public Lighting (%)	Quarterly	Quarterly	Annually	Ward/ suburb	LA level	LA Level
4.7 Efficiency in Satisfactory Response/Reaction to Customer Complaints (%)	Monthly	Monthly	Annually	Ward/ suburb	LA level	LA Level
4.8 Roads Maintenance Coverage Ratio (%)	Quarterly	Quarterly	Annually	Ward/ suburb	LA level	LA Level

5. Reporting Framework for CORPORATE GOVERNANCE Indicators

Performance indicator	Frequency of measurement by Council	Frequency of reporting within council	Frequency of reporting to Provincial/ Central Government	Jurisdiction for measurement by council	Jurisdiction for reporting within council	Jurisdiction for reporting to Provincial/ Central Government
5.1 Proportion of Total Expenditure Dedicated to Service Delivery (%)	Monthly	Monthly (Urban)/ Quarterly (Rural)	Quarterly	LA Level	LA level	LA Level
5.2 Efficiency in Human Resources Management (%)	Monthly	Monthly (Urban)/ Quarterly (Rural)	Quarterly	LA Level	LA level	LA Level
5.3 Availability of Estates and Development Planning Policies (%)	Quarterly	Quarterly	Annually	LA Level	LA level	LA Level
5.4 Extend of Gender Mainstreaming (%)	Quarterly	Monthly (Urban)/ Quarterly (Rural)	Quarterly	LA Level	LA level	LA Level
5.5 Adherence to Mandatory Council Meetings and Policies (%)	Quarterly	Quarterly	Annually	LA Level	LA level	LA Level
5.6 Extent of Payment of Statutory Obligations (%)	Monthly	Monthly	Quarterly	LA Level	LA level	LA Level
5.7 Status of Audited Accounts (%)	Annually	Annually	Annually	LA Level	LA level	LA Level
5.8 Financial Sustainability (%)	Monthly	Monthly	Quarterly	LA Level	LA level	LA Level
5.9 Extent of E-governance (%)	Quarterly	Quarterly	Quarterly	LA Level	LA level	LA Level
5.10 Efficiency in Asset Management (%)	Quarterly	Quarterly	Annually	LA Level	LA level	LA Level

6. Reporting Framework for ENVIRONMENTAL STEWARDSHIP AND BEAUTIFICATION Indicators

Performance indicator	Frequency of measurement by Council	Frequency of reporting within council	Frequency of reporting to Provincial/ Central Government	Jurisdiction for measurement by council	Jurisdiction for reporting within council	Jurisdiction for reporting to Provincial/ Central Government
6.1 Extent of Veld Fires (%)	Incidental	Monthly	Quarterly	Ward	Ward	LA Level
6.2 Wetlands Sustainably Managed (%)	Quarterly	Quarterly	Annually	LA level	LA Level	LA level
6.3 Extent of Land Reclaimed (%)	Quarterly	Quarterly	Annually	LA Level	LA Level	LA Level
6.4 Extent of Forestation (%)	Quarterly	Quarterly	Annually	Ward	Ward	LA Level
6.5 Adherence to Environmental Campaigns (%)	Monthly	Monthly	Quarterly	Ward	Ward	LA Level
6.6 Compliance to EIA Requirements (%)	Quarterly	Quarterly	Quarterly	Ward	Ward	LA Level
6.7 Efficiency in Satisfactory Response/Reaction to Customer Complaints (%)	Monthly	Monthly	Quarterly	Ward	Ward	LA Level
6.8 Extent of Beautification of Local Authority Areas (%)	Monthly	Monthly	Quarterly	Ward	Ward	LA Level

7. Reporting Framework for PUBLIC HEALTH Indicators

Performance indicator	Frequency of measurement by Council	Frequency of reporting within council	Frequency of reporting to Provincial/ Central Government	Jurisdiction for measurement by council	Jurisdiction for reporting within council	Jurisdiction for reporting to Provincial/ Central Government
7.1 General Health Facilities Availability (#)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
7.2 Service-specific Availability (%)	Monthly	Quarterly	Annually	LA level	LA level	LA level
7.3 Health Workforce per 10,000 Population (#)	Quarterly	Quarterly	Quarterly	LA level	LA level	LA level
7.4 Availability of Health Information (%).	Monthly	Monthly	Quarterly	LA level	LA level	LA level
7.5 Availability of Essential Medicines (%)	Monthly	Monthly	Quarterly	Suburbs	Ward level	LA level
7.6 Adequacy of Health Financing (%)	Monthly	Quarterly	Annually	LA level	LA level	LA level
7.7 Efficiency in Satisfactory Response/Reaction to Customer Complaints (%)	Monthly	Monthly	Quarterly	LA level	Ward level	LA level
7.8 Proportion of Compliant Business Premises (%)	Monthly	Monthly	quarterly	LA level	Ward level	LA level
7.9 Proportion of Functional Public Toilets (%)	Monthly	Monthly	Quarterly	LA level	Ward level	LA level
7.10 Proportion of Schools with Basic WASH Services (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level

8. Reporting Framework for HOUSING AND SOCIAL AMENITIES Indicators

Performance indicator	Frequency of measurement by Council	Frequency of reporting within council	Frequency of reporting to Provincial/ Central Government	Jurisdiction for measurement by council	Jurisdiction for reporting within council	Jurisdiction for reporting to Provincial/ Central Government
8.1 Adequacy of Primary Education Facilities (Urban) (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
8.2 Adequacy of Primary Education Facilities (Rural - Mines, Large Estates, Rural Townships and Growth Points) (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
8.3 Adequacy of Primary Education Facilities (Rural - Communal and Resettlement Areas) (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
8.4 Adequacy of Secondary Educational Facilities (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level
8.5 Adequacy of Community Amenities (%)	Monthly (Urban)/ Quarterly (rural)	Monthly (Urban)/ Quarterly (Rural)	Annually	LA level	LA level	LA level
8.6 Coverage of Functional Settlements (%)	Monthly (Urban)/ Quarterly (rural)	Monthly (Urban)/ Quarterly (Rural)	Quarterly	LA level	LA level	LA level
8.7. Extent of Urban Renewal (%)	Monthly	Quarterly	Annually	LA level	LA level	LA level
8.8 Extent of Title Surveyed Properties (%)	Monthly (Urban)/ Quarterly (rural)	Monthly (Urban)/ Quarterly (Rural)	Quarterly	LA level	LA level	LA level
8.9. Efficiency in Satisfactory Response/Reaction to Customer Complaints (%)	Monthly	Monthly	Quarterly	LA level	LA level	LA level
8.10 Operating Cost Recovery in Billed Housing and Community Services (%)	Monthly	Quarterly	Quarterly	LA level	LA level	LA level
8.11 Efficiency in Collection of Housing and Community Services Charges (%)	Monthly	Monthly	Quarterly	LA level	LA level	LA level
8.12 Maintenance Coverage Ratio (%)	Quarterly	Quarterly	Annually	LA level	LA level	LA level

NOTES

This image shows a full page of a document template designed for handwriting practice or general note-taking. It consists of approximately 30 evenly spaced horizontal dotted lines across the entire width of the page. The background is plain white, and there are no margins, headers, footers, or other markings present.