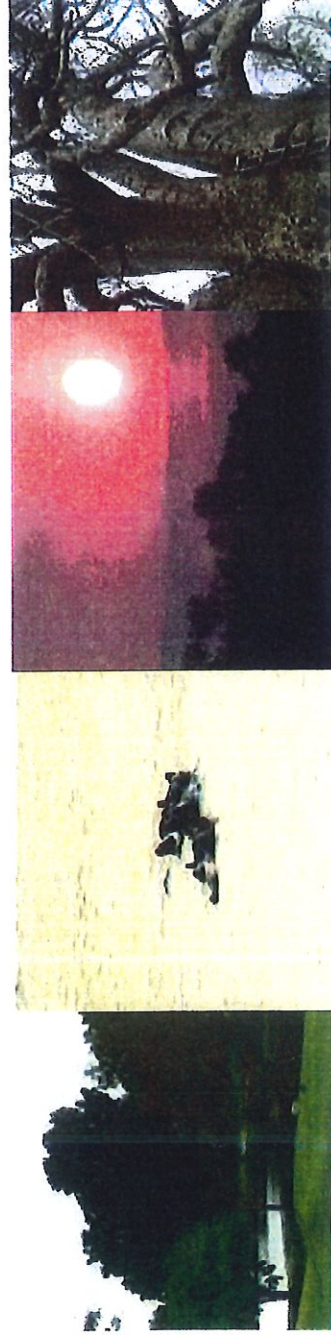


# BA-PHALABORWA LOCAL MUNICIPALITY



## 2021-2022 FIRST QUARTER PERFORMANCE REPORT



*The Home of Marula and Wildlife Tourism*

# Contents

## 1. Introduction

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 Projections 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

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 adjusted SDBIP within 28 days after the approval of the adjusted 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 adjusted SDBIP are made public within 14 days after their approval.

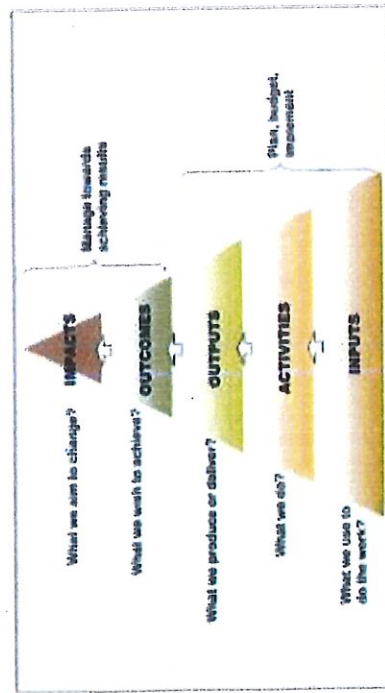
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

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 (KPA) 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:**

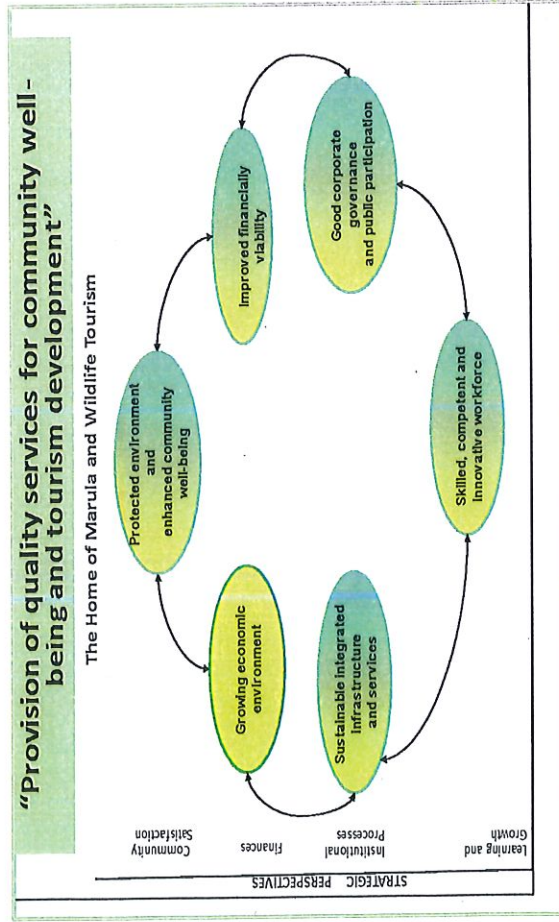
- Promotion of local economy

- 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:*



## **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 Mid-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).

The municipality used the top layer SDBIP as approved for implementation during the 2021/22 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.

### **2. PERFORMANCE ANALYSIS OF KEY PERFORMANCE AREAS**

The table below illustrates the performance of each Ker Performance Area of Ba-Phalaborwa Municipality against the National Key Performance Areas (NKPAs).

Key Performance Area	First Quarter Target	Target Achieved	Target not Achieved	Target not Performed	% Achievement
Spatial Rationale	1	0	1	0	0%
Basic Services Delivery	10	8	2	0	80%
Municipal Financial Viability	9	8	1	0	89%
Local Economic Development	3	1	2	0	33.3 %
Municipal Transformation and Institutional Development	4	3	1	0	75%
Good Governance and Public Participation	25	23	1	1	96%
<b>Total</b>	<b>52</b>	<b>43</b>	<b>8</b>	<b>1</b>	<b>84.3%</b>

**Monthly projections of revenue for each source**

Sources of Revenue	2021 /22 Monthly Projections of revenue for each source				Evidence Required
	First Quarter target	First Quarter Actual Performance	First Quarter Performance Variance	Challenges	
Property Rates	33 812	29 886	3 926	Culture of non-payment by customers	Finance report
Service charges – electricity	40 413	22 028	18 385	Illegal connection (both prepaid and conventional customers) which impact on revenue	Finance report
Service Charges – Refuse	4 974	4 303	671	New areas yet to be billed (Namatgale Zone D)	Finance report
Rental of Facilities and Equipment	150	9	141	Increase in number of tenant renting the municipal property	Finance report
Interest on external Investments	702	509	193	n/a	Finance report
Interest Earned – Outstanding Debtors	15 624	25 885	-10 261	"The Interest earned on outstanding debtors was over budgeted. Consumers are still taking longer to pay outstanding amount.	Financial Report
Dividends received	0		0	None	Finance report
Fines	348	0	348	The municipality collected 0% of the traffic fines.	Finance report
Licenses and Permits	3 738	19	3 719	The under collection is as a result of extension of grace period to renew license by minister of transport due to Covid 19 travelling restriction and this affected collection	Finance report
Agency services	780		780	The Agency fee is based on the collection of revenue for water & sewerage and Moto Vehicle Licence Currently we are struggling to draw a report from Sebata and determine the Agency Revenue	Finance report



Transfers recognised - operational	45 027	73 851	-28 825	None	Finance report
Transfers recognised - capital	12 999	5 505	7 494		Finance report
Other Revenue	498	304	194	The variance was due to the following i) Low payment for rental of facilities ii) low turn out for highering of Municipal property.	Introduce a rebate to encourage people /customers to use Municipalities venues
Total Revenue by Source	159 063	162 299	-3 236	The community is using less municipal properties (i.e. Stadium's, Municipal Iapa, Municipal Hall's & etc)	

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

Expenditure and Revenue by Vote	First Quarter Target Opex	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required
Executive and council	12 162	10 995	1 167	None	None	Finance report
Budget and Treasury	26 076	12 375	13 701	None	None	Finance report
Corporate Services	14 082	11 626	2 456	None	None	Finance report
Community and Social Services	17 814	14 935	2 879	None	None	Finance report
Public Safety	7 797	6 349	1 448	None	None	Finance report
Economic and Environmental Services	5 262	1 596	3 666	None	None	Finance report
Road Transport	27 201	5 627	21 574	None	None	Finance report
Electricity	40 215	25 566	14 649	None	None	Finance report
Waste Management	6 963	1 677	5 286	None	None	Finance report
<b>Total by Vote</b>	<b>157 572</b>	<b>90 746</b>	<b>66 826</b>			

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

<b>Expenditure and Revenue by Vote</b>	<b>First Quarter Target Capex</b>	<b>First Quarter Actual Performance</b>	<b>First Quarter Actual Performance variance</b>	<b>Remarks/Challenges</b>	<b>Corrective measures</b>	<b>Evidence Required</b>
Executive and council						Finance report
Budget and treasury office						Finance report
Corporate services						Finance report
Community and public safety	2 556		2556			Finance report
Road transport	8 001	4 641	3360			Finance report
Electricity	5 001		5001			Finance report
<b>Total by Vote</b>	<b>15 558</b>	<b>4 641</b>	<b>10917</b>			

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

Revenue by Vote	First Quarter Target Revenue	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required
Budget and Treasury	96 081	113 163	-17 082	none Target was reached	none	Finance Report
Corporate Services	195	92	103	none	none	Finance Report
Community and Social Services	19 065	6 061	13 004			Finance Report
Public Safety	4 860	19	4 841	none	none	Finance Report
Planning and development	18	22	-4	none Target was reached	none	Finance Report
Road Transport	8 421	6 203	2 218	none	none	Finance Report
Electricity	5 000	22 982	-17 982	Target was reached	none	Finance Report
Waste Management	0	0	0	none	none	Finance Report
<b>Total by Vote</b>	<b>133 640</b>	<b>148 542</b>	<b>-14 902</b>			

**Detailed Institutional Performance Results for 2021 /22 First Quarter per Key Performance Areas**

<i>Under-Performance</i>	0 - 49%
<i>Partially achieved</i>	50 - 74%
<i>Good Performance</i>	75 - 100%
<i>Over achieved</i>	Over 100%
<i>Non-Performance</i>	

**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 (30/06/21)	Annual Target 30/06/22	Budget	2021/22 Quarterly Projections				Interventions	Evidence Required	
								First Quarter target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks			Challenges
<b>1.1 Spatial Planning</b>														
1.1.2	Governance and Administration	Sustain the environment	Turnaround time of land use & development applications submitted to Mopani Planning Tribunal by 30/06/2022	Senior Manager Planning & Development	Within 60 days of received	Within 90 of received	OPEX	Within 90 of received	6 applications received and processed and not only 2 was processed within 90 days whilst 4 did not submitted within 90 days	4 not submitted within 90 working days	All applications were submitted	The 4 applications didn't submitted in time as the Tribunal was not functional	The Tribunal is functional and application will be processed within 90 days	Submission Register

# **KPA 2: BASIC SERVICE DELIVERY**



KPA 2: SERVICE DELIVERY

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target 30/06/22	Budget	2021/22 Quarterly Projections				Evidence Required		
								First Quarter target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks		Challenges	Interventions
<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 30/06/2022	Senior Manager Technical Services	-2,9%	1%	OPEX	0,255%	-1,2%	1,45%	Meter audit need to be conducted	Meter audit is in progress	BPM billing to consumers. Eskom bill and distribution loss	
2.1.3	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of HH with access to electricity in Municipal Licenced area ( Phalaborwa Town) by 30/06/2022	Senior Manager Technical	5274	5274	INEG	5274	5274	-	No change as there was now new developments in town	None	BPM billing to consumers. and Eskom bill	
2.1.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of indigent HH receiving free basic electricity by	Chief Financial Officer	1658	1658	OPEX	1658	507	-1151	Community not registered and Covid 19	Community not buying electricity due to illegal	Continue to conduct awareness campaign to encourage	Indigent register

KPA 2: SERVICE DELIVERY																
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target 30/06/22	Budget	2021/22 Quarterly Projections				Remarks	Challenges	Interventions	Evidence Required	
								First Quarter Target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance	First Quarter Actual Performance					
			30/06/2022													
<b>2.2 Roads &amp; Storm Water</b>																
2.2.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on roads capital funding spent per quarter by 30/06/2022	Senior Manager Technical Services	R14.5m	R19.5m	CAPEX	R4m	R4 622 911.09	R4 622 911.09	+R622 911.09		Achieved	None	None	Payment Certificates and Expenditure Reports
<b>2.3 Parks and Cemetry</b>																
2.3.1	Protect Environment and Community Well being	Sustain the Environment	Number of Developed parks maintained by 30/06/2022 (Impala, Municipal Lapa,Civic Centre and Wild vein )	Senior Manager Community Services	4	4	OPEX	1	1		-		Continue in maintaining the parks	None	None	Maintenance plan and Inspection reports
2.3.2	Protect Environment and Community Well being	Sustain the Environment	Number of cemetry maintained by 30/06/2022 ( Phalaborwa,	Senior Manager Community Services	4	4	OPEX	1	1		-		Continue in maintaining the cemetry	None	None	Maintenance plan and Inspection reports

KPA 2: SERVICE DELIVERY														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target 30/06/22	Budget	2021/22 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance				
<b>2.4 Waste Management</b>														
2.4.1	Protect Environment and Community Well being	Sustain the Environment	Number of quarterly reports submitted for maintenance of Phalaborwa landfill site by 30/06/2022	Senior Manager Community Services	4	4	OPEX	1	1	-	Continue in maintaining the land fill site	None	None	Quarterly report to council and council resolution
2.4.2	Protect Environment and Community Well being	Provision of sustainable integrated infrastructure and services	Number of Urban Households with access to basic waste removal services in Phalaborwa, Namakgale, Gravelotte and Lukekani by 30/06/2022	Senior Manager Community Services	12631	12631	OPEX	12631	12 605	-26	Continue in rendering basic service to our communities as mandated by the constitution	None	None	Confirmation of waste collection by ward councillors
2.4.3	Protect Environment and Community Well being	Provision of sustainable integrated infrastructure and services	Number of Rural villages receiving free basic waste removal services by 30/06/2022	Senior Manager Community Services	0	2	OPEX	2	2	-	Continue in rendering basic service to our communities as mandated by the	None	None	Confirmation of waste collection by ward councillors

KPA 2: SERVICE DELIVERY															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target 30/06/22	Budget	2021/22 Quarterly Projections				Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul - 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance					
2.4.4	Protect Environment and Community Well being	Sustain the Environment	Number of indigent Households receiving free basic waste removal service by 30/06/2022	CFO	541	541	OPEX	541	507	-34	Community members are not applying for free basic services	Community members are not applying for free basic services	Continuous Community awareness through different media platforms to apply for indigent	Indigent Register	

## **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 (30/06/21)	Annual Target 30/06/22	Budget	2021/22 Quarterly Projections			Remark	Challenges	Interventions	Evidence Required
								First target (1 Jul-30 Sep 21)	First Actual Performance	First Actual Performance variance				
<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 31/08/2021 (Legislated date)	Municipal Manager	1	1	OPEX	1	1	-	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 07/07/2021	Municipal Manager	3	3	OPEX	3 (Specification, Evaluation and Adjudication)	3	-	Target met	NONE	Appointment letters of bid committees members	
3.1.6	Governance and administration	Improve financial viability	Number of quarterly movable asset verifications conducted by 30/06/2022	Chief Financial Officer	4	4	OPEX	1	1	-	None	None	Quarterly assets verifications reports	
3.1.7	Governance and administration	Improve financial viability	Number of monthly strings uploaded using the LG Portal within 10 days at the end of each month. Treasury by 30/06/2022	Chief Financial Officer	12	12	OPEX	3	3	-	all 3 strings were submits within 10 days.	None	Monthly strings Proof of submission within 10 days.	
3.1.8	Governance and administration	Improve financial viability	% of improvement in revenue collection monthly (improvement from 65 to 80% by 30/06/2022 budget year	Chief Financial Officer	63%	80%	OPEX	20%	66%	-46%	None	None	Quarterly reports on revenue collection	
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2022	Chief Financial Officer	10%	80%	OPEX	20%	5%	15%	Sebate payments not allocating payment	Change system Enforce credit control and	Quarterly reports on current debt collection	

KPA 3: Municipal Financial Viability and Management														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target 30/06/22	Budget	2021/22 Quarterly Projections				Evidence Required		
								First target (1 Jul-30 Sep 21)	First Actual Performance	First Actual Performance Variance	Remarks		Challenges	Interventions
3.1.11	Good governance and administration	Improve financial viability	Expenditure spent quarterly on MIG by 30/06/2022	Chief Financial Officer	R24m	R32m	CAPEX	R10m	R6 150 994	R3 849 006	None	None	Outsource credit control function in the townships.	Finance reports, MIG monitoring report/ payment certificates
3.1.12	Good governance and administration	Improve financial viability	% of quarterly Municipal Capital Budget spent by 30/06/2022	Chief Financial Officer	56%	100%	OPEX	25%	13%	12%	None	none		Finance reports
3.1.13	Good governance and administration	Improve financial viability	% of quarterly Municipal Personnel Budget spent by 30/06/2022	Chief Financial Officer	93%	100%	OPEX	25%	14%	11%	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 (30/06/21)	Annual Target 30/06/22	Budget	2021/22 Quarterly Projections				Evidence Required			
								First Quarter Target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance Variance	Remarks		Challenges	Interventions	
<b>4.1 Job creation</b>															
4.1.1	Economic	Promotion of local economy	Number of jobs created quarterly through capital projects by 30/06/2022 (Temporary jobs)	Senior Manager Technical Services	45	105	CAPEX	58	16	-42	Not achieved	Tambo Phase 2 not reporting due to non-payment of subcontractors	Wetter has been referred to the Municipal Legal Team for intervention	ID Numbers and payment registers.	
4.1.3	Economic	Promotion of local economy	Number of quarterly LED Forums meetings held by 30/06/2022	Senior Manager Planning and Development	2	4	OPEX	1	0	-1	Not held to of the Mayor	Re-schedule to a later date due to other commitments of the Mayor	The meeting will be held before the end of the term of Council	Invitations, Attendance register and minutes	
<b>4.2 Enterprise Support</b>															
4.2.1	Economic	Promotion of local economy	Number of SMMEs supported quarterly through the municipal SCM (procurement) by 30/06/2022	Chief Financial Officer	321	100	OPEX & CAPITAL	25	100	-75	Target achieved	None	None	None	System generated

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**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 (30/06/21)	Annual Target 30/06/22	Budget	2020/21 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul - 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance				
<b>3.1 Organisational Design &amp; Human Resource</b>														
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 30/06/2022	Acting Senior Manager Corporate Services	56	20	OPEX	5	5	-	1. Chief Library Assistant 2. Superintendent: Fitter and Turner 3. Snr Admin Officer: Youth, Gender, Elderly, Children & Disability 4. EPWP	None	None	Appointment letters; appointment register, details of new employees and copies of adverts

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target 30/06/22	Budget	2020/21 Quarterly Projections				Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul - 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance	First Quarter Actual Performance variance				

5.3 Skills Development

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 30/06/2022 (1% legislation)	Acting Senior Manager Corporate Services	R1,600,000.00	R4071676.58m	CAPEX	R1000,000.00	R167,950.00	R832,650		The following training interventions were implemented. Estimated and prioritizing (ECP) of construction tender on the 26-27 August 2021 = 1 employee Covid 19, TB and	There was a delay in the preparation of the procurement plan due to the unforeseen circumstances experienced by the department	A person has been appointed to act on the position of a Chief clerk skills development has been appointed.	Expenditure reports; implementation reports
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KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target 30/06/22	Budget	2020/21 Quarterly Projections				Remarks	Challenges	Interventions	Evidence Required	
								First Quarter target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance	First Quarter Actual Performance variance					

KPA 5: Municipal Transformation and Institutional Development															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target 30/06/22	Budget	2020/21 Quarterly Projections				Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul - 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance Variance	First Quarter Actual Performance				
<b>5.4 Performance Management System</b>															
5.4.1	Good governance and administration	Good corporate governance and public participation	Number of S54&56 Annual Performance Agreements by 30/07/2021 (One month after the start of each financial year)	Municipal Manager	6	6	OPEX	6	6	-		All signed and submitted to relevant stakeholders as per legislation	None	None	Copies of signed Performance Agreements with dates complying with the legislated time line & submission letters to COGHSTA.
<b>5.5 OHS</b>															

KPA 5: Municipal Transformation and Institutional Development														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target 30/06/22	Budget	2020/21 Quarterly Projections				Evidence Required		
								First Quarter target (1 Jul - 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks		Challenges	Interventions
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled Institutional OHS quarterly meetings by 30/06/2022	Senior Manager Corporate Services	4	4	OPEX	1	1	-	Held on the 11 <sup>th</sup> October 2021 for Quarter 1	None	None	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 (30/06/21)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance	2				
<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 30/06/2022	Senior Manager Corporate Services	18	6	OPEX	2	4	29/07/2021 (O) 25/08/2021 (O) 30/08/2021 (S) 30/09/2021 (O)	2	3 Ordinary and 1 Special Council meetings.	None	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 30/06/2022	Senior Manager Corporate Services	19	11	OPEX	3	3	28/07/2021 (O) 25/08/2021 (O) 29/09/2021 (O)	0	3 Ordinary Exco meetings	None	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 30/06/2022	Municipal Manager	14	4	OPEX	1	2		+1	Target achieved	None	None	Council Approved MPAC meetings/Attendance registers
6.1.4	Good governance and administration	Good corporate governance and public participation	% of MPAC quarterly Resolutions implemented by	Municipal Manager	52.2%	53%	OPEX	100%	94%		-6%	Continue in implementing the resolutions	None	None	Resolution register

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter Target (1 Jul - 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance				
6.1.5	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly senior management meetings held by 30/06/2022	Municipal Manager	11	11	OPEX	3	3	-	Continue in complying with corporate diary for meetings to be held	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 30/06/2022	Municipal Manager	58	55	OPEX	15	15	-	Continue in complying with corporate diary for meetings to be held	None	None	Minutes of Portfolios meetings, attendance registers
<b>6.2 Public Participation and Ward Committees</b>														
6.2.1	Good governance and administration	Good corporate governance and public participation	Number of IDP RGP Forum meetings held by 30/06/2022	Municipal Manager	3	4	OPEX	1	0	-1	The municipality busy consolidating stakeholder list for rep forum for meeting to be held virtually	Stakeholder list review not completed for preparation of virtual meetings	The meeting will be held in quarter two	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 30/06/2022	Municipal Manager	4	4	OPEX	1	1	-	Continue in complying with corporate diary for meetings to be held	None	None	Attendance registers, agendas, invitations

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance	First Quarter Performance Variance				
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled and convened Ward Committee meetings by 30/06/2022 (Functionality of ward committees)	Municipal Manager	New	209	OPEX	57	57	-	Continue to hold meetings as scheduled	None	None	Minutes 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 30/06/2022	Municipal Manager	4	4	OPEX	1	1	-	Continue in complying with corporate diary for meetings to be held	None	None	Imbizo reports and invitations	
6.2.5	Good governance and administration	Good corporate governance and public participation	% of complains resolved quarterly by 30/06/2022	Municipal Manager	88%	100%	OPEX	100%	57%	43%	Complains raised mostly are directed to Government department and district municipality in relations to housing, roads, sewage, water, electricity	Complains raised are mostly referred to relevant stakeholders to attend to them	Complains raised are referred to relevant stakeholders to attend to them	Complains register,	

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections			Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance				
6.3 Corporate Governance														
6.3.1	Good governance and administration	Good corporate governance and public participation	Number of Audit Committee quarterly meetings held by 30/06/2022	Municipal Manager	8	7	OPEX	2	3	+1	AC meetings held on the 26 July 2021, 29 August 2021 and 30 August 2021	None	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 quarterly meetings held by 30/06/2022	Municipal Manager	12	12	OPEX	3	3	-	Steering Committee held on 17 September 2021	None	None	Approved minutes and attendance registers. (Exco and Management)
6.3.5	Good governance and administration	Good corporate governance and public participation	% Implementation of IA Plan per quarter by 30/06/2022	Chief Executive Audit	100%	100%	OPEX	20%	26%	+6%	IA Follow-up, 4 <sup>th</sup> Quarter PR, Risk Management Audit, FMC/MIM Audit, AFS Review, SDBIP Review.	None	None	Audit Committee Report to Council with progress on Internal Audit Plan.
6.3.6	Good governance and administration	Good corporate governance and public participation	% Implementation of Internal Audit Action Plan by 30/06/2022	Municipal Manager	58%	80%	OPEX	50%	39%	-11%	Continuous implementation of IA action plan	None	None	Internal Audit Follow-up Report

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required		
								First Quarter target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks		Challenges	Interventions
6.3.7	Good governance and administration	Good corporate governance and public participation	Number of quarterly Audit/Performance Audit Committees Reports presented to Council by 30/06/2022	Chief Executive Audit	5	4	OPEX	1	1	-	Report presented on the 29 <sup>th</sup> July 2021	None	None	Audit Committee Reports and Council Resolution number for presentation of the report to Council
6.3.8	Good governance and administration	Good corporate governance and public participation	% implementation of Audit Committee Resolutions	Municipal Manager	57%	80%	Opex	60%	58%	-2%	Continue in implementing AC resolutions	None	None	Audited Audit Committee Resolution Register
6.3.10	Good governance and administration	Good corporate governance and public participation	Number of 2020/21 AFS and Annual Performance Report submitted to AG by 31/08/21	Municipal Manager	1	1	OPEX	1	1	-	AFS and APR submitted on the 31 August 2021 to AG	None	None	Submission letter and copy of final AFS
6.3.13	Good governance and administration	Good corporate governance and public participation	Number of monthly Local Labour Forum meetings held by 30/06/2022	Senior Manager Corporate Services	8	11	OPEX	3	5	+2	Meetings were held as follows:- 08/07/2021(S) 24/07/2021(O) 27/07/2021(O) 25/08/2021(O) 03/09/2021(S)	None	None	LLF minutes and attendance register.
6.4 Risk Management, Fraud & Anti-Corruption														

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Remarks	Challenges	Interventions	Evidence Required
								First Quarter Target (1 Jul - 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance Variance					
6.4.3	Good governance and administration	Good corporate governance and public participation	Number of quarterly Institutional Risk Management Committee meetings held by 30/06/2022.	Municipal Manager	5	4	OPEX	1	1	-	Meeting held on the 22 July 2021	None	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 30/06/2022	Municipal Manager	0%	100%	OPEX	100%	None	-	No case was reported in the 1 <sup>st</sup> quarter.	None	None	Investigation reports	
<b>6.5 HIV/AIDS</b>															
6.5.1	Good governance and administration	Provision of sustainable integrated infrastructure and services	Number of quarterly outreach programmes conducted by 30/06/2022	Municipal Manager	16	8	OPEX	2	2	-	Continue in conducting awareness	None	None	Outreach programmes reports	
<b>6.6 Security management</b>															
6.6.1	Governance and Administration	Good corporate governance and public participation	Number of quarterly Security Management	Municipal Manager	4	4	OPEX	1	1	-	1 <sup>st</sup> quarter report was submitted.	None	None	Security Management Reports	

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Remarks	Challenges	Interventions	Evidence Required
								First Quarter target (1 Jul - 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance	First Quarter Actual Performance variance				
<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 30/06/2022	Municipal Manager	4	4	OPEX	1	1	-	Continue in conducting awareness	None	None	Invitations, Agenda, Attendance register and reports	
<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 31/07/2021	Municipal Manager	1	1	OPEX	1	1	-	Approved by council	None	None	Council Approved IDP, Budget, PMS Process Plan	
<b>6.10 Communication</b>															
6.10.2	Governance and Administration	Advance good corporate governance	% for submission of information for publishing on the website as according to	Municipal Manager	100%	100%	OPEX	100%	100%	-	Documents need to be published on website	None	None	Legislation checklist	

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/21)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required		
								First Quarter target (1 Jul – 30 Sep 21)	First Quarter Actual Performance	First Quarter Actual Performance variance	Remarks		Challenges	Interventions
6.10.3	Governance and Administration	Advance good corporate governance	Legislation checklist by 30/06/2022 Number of quarterly Local Communicator's Forum held by 30/06/2022	Communication manager	4	4	OPEX	1	1	-	To strengthen communications with stakeholders	None	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.	Quarterly Outputs 2021 /22									
							First Quarter Actual Performance	Remarks	Challenges	Corrective measures	Evidence required					
<b>Parks and Cemetery</b>																
	Senior Manager Community Services	New Cemetery in Gravelote	R 1 500 000	01/07/21	30/06/22		Specifications	None	None	None				Bid Committees minutes and registers, advertisements Final detailed design reports		
<b>Sports Facilities</b>																
	Senior Manager	Selwane Sports	R1 056 033.55	01/07/21	30/06/22		R0.00	No expenditure	Delayed submission of	Engineer to submit claim for work				Payment Certificate		

	Technical	complex								payments certificates	done	
<b>ESSDM</b>												
	Senior Manager Technical	Replacement of Streets lights	R3000 000,00	01/07/21	30/06/22				Specifications completed, tender called			Bid Committees minutes and registers, advertisements Final detailed design reports
<b>INEG</b>												
	Senior Manager Technical	Electrification	R20 000 000,00	01/07/21	30/06/22				Service providers appointed			Bid Committees minutes and registers, advertisements Final detailed design reports
<b>MIG</b>												
	Senior Manager Technical	Tambo phase 2 street paving	R18 000.000,00	01/07/21	30/06/22			R4 344 863,39	Physical Progress – 85% Practical completion achieved	Delayed Completion of the project due to payment disputes between contractor and Subcontractors	Matter has been referred to the Municipal Legal team for intervention	Progress reports and Payment Certificate
	Senior Manager Technical	Refurbishment of Namakgale Stadium	R7 628 700 ,00	01/07/21	30/06/22			R842 485,30	Physical Progress 6% Time Elapsed – 23 %	Time lost while awaiting approval of construction work permit	Contractor to submit request for Extension of time	Progress reports and Completion Certificate
	Senior Manager Technical	Upgrading of B1 Extension	R6 272 050,00	01/07/21	30/06/22			R278 047,17	Tender was advertised and closed 15 September 2021 Tender Evaluation resumed 29 September 2021	None	None	Progress reports and Payment Certificate

# 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
Upgrading of B1 Extension	Upgrading of 1.1km from gravel to Tar: Layer works and road surfacing with 30mm continuously graded asphalt, low level culvert, v – drains road markings and road signs.	Not yet appointed	MIG	01/07/2021	30/06/23	R7 019 99,99	Bid Evaluation in progress	None	Not Applicable Poor, Fair, Good, Very good & Above expectations Quarter 1
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	Tshiamiso Trading 135	MIG	12/04/2018	30/06/2022	R. 48 229 482,70	Phase 2A (0.604km) is complete. Phase 2B, C & D (6.8km) in progress: Physical	Delayed completion of the project due to payment disputes between the contractor and Subcontractors	Fair

	<p>graded asphalt, complete with concrete open drains, edge beams, speed humps, road markings and road signs.</p>	<p>TP Noko Contractors</p>	<p>MIG</p>	<p>01/03/2021</p>	<p>30/05/20023</p>	<p>R 44 941 439,69</p>	<p>Progress 85%</p>	<p>Physical Progress 6% Time Elapsed 23%</p>	<p>Time lost while awaiting work permit application and approval</p>	<p>Fair</p>
<p>Refurbishment of Namakgale stadium</p>	<p>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.</p>									

# 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><b>Monitoring</b></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><b>Signatures</b></p> <p><b>2021-22 First Quarter Compiled by:</b></p> <p>M.I Mookamela Municipal Manager</p> <p>Date: 20/10/2021</p> <p><b>2021-22 First Quarter Approved by:</b></p> <p>Cllr M M MALATJI Mayor</p> <p>Date: 20/10/2021</p>
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## Annexure A

### Methodology

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

### Technical Definitions

#### AFS

AFS stands for Annual Financial Statements

#### BPM

BPM stands for Ba-Phalaborwa Municipality

#### HH

Household

#### Baseline

The performance of the previous year

#### Urban Areas

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

#### Rural Areas

The urban areas refers to Majeje, Mashishimale, Maseke, Makhushane, Selwane

#### Reduction in water losses

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

#### Reduction in electricity losses

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

#### 2,4 Kilometres of roads upgrade from gravel to tar/paving

This relates Tambo phase 2 (Namakgale)

#### 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

SMMME- Small, Micro, Medium Enterprise

SPLUMA – Spatial Planning Land Use Management Act 2013

No. SPLUMA Applications

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