

BA-PHALABORWA LOCAL MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2021-2022



“Provision of quality services for community well-being and

The Home of Marula and Wildlife Tourism

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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

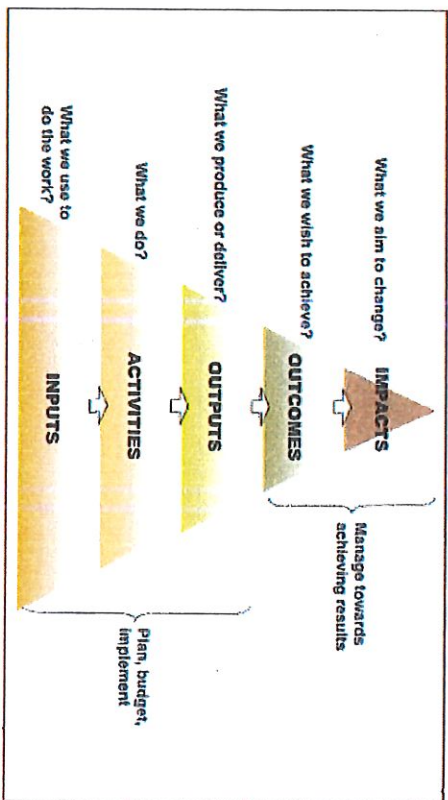
Section 53 of the MFMA stipulates that the Mayor should approve the adjusted SDBIP within 28 days after the approval of the adjusted budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in 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 vote¹ *
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

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

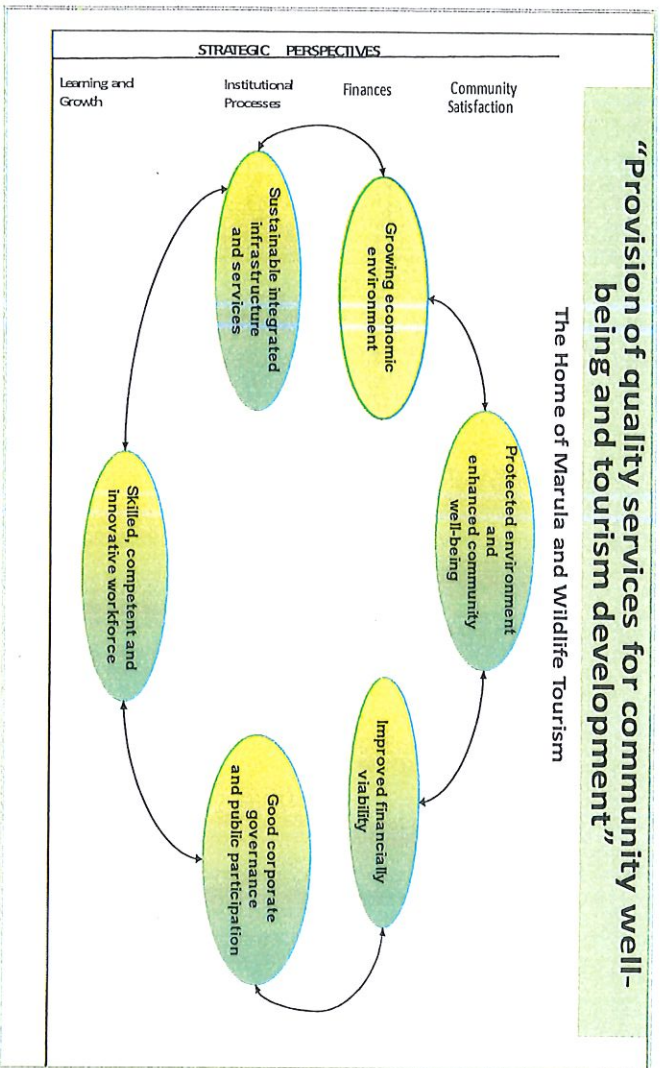
Strategic objectives:

- 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:



Monthly projections of revenue for each source

Sources of Revenue	2021 Monthly Projections						2021 Monthly Projections						Total
	R'000												
	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
Property Rates	11271	11271	11271	11271	11271	11271	11271	11271	11271	11271	11271	11271	135247
Service charges – electricity	13471	13471	13471	13471	13471	13471	13471	13471	13471	13471	13471	13471	161 648
Service Charges – Refuse	1658	1658	1658	1658	1658	1658	1658	1658	1658	1658	1658	1658	19 894
Rental of Facilities and Equipment	50	50	50	50	50	50	50	50	50	50	50	50	605
Interest on external investments	234	234	234	234	234	234	234	234	234	234	234	234	2 813
Interest Earned – Outstanding Debtors	5208	5208	5208	5208	5208	5208	5208	5208	5208	5208	5208	5208	62 495
Dividends received	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	116	116	116	116	116	116	116	116	116	116	116	116	1 395
Licenses and Permits	1246	1246	1246	1246	1246	1246	1246	1246	1246	1246	1246	1246	14 955
Agency services	260	260	260	260	260	260	260	260	260	260	260	260	3 115
Transfers recognised – operational	15009	15009	15009	15009	15009	15009	15009	15009	15009	15009	15009	15009	180 106
Transfers recognised – capital	4333	4333	4333	4333	4333	4333	4333	4333	4333	4333	4333	4333	52 001
Other Revenue	166	166	166	166	166	166	166	166	166	166	166	166	1 987
Total Revenue by Source	53021	53021	53021	53021	53021	53021	53021	53021	53021	53021	53021	53021	636252

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

Vote No.	Expenditure and Revenue by Vote	July 2021			August 2021			September 2021		
		R'000 Opex	Outcome Capex	Rev	R'000 Opex	Outcome Capex	Rev	R'000 Opex	Outcome Capex	Rev
	Executive and council	4054			4054			4054		
	Budget and Treasury	8692		32027	8692		32027	8692		32027
	Corporate Services	4694		65	4694		65	4694		65
	Community and Social Services	5938		6355	5938		6355	5938		6355
	Public Safety	2599		1620	2599		1620	2599		1620
	Economic and Environmental Services	1754		6	1754		6	1754		6
	Road Transport	9067	2667	2807	9067	2 667	2807	9067	2 667	2807
	Electricity	13405	1667	14569	13405	1667	14 569	13 405	1667	14 569
	Water									
	Waste Water Management									
	Waste Management									
	Total by Vote	50203	4334	57449	50203	4334	57449	50203	4334	57449

Monthly Projections of Revenue and Expenditure by Vote: Second Quarter

Vote No.	Expenditure and Revenue by Vote	October 2021			November 2021			December 2021		
		Outcome			Outcome			Outcome		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	4054			4054			4054		
	Budget and Treasury	8692		32027	8692		32027	8692		32027
	Corporate Services	4694		65	4694		65	4694		65
	Community and Social Services	5938		6355	5938		6355	5938		6355
	Public Safety	2599		1620	2599		1620	2599		1620
	Economic and Environmental	1754		6	1754		6	1754		6
	Road Transport	9067		2807	9067		2807	9067		2807
	Electricity	13405		14569	13405		14569	13405		14569
	Water						0			
	Waste Water Management									
	Waste Management									
	Total by Vote	50203	4334	57449	50203	4334	57449	50203	4334	57449

Monthly Projections of Revenue and Expenditure by Vote: Third Quarter

Vote No.	Expenditure and Revenue by Vote	January 2022 Projections R'000			February 2022 Projections R'000			March 2022 Projections R'000		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	4054	0		4054			4054		4054
	Budget and Treasury	8692	0	32027	8692		32027	8692		8692
	Corporate Services	4694	0	65269	4694		65269	4694		4694
	Community and Social Services	5938	0	6355	5938		6355	5938		5938
	Public Safety	2599	0	1620	2599		1620	2599		2599
	Economic and Environmental Services	1754	0	5995	1754		5995	1754		1754
	Road Transport	9067	2667	2807	9067	2667	2807	9067	2667	9067
	Electricity	13405	1667	14569	13405	1667	14569	13405	1667	13405
	Water									
	Waste Water Management									
	Waste Management									
	Total by Vote	50203	4334	57449	50203	4334	57449	50203	4334	57449

Monthly Projections of Revenue and Expenditure by Vote: Fourth Quarter

Vote No.	Expenditure and Revenue by Vote	April 2022			May 2022			June 2022		
		Projections R'000			Projections R'000			Projections R'000		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	4054			4054			4054		
	Budget and Treasury	8692		32027	8692		32027	8692		32027
	Corporate Services	4694		65269	4694		65269	4694		65269
	Community and Social Services	5938		6354722	5938		6354722	5938		6354722
	Public Safety	2599		1619949	2599		1619949	2599		1619949
	Economic and Environmental Services	1754		5995	1754		5995	1754		5995
	Road Transport	9067	2667	2807	9067	2667	2807	9067	2667	2807
	Electricity	13405	1667	14569	13405	1667	14569	13405	1667	14569
	Water									
	Waste Water Management									
	Waste Management									
	Total by Vote	50203	4334	57449	50203	4334	57449	50203	4334	57449

Total Monthly Projections of Revenue and Expenditure by Vote for 2021/22

Vote No.	Expenditure and Revenue by Vote	2021/22 Total Expenditure and Revenue by Vote			
		R'000	Opex	Capex	Rev
	Executive and Council		48645		
	Budget and Treasury		104302		384 322
	Corporate Services		56322		783
	Community and Social Services		71251		76 257
	Public Safety		31 191		19 439
	Economic and Environmental Services		21047		72
	Road Transport		108 803	32 001	33 685
	Electricity		160854	20 000	174 826
	Water				
	Waste Water Management				
	Waste Management				
	Total by Vote		602415	52 001	689 385

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				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll reviewed by 30/06/2022	Senior Manager Planning & Development	1	1	OPEX	n/a	n/a	n/a	1	Supplementary valuation roll and Council resolution
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	Within 90 of received	Within 90 of received	Within 90 of received	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
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
2.1 Electricity												
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	0.25%	0.25%	0.25%	0.25%	BPM billing to consumers. Eskom bill and distribution loss
2.1.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on electricity capital funding spent per quarter by 30/06/2022	Senior Manager Technical Services	R7m	R23m	INEG EESDM	n/a	R2.5m	R5m	R23m	Payment Certificates and Expenditure Reports
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	Chief Financial Officer	5274	5274	OPEX	5274	5274	5274	5274	BPM billing to consumers.
2.1.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of indigent HH receiving free basic electricity by 30/06/2022	Chief Financial Officer	1 658	1 658	OPEX	1 658	1 658	1 658	1 658	Indigent Register
2.2 Roads & Storm Water												
2.2.1	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of km of gravel roads upgraded to tar by 30/06/2022 B1 Extension 1km	Senior Manager Technical Services	2.25km	1 Km	CAPEX	n/a	1km	n/a	n/a	Project reports, projects completion certificates
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	R14.3m	R19.5m	CAPEX	R4m	R12m	R15m	R19.5m	Payment Certificates and Expenditure Reports

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				Evidence Required	
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)		
3.1 Financial Management													
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)	Chief Financial Officer	1	1	OPEx	1	n/a	n/a	n/a	n/a	approved budget planning schedule and Council resolution
3.1.2	Good governance and administration	Good corporate governance and public participation	Number of approved 2022/23 Draft Budget by Council by 31/03/2022 (3 months before the start of the new financial year)	Municipal Manager	1	1	OPEx	n/a	n/a	1	n/a	Draft Budget document; Council Resolution	
3.1.3	Good governance and administration	Good corporate governance and public participation	Number of approved 2022/23 Final Budget by Council by 31/05/2022 (1 month before the start of the new financial year)	Municipal Manager	1	1	OPEx	n/a	n/a	n/a	1	Final Budget approved by Council; Council resolution	
3.1.4	Good governance and administration	Good corporate governance and public participation	Number of reviewed budget related policies by 30/06/2022	Chief Financial Officer	19	23	OPEx	n/a	n/a	n/a	23	Approved budget related policies 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)	n/a	n/a	n/a	n/a	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	3	4	OPEX	1	1	1	1	1	1	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	6	9	12	12	12	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 30/06/2022budget year	Chief Financial Officer	63%	80%	OPEX	20%	40%	60%	80%	80%	80%	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%	40%	60%	80%	80%	80%	Quarterly reports on debt collection
3.1.10	Good governance and administration	Good corporate governance and public participation	Number of updated indigent register by 30/06/2022	Chief Financial Officer	1	1	OPEX	n/a	n/a	n/a	1	1	1	Updated indigent register
3.1.11	Good governance and administration	Improve financial viability	Expenditure spent quarterly on M/G by 30/06/2022	Chief Financial Officer	R24 M	R32m	CAPEX	R10m	R15m	R25µm	R32m	R32m	R32m	Finance reports, M/G 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%	50%	75%	100%	100%	100%	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%	50%	75%	100%	100%	100%	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
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
4.1 Job creation												
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	80	n/a	105	ID Numbers ,poyment registers and employment contracts
4.1.2	Economic	Promotion of local economy	Number of full time equivalent jobs created quarterly through EPWP	Senior Manager Technical Services	76	63	OPEX	n/a	63	n/a	n/a	ID Numbers ,poyment registers and employment contracts
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	1	1	1	Invitations, Attendance register and minutes
4.2 Enterprise Support												
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	50	75	100	System generated Expenditure report with SMMEs supported.

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	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of reviewed Municipal Organisational structure by 30/06/2022	Senior Manager Corporate Services	1	1	OPEX	n/a	n/a	n/a	1	Council Resolution on Reviewed organizational structure with dates.
5.1.2	Good governance and administration	Good corporate governance and public participation	Number of HR Policies Reviewed per quarter by 30/06/2022	Senior Manager Corporate Services	3	6	OPEX	n/a	n/a	n/a	6	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 30/06/2022	Senior Manager Corporate Services	56	20	OPEX	5	15	n/a	20	Appointment letters; appointment register, details of new employees and copies of adverts
5.2 Employment Equity												
5.2.1		Good corporate governance and public participation	Number of employees from previously disadvantaged groups appointed in the three highest levels	Senior Manager Corporate Services	1	1	OPEX	n/a	n/a	n/a	1	Appointment letters; appointment register, Proof of Disadvantaged Employees

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	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
5.3 Skills Development												
5.3.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed and submitted Skills Development Plan by 30/04/2022(Number of people trained in terms of Work Skills Plan)	Senior Manager Corporate Services	1	1	OPEX	n/a	n/a	n/a	1	WSP & proof of submission to LG SETA
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)	Senior Manager Corporate Services	R1.6m	R4071676.58m	OPEX	R1m	R2.3m	R3.3m	R4m	Expenditure reports; Implementation reports
5.4 Performance Management System												
5.4.1	Good governance and administration	Good corporate governance and public participation	Number of S56&57 signing of Annual Performance Agreements by 30/07/2021 (One month after the start of each	Municipal Manager	6	6	OPEX	6	n/a	n/a	n/a	Copies of signed Performance Agreements with dates complying the legislated time line& submission letters to COGHSTA.

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	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
5.4.2	Good governance and administration	Good corporate governance and public participation	Number of Individual Performance Assessments of \$56&57 Managers conducted to review their performance by 30/06/2022(Mid – year/Annual)	Municipal Manager	0	2	OPEX	n/a	n/a	1	1	Approved Schedule of Individual Performance Assessments, Assessments records, attendance registers and Scorecards and reports
5.5 OHS												
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of schedule Institutional OHS quarterly meetings by 30/06/2022	Senior Manager Corporate Services	4	4	OPEX	1	1	1	1	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 (30/06/201)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
6.1 Council and Executive Management												
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	3	5	6	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	5	8	11	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	1	1	1	Council Approved MPAC schedule of meetings/Attendance registers
6.1.4	Good governance and administration	Good corporate governance and public participation	% of MPAC quarterly Resolutions implemented by 30/06/2022	Municipal Manager	52%	53%	OPEX	100%	100%	100%	100%	Resolution register
6.1.5	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly senior management meetings held by	Municipal Manager	11	11	OPEX	3	5	8	11	Minutes of Senior Management meetings; attendance registers

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/201)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
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	30	45	55	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 30/06/2022	Municipal Manager	3	4	OPEX	1	1	1	1	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	1	1	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled and convened monthly ward Committee meetings by 30/06/2022 (Functionality of ward committees)	Municipal Manager	New	209	OPEX	57	95	152	209	minutes and attendance register
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of quarterly Mayoral Imbizos and	Municipal Manager	4	4	OPEX	1	1	1	1	Imbizos reports and invitations

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/201)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
6.2.4	Good governance and administration	Good corporate governance and public participation	public participation by 30/06/2022	Senior Manager Technical Services	88%	100%	OPEX	100%	100%	100%	100%	Complaints register,
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	4	5	7	Copies of approved minutes, attendance registers
6.3.2	Good governance and administration	Good corporate governance and public participation	Number of approved Audit Committee Charter by 30/06/2022	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Audit Committee Charter
6.3.3	Good governance and administration	Good corporate governance and public participation	Number of Audit Steering Committee quarterly meetings held by 30/06/2021	Municipal Manager	12	12	OPEX	3	6	9	12	Approved minutes and attendance registers. (Exco and Management)
6.3.4	Good governance and administration	Good corporate governance and public participation	Number of Risk-based Audit Plan reviewed and approved by 30/06/2022	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Risk-based audit plan.

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/201	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
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%	50%	75%	100%	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%	60%	70%	80%	Internal Audit Follow-up Report
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	2	3	4	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%	70%	75%	80%	Audited Audit Committee Resolution Register
6.3.9	Good governance and administration	Good corporate governance and public participation	% of Community satisfaction with public services by 30/10/2021	Senior Manager Planning & Development	52%	100%	OPEX	n/a	100%	n/a	n/a	Community Satisfaction Survey Report
6.3.10	Good governance and administration	Good corporate governance and public participation	Number of 2020/21 AFS and Annual Performance Report	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	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 (30/06/201)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
6.3.11	Good governance and administration	Good corporate governance and public participation	Number of developed AG Action Plan approved to address the 2019/20G Report findings by 31/03/2022.	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Approved AG Action Plan by Council
6.3.12	Good governance and administration	Good corporate governance and public participation	% of quarterly implementation on AG Action Plan by 30/06/2022	Municipal Manager	22%	30%	OPEX	n/a	n/a	30%		Audited AG Action Plan and Portfolio of Evidence
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	8	11	LLF minutes and attendance register.
6.4 Risk Management, Fraud & Anti-Corruption												
6.4.1	Good governance and administration	Good corporate governance and public participation	Number of reviewed fraud and anti-corruption strategy approved by 30/06/2022	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved fraud and Anti-Corruption strategy by council (Council resolution)
6.4.2	Good governance and administration	Good corporate governance and public participation	Number of Reviewed Institutional Strategic Risk	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Institutional Strategic Risk register

KP A 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/201)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
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	1	1	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%	100%	100%	100%	Investigation reports
6.5 HIV/AIDS												
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	4	6	8	Outreach programmes reports
6.6 Security management												
6.6.1	Governance and Administration	Good corporate governance and public participation	Number of quarterly Security Management reports for Safeguarding of Council	Municipal Manager	4	4	OPEX	1	1	1	1	Security Management Reports

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/201)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
6.7 Disaster Management												
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	7	4	OPEX	1	1	1	1	Invitations, Agenda, Attendance register and reports
6.8 Performance Management System												
6.8.1	Governance and Administration	Good corporate governance and public participation	Number of Mid-Year Budget and Performance Assessment Report submitted to council by 31/03/2022	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council approval and resolution
6.8.2	Governance and Administration	Good corporate governance and public participation	Number of 2020/21 Draft Annual Report approved by 31/01/2021	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved 2020/21 Draft Annual Report with Council Resolution
6.8.3	Governance and Administration	Good corporate governance and public participation	Number of Oversight Report on 2020/21 Draft Annual Report approved by 31/03/2022	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved Oversight Report and Council Resolution
6.8.4	Good governance and administration	Good corporate governance and public participation	Number of reviewed 2021/2022 SDBIP	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Reviewed SDBIP signed by the Mayor and council resolution

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/201)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
6.8.5	Good governance and administration	Good corporate governance and public participation	Number of Draft 2022/23 SDBIP submitted to the Mayor for approval by 14/06/2022(14 days after the adoption of the IDP and Budget)	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	2022/23 Draft SDBIP approved by the Mayor (Signed and Dated)
6.8.6	Good governance and administration	Good corporate governance and public participation	Number of approved Final 2022/23 SDBIP (28 days after the adoption of the IDP and Budget) approved by mayor	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	2022/23 Final SDBIP approved by the Mayor (Signed and Dated)
6.9 Integrated Development planning												
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	n/a	n/a	n/a	Council Approved IDP, Budget, PMS Process Plan
6.9.2	Governance and Administration	Good corporate governance and public participation	Number of 2022/23 Draft IDP approved by 31/03/2022	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council resolution (Council approve 2022/23 Draft IDP)

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/201)	Annual Target (30/06/22)	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
6.9.3	Governance and Administration	Good corporate governance and public participation	Number of 2022/23 Final IDP approved by 28/05/2021	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Council resolution (Council approve 2022/23 Final IDP)
6.10 Communication												
6.10.1	Governance and Administration	Advance good corporate governance	Number of Communication Strategy reviewed and approved by Council by 30/06/2022	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Communication strategy and Council resolution
6.10.2	Governance and Administration	Advance good corporate governance	% for submission of information for publishing on the website as according to legislation checklist by 30/06/2022	Municipal Manager	100%	100%	OPEX	100%	100%	100%	100%	Legislation checklist
6.10.3	Governance and Administration	Advance good corporate governance	Number of quarterly Local Communicators Forum held by 30/06/2022	Communication manager	4	4	OPEX	1	1	1	1	Invitations, Minutes and attendance registers

CAPITAL PROJECTS PER RESPONSIBLE MANAGER

		Quarterly Outputs 2021/22					
18	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Evidence required
Parks and Cemetery							
	Senior Manager Community Services	New cemetery in Gravelote	R1 500 000	01/07/21	30/06/22		Bid Committees minutes and registers, advertisements. Final detailed design reports
Roads and Storm Water							
	Senior Manager Technical	Tambo Upgrading of Internal Street Phase2 (Co - funding)	R 1 569 721,18	01/07/21	30/06/22	n/a	Payment certificate
Sports Facilities							
	Senior Manager Technical	Selwane Sports Complex	R 1 056 033,55	01/07/21	30/06/22	Construction Site meeting	Progress reports, and payment certificate
EEDSM							
	Senior Manager Technical	Replacement of streetlights	R3 000 000	01/07/21	30/06/22	Specification Advertisement	Bid Committees minutes and registers, advertisements. Final detailed design reports

INEG (Electrification)											
Senior Manager Technical	Electrification	R20 000 000	01/07/21	30/06/22		Specification	Advertise,	Evaluation, adjudication, appointment of contractor. Handover of the site Construction	Construction Site meeting	Bid Committees minutes and registers, advertisements. Final detailed design reports	
MIG											
Senior Manager Technical	Refurbishment of Namakgale stadium	R 7 628 700,00	01/07/21	30/06/22		Construction Site meeting	Construction Site meeting	Construction Site meeting	Construction Site meeting	Progress reports and completion certificate	
Senior Manager Technical	Tambo phase 2 Street paving	R18 000 000,00	01/07/21	30/06/22		Construction Site meeting	Construction Site meeting	N/a	n/a	Progress reports and payment certificate	
Senior Manager Technical	Bentfarm upgrading of street	R 100 000,00	01/07/21	30/06/21		n/a	n/a	n/a	Specification And advertisement	Minutes of bid committees and advertisement	
Senior Manager Technical	Upgrading of B1 extension	R 6 272 050,00	01/07/21	30/06/22		Specification And advertisement	Evaluation, adjudication, appointment of contractor. Handover of the site Construction	Construction Site meeting	Construction Site meeting	Progress reports and payment certificate	

SDBIP APPROVAL

<p>Approval by the Mayor</p> <p>This Top Layer 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 Top Layer SDBIP is a competency reserved for the Municipal Manager in terms of Section 53 of the MFMA. The Municipal Manager becomes responsible for ensuring that the Top Layer SDBIP is submitted to the Mayor within 28 days for the approval of the Budget.</p>	
<p>Monitoring</p> <p>Progress against the objectives set out in the Top Layer SDBIP will be monitored and reported on a monthly, quarterly, and annual basis.</p>	
<p>Signatures</p> <p>TOP LAYER SDBIP 2021/22 Compiled by:</p> <p>Approved by</p> <p>Municipal Manager M.I. Moakamele Date: 30/06/2021</p> <p>Mayor Clir MM Malati Date: 30/06/2021</p>	

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 refer 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: $\text{Eskom bill less BPM bill} / \text{Eskom bill} \times 100$.

Kilometres of roads upgrade from gravel to tar/paving

This relates 1 km of B1 Extension

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

No. SPLUMA Applications

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

SMME- Small Medium and Micro Enterprise

Number of business supported