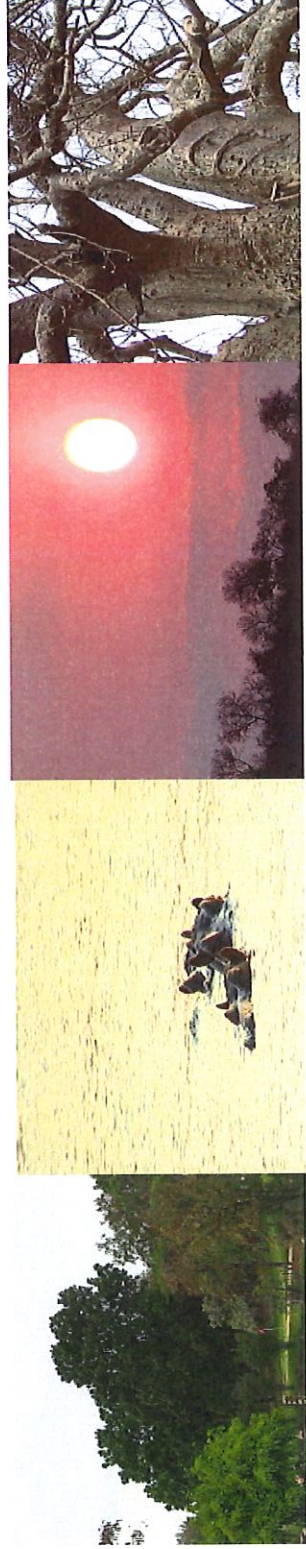


# BA-PHALABORWA LOCAL MUNICIPALITY



## 2019-2020 FIRST QUARTER PERFORMANCE REPORT



*“Provision of quality services for community well-being and*

*The Home of Marula and Wildlife Tourism*

## 1. Introduction

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The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.”

## 2. Legislation

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The Municipal Finance Management Act (MFMA) defines a Service Delivery and Budget Implementation Plan (SDBIP) as: a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- (a) Projections for each month of-
  - (i) Revenue to be collected, by source; and
  - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

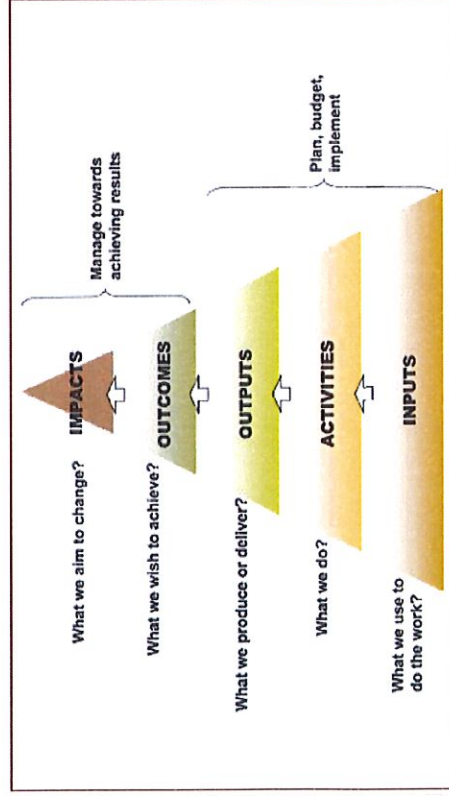
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote<sup>1</sup> \*
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

### 3. Methodology And Content

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Ba-Phalaborwa Local Municipality (BLM) is aligned to the Key Performance Areas (KPAs) as prescribed by the Performance Management Guide for Municipalities of 2001, with the addition of Spatial Rationale as another KPA to be focused upon.

The methodology followed by BLM in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information.





#### 4. Strategic Intent

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**Vision:**

***“Provision of quality services for community well-being and tourism development***

**Mission:**

***“To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance”***

**Values**

- Efficiency and effectiveness;
- Accountability;
- Innovation and creativity;
- Professionalism and hospitality;
- Transparency and fairness;
- Continuous learning and
- Conversation conscious



Strategic objectives:

- Promotion of local economy
- Provision of sustainable integrated infrastructure land services
- Sustain the environment
- Improve financial viability
- Good corporate governance and public participation and
- Attract, develop and retain best human capital

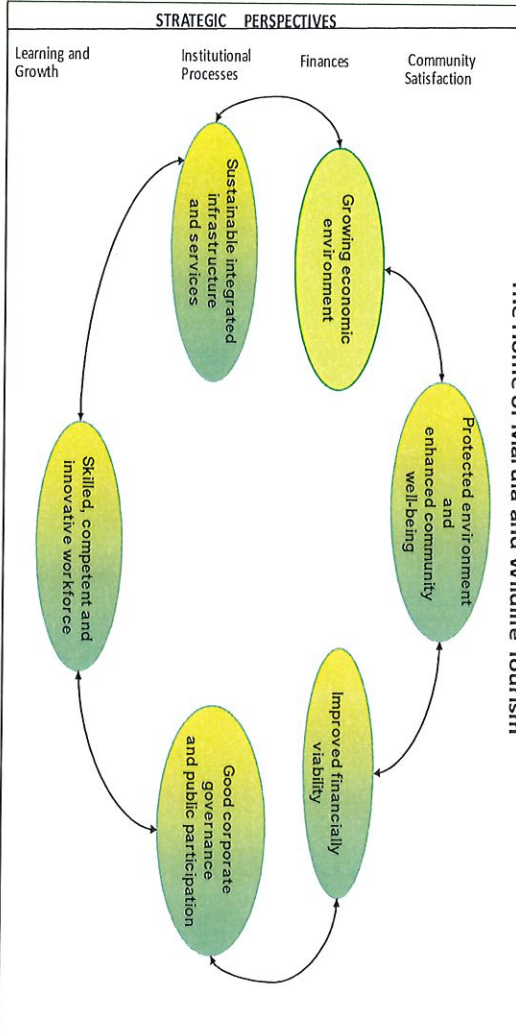
Slogan:

*“The home of Marula and wildlife tourism”*

*The strategic objectives are spread across the four perspectives as indicated through the strategic map below:*

**“Provision of quality services for community well-being and tourism development”**

The Home of Marula and Wildlife Tourism



# **ACCOUNTING OFFICER'S ASSESSMENT OF PERFORMANCE**

## **1. BACKGROUND OF THE REPORT**

Section 72 of the Local Government: Municipal Finance Management Act, 56 of 2003, requires that the accounting officer of a municipality must by the end of each year assess the performance of the municipality and submit a report on each assessment to the mayor of the municipality; the National Treasury; and the relevant provincial treasury.

In terms of Section 72 (2) of the Act, this report is accompanied by a statement compiled in terms of the provisions of Section 71(1).

## **2. MUNICIPAL FIRST QUARTER PERFORMANCE AS PER THE ASSESSMENT**

The municipality used the top layer SDBIP as approved for implementation during the 2019/20 financial year. The SDBIP is used as a performance monitoring tool for the implementation of the IDP and Budget. The performance target reflected in the SDBIP is as per the IDP objectives. The Administration component is responsible for implementation of the SDBIP and the Political component is responsible for providing oversight. This is done through regular reporting to Council.



Key Performance Area	First Quarter Target	Target Achieved	Target not Achieved	Target not Performed	% Achievement
Spatial Rationale	2	1	1	0	50%
Basic Services Delivery	11	5	5	1	45%
Municipal Financial Viability	9	8	1	0	89%
Local Economic Development	6	5	1	0	83%
Municipal Transformation and Institutional Development	5	3	2	0	60%
Good Governance and Public Participation	26	23	1	2	88%
<b>Total</b>	<b>59</b>	<b>45</b>	<b>11</b>	<b>3</b>	<b>76%</b>

### 3. PERFORMANCE ANALYSIS

**First Quarter target 59 /Target Achieved 45 =76%**



### Monthly projections of revenue for each source

Sources of Revenue	2019/20 Monthly Projections				Challenges	Corrective measures/ Interventions	Evidence Required
	First Quarter target	First Quarter Actual Performance	First Quarter Performance Variance	R:000			
Property Rates	34 882	34 491	(391)	None	Deviation not material	Finance report	
Service charges – electricity	34 910	21 131	(13 779)	Low collection on electricity due to illegal connection	Continue to investigate and audit electricity meters	Finance report	
Service Charges – Refuse	5 018	4 297	(721)	Culture of non-payment of services	Debt collectors are in place	Finance report	
Rental of Facilities and Equipment	134	125	(9)	None	None	Finance report	
Interest on external Investments	551	918	367	None	Target exceeded/ Projections to be adjusted upwards during adjustment budget	Finance report	
Interest Earned – Outstanding Debtors	17 509	5 381	(12 128)	Culture of non-payment of services	Debt collectors are in place	Finance report	
Dividends received						Finance report	
Fines	125	32	(93)	Culture of non-payment of services	Projections to be adjusted downwards during adjustment budget	Finance report	
Licenses and Permits	3 281	3 785	504	None	Projections to be adjusted upwards during adjustment budget	Finance report	
Agency services	748	946	198	None	Projections to be adjusted upwards during adjustment budget	Finance report	
Transfers recognised - operational	39 088	64 268	25 180	None	None	Finance report	
Transfers recognised - capital	9 356	7 496	(1 860)	None	None	Finance report	
Other Revenue	500	364	(136)	Culture of non-payment of services	Projections to be adjusted downwards during adjustment budget	Finance report	
<b>Total Revenue by Source</b>	<b>146 104</b>	<b>143 234</b>	<b>(2 869)</b>				



**Monthly Projections of Revenue and Expenditure by Vote: (Operating) First Quarter**

Expenditure and Revenue by Vote	2019-20 First Quarter Target Opex	2019-20 First Quarter Actual Performance	2019-20 First Quarter Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required
Executive and council	14 510	13 874	(636)	None	None	Finance report
Budget and Treasury	22 381	9 877	(12 504)	None	None	Finance report
Corporate Services	13 058	7 198	(5 860)	None	None	Finance report
Community and Social Services	16 080	8 808	(7 272)	None	None	Finance report
Public Safety	3 315	2 730	(585)	None	None	Finance report
Economic and Environmental Services	4 258	3 698	(560)	None	None	Finance report
Road Transport	24 450	6 435	(18 015)	None	None	Finance report
Electricity	33 688	20 113	(13 575)	None	None	Finance report
Waste Management	2 308	2 077	(231)	None	None	Finance report
<b>Total by Vote</b>	<b>134 048</b>	<b>74 811</b>	<b>(59 237)</b>			

Monthly Projections of Revenue and Expenditure by Vote: (Capital) First Quarter

Expenditure and Revenue by Vote	2019-20 First Quarter Target Capex	2019-20 First Quarter Actual Performance	2019-20 First Quarter Actual Performance Variance	Remarks/Challenges	Corrective measures	Evidence Required
Executive and council						Finance report
Budget and treasury office						Finance report
Corporate services	838	11	(827)	None	None	Finance report
Community and social services	238			None	None	Finance report
Road transport	7 981	8 608	627	None	None	Finance report
Electricity	3 000		(3 000)	None	None	Finance report
<b>Total by Vote</b>	<b>12 056</b>	<b>8 619</b>	<b>(3 438)</b>			



**Monthly Projections of Revenue and Expenditure by Vote: (Revenue) First Quarter**

Revenue by Vote	2019-20 First Quarter Target Revenue	2019-20 First Quarter Actual Performance	2019-20 First Quarter Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required
Budget and Treasury	87 086	102 842	15 756	Target exceeded	None	Finance Report
Corporate Services	179	431	252	Target exceeded	None	Finance Report
Community and Social Services	4 171	4 825	654	Target exceeded	None	Finance Report
Public Safety	79	31	(48)	Culture of non-payment of services	None	Finance Report
Planning and development	17	97	80	Target exceeded	None	Finance Report
Road Transport	746	8 004	7 258	None	None	Finance Report
Electricity	37 930	21 713	(16 217)	Culture of non-payment of services	Debt collectors are in place	Finance Report
Waste Management	6 366	5 291	(1075)	Culture of non-payment of services	Debt collectors are in place	Finance Report
<b>Total by Vote</b>	<b>136 748</b>	<b>143 234</b>	<b>6 660</b>			



Detailed Institutional Performance Results for 2019/20 First Quarter per Key Performance Areas

Under-Performance	0 - 50%
Partially achieved	50 - 74%
Good Performance	75 - 100%
Over achieved	Over 100%
Non-Performance	

Note:

1. Over achievement Standards does not apply to compliance targets
2. Over achievement standards applies to service delivery targets and core business of the municipality

# **KPA 1: Spatial Rationale**

KPA 1: Spatial Rationale														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance				
1.1.2	Governance and Administration	Sustain the environment	Turnaround time of land use & development applications submitted to Mopani Planning Tribunal by 30/06/2020	Senior Manager Planning & Development	Within 60 days of received	Within 60 of received	Opex	Within 60 of received	0 Within 60 of re application received	0 Applications Within 60 of received	2 Applications in September but not ready to submit due to outstanding documents	None attachment of supporting documents by the applicant	Letters were written to request outstanding documents	Submission Register
1.1.3	Governance and Administration	Sustain the environment	Number of Reviewed Spatial Development Framework by 30/06/2020	Senior Manager Planning & Development	1	1	Opex	1	1	0	Approved by Council in August 2019	None	None	Approved SDF and Council resolution



# **KPA 2: BASIC SERVICE DELIVERY**

KPA 2: SERVICE DELIVERY														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance Variance				
<b>2.1 Electricity</b>														
2.1.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	% on reduction of electricity losses each quarter by 30/06/2020	Senior Manager Technical Services	4,60%	1%	OPEX	0,25%			Losses undetermined due to outstanding information from Eskom and BTO.	Losses cannot be calculated without info from revenue section	Request to Revenue manager to expedite	BPM billing to consumers and Eskom bill
2.1.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on electricity capital funding spent per quarter by 30/06/2020	Senior Manager Technical Services	R15 697 495	R12m	INEP OPEX	R3m	R0m	R3M	Consultations are designs, appointments, busy with their engineering	None	None	Payment Certificates and Expenditure Reports
2.1.3	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of HH with access to electricity by 30/06/2020	Senior Manager Technical	42316	42740	INEG	42316	42316	42316	Connections will only be done in last quarter due to nature of construction projects.	None	None	BPM billing to consumers and Eskom bill
2.1.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of HH receiving free basic electricity by 30/06/2020	Senior Manager Technical	3448	3448	OPEX	3448	3448	3448	Confirmation outstanding from BTO.	BTO to report on matter	Request CFO to expedite information	BPM billing to consumers and Eskom bill
<b>2.2 Roads &amp; Storm Water</b>														
2.2.1	Technical infrastructure	Provision of sustainable integrated	Number of km of gravel roads upgraded to tar	Senior Manager Technical	1,7 km	2,5km	R8,2m	0,625 km	2,25 km's of road was upgrade from	1,625 km	Upgrading from gravel to	2,25 km's of road was	2,25 km's surfaced from gravel	Project Report, Projects



KPA 2: SERVICE DELIVERY														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections			Remarks	Challenges	Intervention	Evidence Required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance				
2.2.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on roads capital funding spent per quarter by 30/06/2020	Senior Manager Technical Services	R15.6m	R8.7 m	CAPEX	R3m	R1,547,877.33	R1,452,122.67	Expenditure of Upgrading from gravel to tar Phase 2 of Tshelang gape to R71.	Upgrading from gravel to tar Phase 2 of Tshelang gape to R71 was the only project under construction.	2.25km's of Phase 2 was the last phase of the Upgrading from gravel to tar 2 of Tshelang gape to R71 under roads projects.	Payment Certificates and Expenditure Reports
		infrastructure and services	by 30/06/2020 Tshelang gape is 2.5km	Services				gravel to tar.			tar Phase 2 of Tshelang gape to R71.	surfaced in the month of September 2019.	to tar.	completion certificates and report
<b>2.3 Parks and Cemetery</b>														
2.3.1	Protect Environment and Community Well being	Sustain the Environment	Number of parks maintained by 30/06/2020 (Impala, Municipal Lapa,Civic Centre and Wild vein )	Senior Manager Community Services	New Indicator	4	OPEX	4	3	1	Contractual dispute with the aborted project by the service provider delayed the performance.	Human capital challenges due to the elderly staff.	Appointment of staff	Maintenance plan and inspection reports N
2.3.2	Protect Environment and Community Well being	Sustain the Environment	Number of cemetery maintained by 30/06/2020 ( Phalaborwa, Lulekani and Namaquala)	Senior Manager Community Services	New Indicator	3	OPEX	3	0	0	Continue with the maintenance	Note	None	Maintenance plan and inspection reports



KPA 2: SERVICE DELIVERY

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance				
2.5.1	Project Environment and Community Well being	Sustain the Environment	Number of quarterly reports submitted for rehabilitation and closure of Phalaborwa landfill site by 30/06/2020	Senior Manager Community Services	New Indicator	4	0PEX	1	1	0	Continue to maintain the landfill	None	None	Quarterly report to council and council resolution
2.5.2	Technical Infrastructure	Provision of sustainable integrated infrastructure and services	Number of households with access to basic waste removal services by 30/06/2020	Senior Manager Community Services	22941	22941	0PEX	22941	22941	0	Improving access on waste removal	None	None	Billing report and collection report in rural areas
2.5.3	Technical Infrastructure	Provision of sustainable integrated infrastructure and services	Number of households receiving free basic waste removal services by 30/06/2020	Senior Manager Community Services	3148	3148	0PEX	3148	3148	0	Continue in rendering the services	None	None	Billing report and collection report in rural areas

**KPA 3:**

**MUNICIPAL FINANCIAL VIABILITY AND  
MANAGEMENT**



KPA 3: Municipal Financial Viability and Management														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	Evidence Required			2019/20 Quarterly Projections			Evidence Required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks	Challenges	Interventions	
<b>3.1 Financial Management</b>														
3.1.1	Good governance and administration	Good corporate governance and public participation	Number of approved budget planning schedule by 31/08/2019 (legislated date)	Chief Financial Officer	1	1	OPEX	1	1	0	Approved on the 31 <sup>st</sup> of July 2019	None	None	approved budget planning schedule and Council resolution
3.1.5	Good governance and administration	Good corporate governance and public participation	Number of Supply Chain structures / Committees members appointed by 07/07/2019	Municipal Manager	3	3	OPEX	3 (Specific on Evaluation and Adjudication)	3	0	Committees appointed	None	None	Appointment letters of bid committees members
3.1.6	Good governance and administration	Improve financial viability	Number of quarterly movable asset verifications conducted by 30/06/2020	Chief Financial Officer	4	4	OPEX	1	1	0	Verification conducted	None	None	Quarterly assets verifications reports
3.1.7	Good governance and administration	Improve financial viability	Number of S71 reports submitted within 10 days at the end of each month to National and Provincial Treasury by 30/06/2020	Chief Financial Officer	12	12	OPEX	3	3	0	Continue submitting in time	None	None	Monthly financial oversight reports. Proof of submission within 10 days.
3.1.8	Good governance and administration	Improve financial viability	% of improvement in revenue collection monthly (improvement)	Chief Financial Officer	54%	80%	OPEX	20%	67,93%	+47,93%	Increase on the number of disbursements	None	None	Quarterly reports on revenue collection



KPA 3: Municipal Financial Viability and Management

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections					Evidence Required	Interventions	Challenges	Remarks	First Quarter Actual Performance variance	First Quarter Actual Performance	First Quarter target (1 Jul – 30 Sep19)
								Q1	Q2	Q3	Q4								
								Actual	Actual	Actual	Actual								
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2020	Chief Financial Officer	56%	80%	OPEX	20%	4,6%	-15,4%	Increase the number of disconnections	Culture of non-payment Low level of Technical Personnel	Debt Collectors are in place to assist with outstanding debt	Quarterly reports on current debt collection					
3.1.11	Good governance and administration	Improve financial viability	Expenditure spent quarterly on MIG by 30/06/2020	Chief Financial Officer	R29,865m	R30,425m	CAPEX	R 10m	R7,496	R2,504	Actual based on invoices received from Technical Dept	None	None	Finance reports, MIG monitoring report/ payment certificates					
3.1.12	Good governance and administration	Improve financial viability	% of quarterly Municipal Capital Budget spent by 30/06/2020	Chief Financial Officer	73%	100%	OPEX	25%	71%	-46%	On target	None	None	Finance reports					
3.1.13	Good governance and administration	Improve financial viability	% of quarterly Municipal Personnel Budget spent by 30/06/2020	Chief Financial Officer	76%	100%	OPEX	25%	85%	-75%	On target	None	None	Expenditure report					

## **KPA 4:**

# **LOCAL ECONOMIC DEVELOPMENT**



KPA 4: Local Economic Development														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance				
<b>4.1 Job creation</b>														
4.1.1	Economic	Promotion of local economy	Number of jobs created quarterly through capital Projects by 30/06/2020 (Temporary jobs)	Senior Manager Technical Services	149	50	CAPEX	10	96	+86	Target met	None	None	ID Numbers and payment registers.
4.1.2	Economic	Promotion of local economy	Number of full time equivalent jobs created quarterly through EPWP	Senior Manager Technical Services	73	76	OPEX	76	0	-76	Target not met	Delays with the procurement of PPE for commencement of the project.	Improve planning processes to allow realistic procurement times.	ID Numbers and payment registers.
4.1.3	Economic	Promotion of local economy	Number of quarterly LED Forums meetings held by 30/06/2020	Senior Manager Planning and Development	3	4	OPEX	1	1	0	The meeting was held on 15 August 19	None	None	Invitations, Attendance register and minutes
<b>4.2 Enterprise Support</b>														
4.2.1	Economic	Promotion of local economy	Number of SM/MEs supported quarterly through the municipal SCM (procurement) by 30/06/2020	Chief Financial Officer	241	100	OPEX & CAPITAL	25	37	-12	First quarter Target exceeded	None	None	System Generated Expenditure report



KPA 4: Local Economic Development														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance				
4.2.2	Economic	Promotion of local economy	Number of municipal Tourist Statistics/Data Analysis Quarterly Report undertaken by the municipality by 30/06/2020	Senior Manager Planning and Development	3	4	OPEX	1	0	-1	Awaiting the first quarter report from KNP	None	None	Quarterly report, Tourism and Hospitality occupancy reports.
4.3 Tourism Development														
4.3.1	Economic	Promotion of local economy	Number of quarterly municipal tourist promotion and marketing initiatives undertaken by the municipality by 30/06/2020	Senior Manager Planning and Development	3	3	OPEX	1	1	0	September Tourism month activities	None	None	Visitors attendance Registers, Stakeholders engagements report.

# **KPA 5:**

# **Municipal Transformation and Institutional Development**



KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance				
<b>5.1 Organisational Design &amp; Human Resource</b>														
5.1.2	Good governance and administration	Good corporate governance and public participation	Number of HR Policies Reviewed per quarter by 30/06/2020	Senior Manager Corporate Services	7	8	OPEX	2	2	2	Overtime policy, CR 396/19	None	None	Council Resolutions on Reviewed policies and copies of Reviewed Policies.
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Number of prioritised vacant positions to be filled per quarter by 30/06/2020	Senior Manager Corporate Services	61	30	OPEX	5	2	2	Shortlisting of the following positions were held on the 19/09/19 however, the positions were referred to external advertisement.	None	None	Appointments letters, appointment register, details of new employees and copies of adverts
											Superintendent: Operations & Maintenance			



KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections				Evidence Required
								First Quarter target (1 Jul – 30 Sep 19)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks	
<b>5.3 Skills Development</b>												
5.3.2	Good governance and administration	Attract, develop and retain best human capital	Amount of Municipal budget allocated and spent on work skills development per quarter 30/06/2020 (1% legislation)	Senior Manager Corporate Services	R 3 475 578,27	R4071676,58 m	OPEX	R 1 m	499 505,76	500 494,24		Expenditure reports; implementation reports
											Technicians: Electrical	
											The following 12 training interventions were made during the first quarter: - Limpopo Audit & IT training Internal Audit Tools and techniques Public Sector Finance Grap Construction contracts management Event Management	Appoint Service provider in time
											There was a delay in the appointment of the Service Provider to offer MFEMA training.	



KPA 5: Municipal Transformation and Institutional Development														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep 19)	First Quarter Actual Performance	First Quarter Actual Performance variance				
5.4 Performance Management System														
5.4.1	Good	Good	Number of	Municipal	6	6	OPEX	6	6	0	All section	None	None	Copies of
											Social Media Broadcasting IMPSA – SA 22 <sup>nd</sup> Annual Internal Audit Training Water/Waste Water Process Control Plumbing Gartner IT Advance PA's and Secretaries Training Course DMISA Disaster Risk Training			



KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections				Evidence Required
								First Quarter target (1 Jul – 30 Sep 19)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks	
	governance and administration	corporate governance and public participation	S54&56 signing of Annual Performance Agreements by 30/07/2019 (One month after the start of each financial year	Manager								signed Performance Agreements with dates complying the legislated time line & submission letters to COGHSTA.
5.5 OHS												
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of schedule Institutional OHS quarterly meetings by 30/06/2020	Aging Senior Manager Corporate Services	4	4	OPEX	1	1	1	09/07/19	4 Quarterly Reports, minutes and attendance registers

## **KPA 6:**

# **GOOD GOVERNANCE & PUBLIC PARTICIPATION**



KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections				Interventions	Evidence required	
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks			Challenges
<b>6.1 Council and Executive Management</b>														
6.1.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled quarterly Council meetings held by 30/06/2020	Senior Manager Corporate Services	18	7	OPEX	2	3	1	15/07/19(S) 31/07/19(O) 28/08/19(O)	None	Minutes of council meetings, attendance registers	
6.1.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly Exco meetings by 30/06/2020	Senior Manager Corporate Services	15	11	OPEX	3	5	2	15/07/19(S) 30/07/19(O) 31/07/19(S) 27/08/19(O) 26/09/19(O)	None	Minutes of EXCO meetings, attendance registers	
6.1.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled quarterly MPAC meetings held as per legislation by 30/06/2020	Municipal Manager	11	4	OPEX	1	1	0	09-12/09/2019	None	Council Approved MPAC schedule of meetings/Attendance registers Attached	
6.1.4	Good governance and administration	Good corporate governance and public participation	% of MPAC quarterly Resolutions implemented by 30/06/2020	Municipal Manager	64.6%	55%	OPEX	100%	52.8%	-47.2%	To continue Monitoring the implementation of the resolutions	Slow implementation of resolutions	Monitoring the implementations of resolutions	Resolution register



KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections						
								First Quarter target (1 Jul - 30 Sept 19)	First Quarter Actual Performance	First Quarter Actual Performance Variance	Remarks	Challenges	Interventions	Evidence required
6.1.5	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly senior management meetings held by 30/06/2020	Municipal Manager	24	11	OPEX	3	3	0	Meetings were held as per corporate diary	None	None	Minutes of EXCO meetings, attendance registers
6.1.6	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly Portfolio Committee meetings held by 30/06/2020	Municipal Manager	67	55	OPEX	15	15	0	Meetings were held as per corporate diary	None	None	Minutes of Portfolios meetings, attendance registers
6.2 Public Participation and Ward Committees														
6.2.1	Good governance and administration	Good corporate governance and public participation	Number of IDP REP Forum meetings held by 30/06/2020	Municipal Manager	4	4	OPEX	1	1	0	The meeting was held on the 25 July 19	None	None	Attendance registers, agendas, invitations
6.2.2	Good governance and administration	Good corporate governance and public participation	Number of IDP Steering Committee meetings held by 30/06/2020	Municipal Manager	4	4	OPEX	1	1	0	The meeting was held on the 24 July 19	None	None	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of consolidated monthly reports of Ward Committee	Municipal Manager	11	11	OPEX	3	3	0	Continue to hold this meetings	None	None	Consolidated monthly report (Minutes of ward committee



KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections					Interventions	Evidence required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks	Challenges		
			meetings scheduled and convened by 30/06/2020 (Functionality of ward committees)										meetings and attendance register)	
6.2.4	Good governance and administration	Good corporate governance and public participation	Number of quarterly Mayoral izimbizos and public participation by 30/06/2020	Municipal Manager	4	4	OPEX	1	1 ( August )	0	Continue with in reporting back performance of municipality	None	Attendance registers, Imbizo reports	
6.2.5	Good governance and administration	Good corporate governance and public participation	% of complains resolved quarterly by 30/06/2020	Municipal Manager	100%	100%	OPEX	100%					Complains register, batho pele report	
<b>6.3 Corporate Governance</b>														
6.3.1	Good governance and administration	Good corporate governance and public participation	Number of Audit Committee quarterly meetings held by 30/06/2020	Municipal Manager	7	7	OPEX	2	3	+1	Meetings held on the 19 <sup>th</sup> August 2019, 25 August 2019 and 27 September 2019	none	Copies of approved minutes, attendance registers	
6.3.3	Good governance and administration	Good corporate governance and public participation	Number of Audit Steering Committee	Municipal Manager	12	12	OPEX	3	4	+2	Steering Committees held on the	none	Approved minutes and attendance registers.	



KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections					Evidence required	
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks	Challenges		Interventions
	ation	participation	quarterly meetings held by 30/06/2020										(Exco and Management	
6.3.5	Good governance and administration	Good corporate governance and public participation	% Implementation of IA Plan per quarter by 30/06/2020	Chief Executive Audit	100%	100%	OPEX	20%	20%	0	none	none	None	Audit Committee Report to Council.
6.3.6	Good governance and administration	Good corporate governance and public participation	% Implementation of Internal Audit Action Plan by 30/06/2020	Municipal Manager	38%	100%	OPEX	50%	54%	+4%	none	none	None	Internal Audit Follow-up Report
6.3.7	Good governance and administration	Good corporate governance and public participation	Number of quarterly Audit Performance Committees resolutions and Reports presented to Council by 30/06/2020	Chief Executive Audit	4	4	R70000	1	1	0	AC report presented on the 28 August 2019	none	None	Audit Committee Reports
6.3.9	Good governance and administration	Good corporate governance and public participation	Number of 2018/19 AFS and Annual Performance Report	Municipal Manager	1	1	OPEX	1	1	0	Submitted ax per legislation	none	None	Submission letter and copy of final AFS



KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections				Interventions	Evidence required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks		
6.3.12	Good governance and administration	Good corporate governance and public participation	Number of monthly Local Labour Forum meetings held by 30/06/2020	Senior Manager Corporate Services	11	11	OPEX	3	3	3	23/07/19 (O) 22/08/19 (O) 13/09/19 (SP)	None	LLF minutes and attendance register.
<b>6.4 Risk Management, Fraud &amp; Anti-Corruption</b>													
6.4.3	Good governance and administration	Good corporate governance and public participation	Number of quarterly Institutional Risk Management Committee meetings held by 30/06/2020	Municipal Manager	4	4	OPEX	1	2	1	Meetings held on the 05 Aug 2019 12 Sep 2019	None	Minutes of the Risk Committee meeting and attendance register
6.4.4	Good governance and administration	Good corporate governance and public participation	% of fraud and corruption cases reported and investigated within 30 working days by 30/06/2020	Municipal Manager	0%	100%	OPEX	100%	0	0	No case was reported	None	Investigation reports
<b>6.5 HIV/AIDS</b>													
6.5.1	Good governance and administration	Provision of sustainable integrated infrastructure	Number of quarterly outreach programmes	Municipal Manager	18	16	OPEX	4	3	-1	Continue strengthening community awareness	None	Outreach programmes report



KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections			Remarks	Challenges	Interventions	Evidence required
								First Quarter target (1 Jul – 30 Sep 19)	First Quarter Actual Performance	First Quarter Actual Performance variance				
<b>6.6 Security management</b>														
6.6.1	Governance and Administration	Good corporate governance and public participation	Number of quarterly Security Management reports for Safeguarding of Council Assets by 30/06/2020	Municipal Manager	4	4	OPEX	1	1	0	1 <sup>st</sup> quarter report submitted.	None	None	Security Management Reports
<b>6.7 Disaster Management</b>														
6.7.1	Governance and Administration	Good corporate governance and public participation	Number of quarterly disaster awareness campaigns conducted by 30/06/2020	Municipal Manager	4	4	OPEX	1	1	0	Continue conducting awareness	None	None	Agenda, attendance registers
<b>6.9 Integrated Development planning</b>														
6.9.1	Governance and Administration	Good corporate governance and public participation	Number of reviewed IDP/Budget/PMS/MPAC Framework and Process Plan approved by 31/07/2019	Municipal Manager	1	1	OPEX	1	1	0	Approved by Council on 31 July 19	None	None	Council Approved IDP, Budget, PMS Process Plan
<b>6.10 Communication</b>														
6.10.2	Governance and Administration	Advance good corporate	% for submission of information for publishing	Municipal Manager	100%	100%	Opex	100%	100%	0	Process Plan, SDBIP, Performance	None	None	Legislation checklist



KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/20	Budget	2019/20 Quarterly Projections					Interventions	Evidence required
								First Quarter target (1 Jul – 30 Sep19)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks	Challenges		
	governance	governance	on the website as according to legislation checklist											
6.10.3	Governance and Administration	Advance good corporate governance	Number of quarterly Local communicators forum held by 30/06/2020	Communication manager	New	4	Opex	1	1	0	agreements September newsletter 18/09/2019	None	Invitations, Minutes and attendance registers\	

# **CAPITAL PROJECTS PER RESPONSIBLE MANAGER**



Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	1 <sup>st</sup> Quarter target (01 Jul - 30 Sept 2018)	First Quarter Actual performance	First Quarter Actual performance variances	Remarks and Challenges	Evidence required
<b>Electricity</b>											
	Senior Manager Technical	Installation of remote control in substations	R4m	01/07/19	30/06/20	2&1 6 (200 +20 0)	Appointment of Consultants	Consultants are appointed	Preliminary designs completed	Still on program	Progress reports and Completion report and Completion Certificate
<b>Roads and storm water</b>											
	Senior Manager Technical	Installation of storm water culverts at Mashishimale-Lejori (Ward 10), Makhushane (Ward 2) and Lulekani (Ward 15) and Humulani ward 16	R1.5 m	01/07/19	30/06/20	10,2, 15& 16	Preliminary designs	Civil Engineering Consultant has been appointed for the Designs and has submitted the Detailed design reports.	Detailed designs reports completed.	The consultant has completed the designs of the storm water culverts bridges and the Detailed reports.	Bid Committees minutes and registers, advertisements, Appointment letter and Progress reports
<b>Parks and Cemetery</b>											
	Senior Manager Community	Procurement of tractor	R950	01/07/19	30/06/20		Specifications, Advertisement				Requisitions
<b>Municipal Transformation and Institutional development</b>											

	Senior Manager Corporate	Upgrading of Council Chamber	R1m	01/07/19	30/06/20		Procurement	0	Specification Committee was appointed.		Requisitions
<b>Office furniture</b>											
	Senior Manager Corporate	Furniture & Equipment	R 500	01/07/19	30/06/20		Procurement	0	Ordered 1x9000 BTU air conditioner,a blinds,3 podiums,4 recorders,17 x high back chairs, 9 draughtsman chairs,fridge, 2 desks,system cupboard,vertical plan cabinet, microwave,3 x 1200 BTU air conditioners, 20x steel tables and 200 heavy duty chairs		Requisitions
<b>IT</b>											
	Senior Manager Corporate	Upgrading of ICT Infrastructure (Cabling, Computers, Switches, Servers , printers wireless and Laptop	R1.850m	01/07/19	30/06/20		Procurement	R0	1. Request foe 2 x server Request for 5 colour printer Request for 7 printers Request for strip and Request for quote for		Requisitions















# Assessment for service providers

## Ratings

Rating	Description of rating
1	Poor Performance
2	Fair Performance
3	Good Performance
4	Very Good Performance
5	Performance Above Expectations

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	Progress to date	Challenges and intervention	Assessment of service provider
Mashishimale sports complex	Construction of multipurpose hall, Pavilion Roofing, ablutions and change rooms, storm water drainage, access road, electrical installation, High mast lights, soccer pitch grassing	Leb P Construction	MIG	16/01/2015	30/10/2019	R45 653 785.05	The overall progress on site is 96%, time elapsed is at 93%.	Delays with the commencement of works after site was handed over on the 10 <sup>th</sup> of July 2019.  Progress is behind schedule.  Rate of progress letters have been issued to the contractor	Poor, Fair, Good, Very good & Above expectations Quarter 1  Fair

Upgrading of Bentarm street	and irrigation.	Tshiamiso Trading 135	MIG	02/05/2017	2019/06/30	R16 000 000.00	Phase 1 (1.1km) and Phase 2 (0.8 km) of the project are completed. Project has reached completion state, completion certificates have been issued.	None	Good	
Selwane sport complex	Construction of multipurpose hall, Pavilion Roofing, ablutions and change rooms, storm water drainage, access road, electrical installation, High mast lights, soccer pitch grassing and irrigation.	Nandzu Trading and General Projects	MIG	25/04/2017	11/10/2019	R39 000 000.00	Phase 1 of the project is completed. Phase 2 of the Project is at practical completion stage. Phase 3 physical progress to date is at 45%, time elapse is at 48%.	Progress is behind schedule, Contractor has indicated the intention to request extension of time. Request has not been received, as yet. Failure to reach completion before the set completion date may result in the contractor incurring penalties.	Fair	

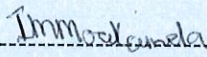
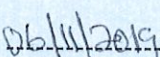
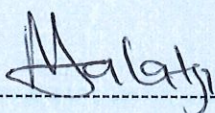
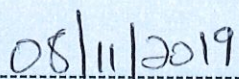


Upgrading of gravel road to tar Tambo upgrading of street phase 2	Upgrading of 7.46km from gravel to Tar: Layer works and road surfacing with 30mm continuously graded asphalt, complete with concrete open drains, edge beams, speed humps, road markings and road signs.	Tshiamiso Trading 135	MIG	12/04/2018	30/06/2021	R 48 229 482,70	Phase 2A (0.604km) is complete.	Delays with the commencement of works for Phase 2B.  Contractor will resume works once all pending issues have been resolved.	Good
Tshelang gape to R71 upgrading	Upgrading of 4.5km from gravel to Tar: Layer works and road surfacing with 30mm continuously graded asphalt, 60mm concrete interlocking paving blocks Roundabout, Precast concrete culverts, side drains, concrete kerbs, speed humps, road markings and road signs.	PGN Civils	MIG	22/01/2018	04/10/2019	R 26 986 167,71	Phase 1A (0.7km) has reached practical completion stage.  Phase 1B (1.5km) has reached practical completion.  Extension of the Culvert the bridge is currently underway (Additional Works)  Phase 2 (2.25km) is currently underway.	None	Good

							Phase 2 to date is at 97%, Time elapsed is at 95.89%.		
Refurbishment of Namakgale Stadium	Upgrading of the Football field, spectator grandstand, Athletic track, Concrete Palisade Wall Fencing, Electrification of the facility (Floodlights), and Installation of a turf irrigation system, Netball Court, Tennis Courts, Security/Ticket booth and Ablution Facilities.	Contractor Not yet appointed	MIG	TBA	TBA	R23 000 000.00	The project is under design stage.	None.	Not applicable.



# FIRST QUARTER APPROVAL

<p><b>Approval by the Mayor</b></p>	<p>This SDBIP is a management and implementation plan (and not a policy proposal) and is therefore not required to be approved by the Council. The approval of the SDBIP is a competency reserved for the Municipal Manager and the Mayor of the Municipality in terms of Section 53 of the MFMA. The Municipal Manager becomes responsible for ensuring that the SDBIP is submitted to the Mayor within 14 days of approval of the adjusted SDBIP and the Budget and approved within 28 days of the approval of the IDP and Budget.</p>
<p>Monitoring implementation of the SDBIP</p>	<p>Progress against the objectives set out in the SDBIP will be monitored and reported on a monthly, quarterly, half-yearly and annual basis.</p>
<p>Signatures</p>	<p style="text-align: center;"><b>2019-20 First Quarter Compiled by:</b></p> <p>  <span style="float: right;"></span> </p> <p> <b>M.I Moakamela</b> <span style="float: right;"><b>Date</b></span>  <b>Municipal Manager</b> </p> <p style="text-align: center;"><b>2019-20 First Quarter Approved by:</b></p> <p>  <span style="float: right;"></span> </p> <p> <b>Cllr M M Malatji</b> <span style="float: right;"><b>Date</b></span>  <b>Mayor</b> </p>



# Annexure A

## Methodology

Ba-Phalaborwa Municipality uses the cumulative method on reporting the actual on the Service Delivery Budget Implementation Plan.

## Technical Definitions

### BPM

BPM stands for Ba-Phalaborwa Municipality

### HH

Household

### Urban Areas

The urban areas refers to Phalaborwa, Namakgale, Lulekani and Gravelotte.

### Reduction in water losses

This is calculated as follows:  $\text{Lepelle bill less BPM bill} / \text{Lepelle bill} \times 100$ .

### Reduction in electricity losses

This is calculated as follows:  $\text{Eskom bill less BPM bill} / \text{Eskom bill} \times 100$ .

### 2.1 Kilometres of roads upgrade from gravel to tar/paving

This relates 0.8 Benfarm, Tambo phase 1 0.7 km and Tshelang gape 0.6

### Rehabilitation

Replacement of old road surface (tar) with a new one.

### Site Establishment/ Set-up Construction Site

Arrangement of offices, bringing the machinery and equipment onsite.

### Tourism Initiatives Activities

**September Tourism Month** – Spring Day, Orchid Show, Heritage Day Celebration, 2 Tourism

workshops and Marathon.

Tourism Indaba – Procurement of promotional materials

SPLUMA – Spatial Planning Land Use Management Act 2013

SPLUMA Applications

Number of development (land use) applications received/ applications processed in terms of SPLUMA

**% Debt Coverage**

This is calculated by  $A = B - C/D$

Where - "A" represents debt coverage, "B" represents total operating revenue received, "C" represents operating grants, "D" represents debt service payments (i.e. interest + redemption) due within the financial year

**Outstanding Service Debtors to Revenue**

This is calculated by  $A = B/C$

"A" represents outstanding service debtors to revenue

"B" represents total outstanding service debtors

"C" represents annual revenue actually received for services;

**Cost Coverage Ratio**

This is calculated by  $A = B+C/D$

Where - "A" represents cost coverage

"B" represents all available cash at a particular time, "C" represents investments

"D" represents monthly fixed operating expenditure