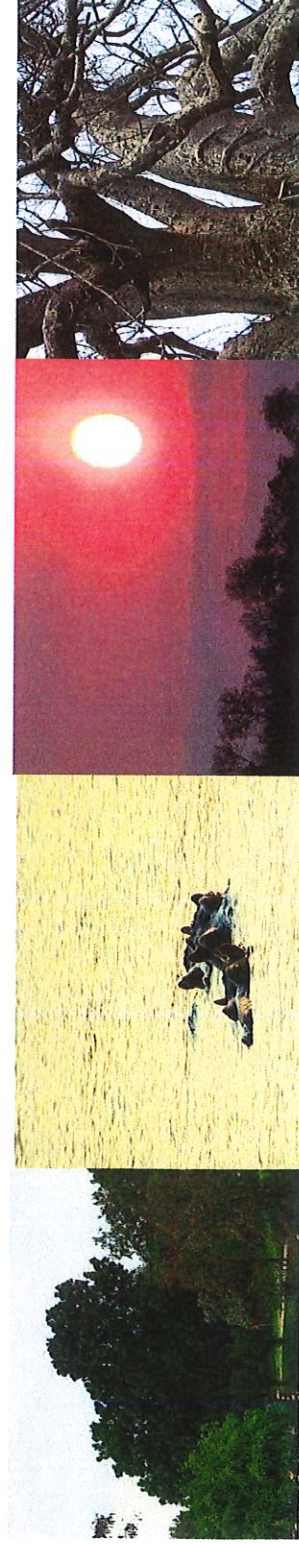


BA-PHALABORWA LOCAL MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2022-2023



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

The Home of Marula and Wildlife Tourism

Contents

Introduction	3
Legislation	3
Methodology and Content	4
Strategic Intent	5
Monthly Projections of Revenue for each Source	7
Monthly Projections of Revenue and Expenditure by Vote: 1 st Quarter	8
Monthly Projections of Revenue and Expenditure by Vote: 2 nd Quarter	9
Monthly Projections of Revenue and Expenditure by Vote: 3 rd Quarter	10
Monthly Projections of Revenue and Expenditure by Vote: 4 th Quarter	11
Total Monthly projections of revenue and Expenditure by Vote for 2022/23	12
KPA 1: Spatial Rationale	13
KPA 2: Basic Service Delivery	15
KPA 3: Municipal Financial Viability and Management	19
KPA 4: Local Economic Development	23
KPA 5: Transformation and Organisational Development	25
KPA 6: Good Governance and Public Administration	29
Capital Works Plan	46
SDBIP Approval	48

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.

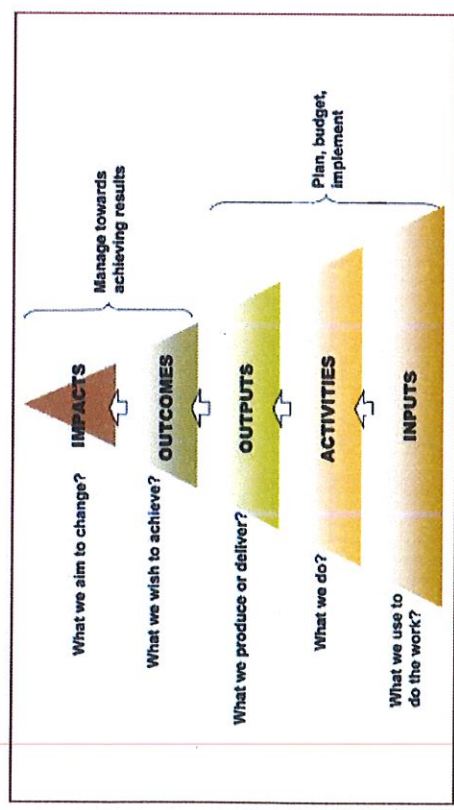
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

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:

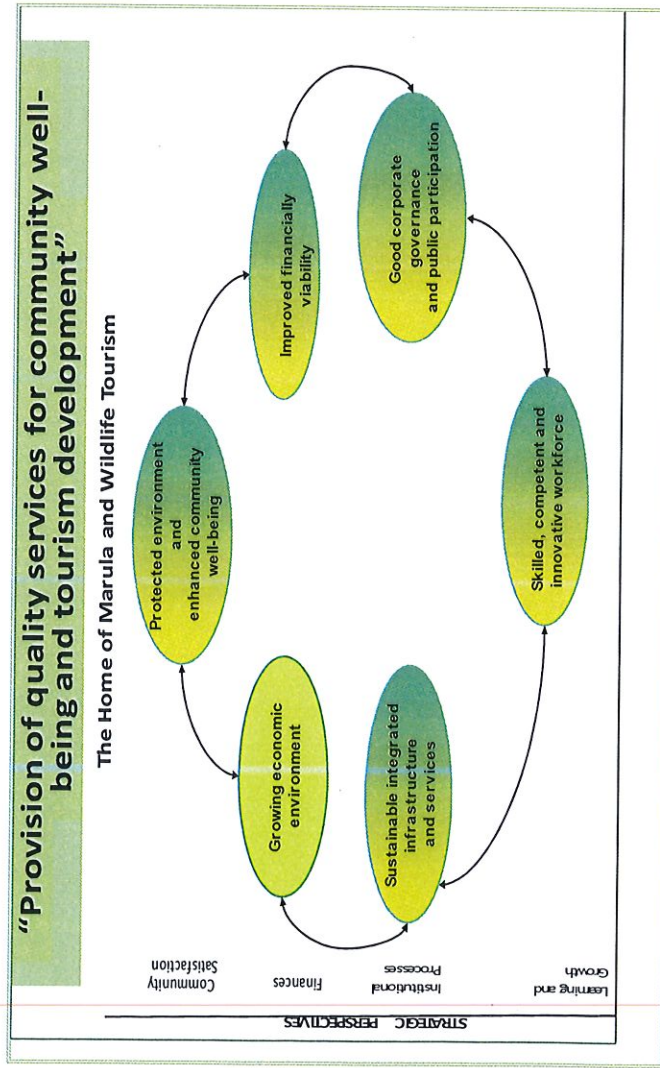
- Promotion of local economy
- Provision of sustainable integrated infrastructure land services
- Sustain the environment

- 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	2022 Monthly Projections												2023 Monthly Projections												Total
	R'000												R'000												
	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Jan.	Feb.	Mar.	Apr.	May	June							
Property Rates	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	144,510		
Service charges – electricity	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	13,962	167,547	
Service Charges – Refuse	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	1,644	19,726	
Rental of Facilities and Equipment	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	209	
Interest on external Investments	207	207	207	207	207	207	207	207	207	207	207	207	207	207	207	207	207	207	207	207	207	207	207	2,481	
Interest Earned – Outstanding Debtors	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	4,928	59,140	
Dividends received																									
Fines	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	1,295	
Licenses and Permits	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	22,636	
Agency services	517	517	517	517	517	517	517	517	517	517	517	517	517	517	517	517	517	517	517	517	517	517	517	6,200	
Transfers recognised - operational	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	16,329	195,948	
Transfers recognised - capital	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	42,377	
Other Revenue	673	673	673	673	673	673	673	673	673	673	673	673	673	673	673	673	673	673	673	673	673	673	673	8,077	
Total Revenue by Source	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	55,845	670,146	

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

Expenditure and Revenue by Vote	July 2022			August 2022			September 2022					
	R'000	Opex	Capex	Rev	R'000	Opex	Capex	Rev	R'000	Opex	Capex	Rev
Executive and council		5,967	-	-		5,967	-	-		5,967	-	-
Budget & Treasury and Administration		15,156	125	32,535		15,156	125	32,535		15,156	125	32,535
Community and Social Services		3,445	-	15		3,445	-	15		3,445	-	15
Public Safety		2,819	-	2,403		2,819	-	2,403		2,819	-	2,403
Economic and Environmental Services		1,843	-	24		1,843	-	24		1,843	-	24
Road Transport		8,846	2,865	3,227		8,846	2,865	3,227		8,846	2,865	3,227
Electricity		13,447	667	15,029		13,447	667	15,029		13,447	667	15,029
Waste Management		729	83	2,611		729	83	2,611		729	83	2,611
Total by Vote		52,253	3,740	55,845		52,253	3,740	55,845		52,253	3,740	55,845

Monthly Projections of Revenue and Expenditure by Vote: Second Quarter

Expenditure and Revenue by Vote	October 2022 Outcome R'000			November 2022 Outcome R'000			December 2022 Outcome R'000		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	5,967	-	-	5,967	-	-	5,967	-
Budget & Treasury and Administration	15,156	125	32,535	15,156	125	32,535	15,156	125	32,535
Community and Social Services	3,445	-	15	3,445	-	15	3,445	-	15
Public Safety	2,819	-	2,403	2,819	-	2,403	2,819	-	2,403
Economic and Environmental	1,843	-	24	1,843	-	24	1,843	-	24
Road Transport	8,846	2,865	3,227	8,846	2,865	3,227	8,846	2,865	3,227
Electricity	13,447	667	15,029	13,447	667	15,029	13,447	667	15,029
Waste Management	729	83	2,611	729	83	2,611	729	83	2,611
Total by Vote	52,253	3,740	55,845	52,253	3,740	55,845	52,253	3,740	55,845

Monthly Projections of Revenue and Expenditure by Vote: Third Quarter

Expenditure and Revenue by Vote	January 2023 Projections R'000			February 2023 Projections R'000			March 2023 Projections R'000		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Executive and council	5,967	-	-	5,967	-	-	5,967	-	-
Budget & Treasury and Administration	15,156	125	32,535	15,156	125	32,535	15,156	125	32,535
Community and Social Services	3,445	-	15	3,445	-	15	3,445	-	15
Public Safety	2,819	-	2,403	2,819	-	2,403	2,819	-	2,403
Economic and Environmental Services	1,843	-	24	1,843	-	24	1,843	-	24
Road Transport	8,846	2,865	3,227	8,846	2,865	3,227	8,846	2,865	3,227
Electricity	13,447	667	15,029	13,447	667	15,029	13,447	667	15,029
Waste Management	729	83	2,611	729	83	2,611	729	83	2,611
Total by Vote	52,253	3,740	55,845	52,253	3,740	55,845	52,253	3,740	55,845

Monthly Projections of Revenue and Expenditure by Vote: Fourth Quarter

Expenditure and Revenue by Vote	April 2023 Projections R'000				May 2023 Projections R'000				June 2023 Projections R'000			
	Opex	Capex	Rev	Rev	Opex	Capex	Rev	Rev	Opex	Capex	Rev	Rev
Executive and council	5,967	-	-	-	5,967	-	-	-	5,967	-	-	-
Budget & Treasury and Administration	15,156	125	32,535	32,535	15,156	125	32,535	32,535	15,156	125	32,535	32,535
Community and Social Services	3,445	-	15	15	3,445	-	15	15	3,445	-	15	15
Public Safety	2,819	-	2,403	2,403	2,819	-	2,403	2,403	2,819	-	2,403	2,403
Economic and Environmental Services	1,843	-	24	24	1,843	-	24	24	1,843	-	24	24
Road Transport	8,846	2,865	3,227	3,227	8,846	2,865	3,227	3,227	8,846	2,865	3,227	3,227
Electricity	13,447	667	15,029	15,029	13,447	667	15,029	15,029	13,447	667	15,029	15,029
Waste Management	729	83	2,611	2,611	729	83	2,611	2,611	729	83	2,611	2,611
Total by Vote	52,253	3,740	55,845	55,845	52,253	3,740	55,845	55,845	52,253	3,740	55,845	55,845

Total Monthly Projections of Revenue and Expenditure by Vote for 2022/23

Expenditure and Revenue by Vote	R'000	2022/23 Total Expenditure and Revenue by Vote		
		Opex	Capex	Rev
Executive and Council		71,609	-	-
Budget and Treasury and Administration		181,877	1,500	390,425
Community and Social Services		41,337	-	180
Public Safety		33,829	-	28,836
Economic and Environmental Services		22,113	-	290
Road Transport		106,156	34,377	38,726
Electricity		161,359	8,000	180,352
Waste Management		8,752	1,000	31,336
Total by Vote		627,031	44,877	670,146

KPA 1: Spatial Rationale

KPA 1: Spatial Rationale												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/22)	Annual Target 30/06/23	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
1.1 Spatial Planning												
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll reviewed by 30/06/2023	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 30/06/2023	Senior Manager Planning & Development	Within 90 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 to Mopani Planning Tribunal

KPA 2: BASIC SERVICE DELIVERY

KPA 2: SERVICE DELIVERY												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/22)	Annual Target 30/06/23	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
2.1 Electricity												
2.1.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	% on reduction of electricity losses each quarter by 30/06/2023	Senior Manager Technical Services	4.2%	4%	OPEX	1%	2%	3%	4%	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 30/06/2023	Senior Manager Technical Services	R9 144 353,11	R8 000 000,00	INEG	R500 000,00	R3 000 000,00	R6 000 000,00	R8 000 000,00	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 30/06/2023	Senior Manager Technical Services	5274	5274	OPEX	5274	5274	5274	5274	Household list on conventional and pre-paid.
2.1.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of indigent HH receiving free basic electricity by 30/06/2023	Chief Financial Officer	506	280	OPEX	280	280	280	280	Indigent Register Proof of payment to ESKOM
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 30/06/2023 Benfarm Upgrading of street 1km	Senior Manager Technical Services	6.863km	1Km	CAPEX	n/a	n/a	n/a	1km	Project reports, projects completion certificates
2.2.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on roads and storm water capital funding spent per quarter by 30/06/2023	Senior Manager Technical Services	R25 752 300,12	R28 200 00 0.00	CAPEX	R2 000 000 00	R16 000 00 0.00	R6 000 000 00	R4 200 000 00	Payment Certificates and Expenditure Reports
2.3 Parks and Cemetery												
2.3.1	Protect Environment and Community Well being	Sustain the Environment	Number of parks maintained by 30/06/2023	Senior Manager Community Services	9	9	OPEX	9	9	9	9	Maintenance plan , Inspection reports and pictures
2.3.2	Protect Environment and Community Well being	Sustain the Environment	Number of cemetery maintained by 30/06/2023 (Phalaborwa, Lulekani Narmakgale and Gravelote	Senior Manager Community Services	4	4	OPEX	4	4	4	4	Maintenance plan , Inspection reports and pictures

2.4 Waste Management												
2.4.1	Protect Environment and Community Well being	Sustain the Environment	Maintenance of Phalaborwa landfill site by 30/06/2023	Senior Manager Community Services	4	12	OPEX	3	6	9	12	Monthly maintenance report as per Service Level
2.4.2	Protect Environment and Community Well being	Sustain the Environment	Number of urban Households with access to basic waste removal services (Phalaborwa town, Gravelote, Namakgale and Lulekani by 30/06/2023)	Senior Manager Community Services	12605	12605	OPEX	12605	12605	12605	12605	Confirmation of waste collection by ward councillors Collection schedule Households listing
2.4.3	Protect Environment and Community Well being	Sustain the Environment	Number of rural villages with access to basic waste removal services (Mashishimale & Makhushane by 30/06/2023)	Senior Manager Community Services	2	2	OPEX	2	2	2	2	Confirmation of waste collection by ward councillors Collection schedule Households listing
2.4.4	Protect Environment and Community Well being	Sustain the Environment	Number of indigent Households receiving free basic waste removal service by 30/06/2023	CFO	506	228	OPEX	228	228	228	228	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 (30/06/22)	Annual Target 30/06/23	Budget	2022/23 Quarterly Projections				Evidence Required	
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)		
3.1 Financial Management													
3.1.1	Good governance and administration	Good corporate governance and public participation	Number of approved budget planning schedule by 31/08/2022 (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 2023/24 Draft Budget by Council by 31/03/2023 (3 months before the start of the new financial year)	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	n/a	Draft Budget document; Council Resolution
3.1.3	Good governance and administration	Good corporate governance and public participation	Number of approved 2023/24 Final Budget by Council by 31/05/2023 (1 month before the start of the new financial year)	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	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 30/06/2023	Chief Financial Officer	23	23	OPEX	n/a	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	Municipal Manager	3	3	OPEX	3 (Specification, Evaluation and Adjudication)	n/a	n/a	n/a	n/a	Appointment letters of bid committees members

		participation	by 07/07/2022															
3.1.6	Governance and administration	Improve financial viability	Number of quarterly movable asset verifications conducted by 30/06/2023	Chief Financial Officer	3	4	OPEX	1	1	1	1	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 30/06/2023	Chief Financial Officer	12	12	OPEX	3	6	9	12	12	12	12	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 30/06/2023 budget year	Chief Financial Officer	65%	80%	OPEX	65%	60%	70%	80%	80%	80%	80%	80%	80%	80%	Quarterly reports on revenue collection
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2023	Chief Financial Officer	3%	50%	OPEX	20%	30%	40%	50%	50%	50%	50%	50%	50%	50%	Quarterly reports on debt collection
3.1.10	Good governance and administration	Good corporate governance and public participation	Number of updated indigent register by 30/06/2023	Chief Financial Officer	1	1	OPEX	n/a	n/a	n/a	1	1	1	1	1	1	1	Updated indigent register
3.1.11	Good governance and administration	Improve financial viability	Expenditure spent quarterly on MIG by 30/06/2023	Senior Manager Technical Services	R40 918 404,00	R34 377 000		R4 000 000,00	R18 000 000,00	R8 177 000,00	R4 200 000,00	R4 200 000,00	R4 200 000,00	R4 200 000,00	R4 200 000,00	R4 200 000,00	R4 200 000,00	MIG monitoring report/payment certificates/Grand reconciliation
3.1.12	Good governance and administration	Improve financial viability	% of quarterly Municipal Capital Budget spent by 30/06/2023	Chief Financial Officer	98%	100%	OPEX	25%	50%	75%	100%	100%	100%	100%	100%	100%	100%	Finance reports
3.1.13	Good governance and administration	Improve financial viability	% of quarterly Municipal Personnel Budget spent by 30/06/2023	Chief Financial Officer	87%	100%	OPEX	25%	50%	75%	100%	100%	100%	100%	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 (30/06/22)	Annual Target 30/06/23	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
4.1 Job creation												
4.1.1	Economic	Promotion of local economy	Number of jobs created through capital Projects by 30/06/2023 (Temporary jobs)	Senior Manager Technical Services	44	70	CAPEX	30	60	60	70	Certified ID copies ,payment registers and employment contracts
4.1.2	Economic	Promotion of local economy	Number of full time equivalent jobs created through EPWP by 30/09/2022	Senior Manager Technical Services	58	63	OPEX	63	n/a	n/a	n/a	Certified ID copies ,payment registers and employment contracts
4.1.3	Economic	Promotion of local economy	Number of LED Forums meetings held by 30/06/2023	Senior Manager Planning and Development	1	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 through the municipal SCM (procurement) by 30/06/2023	Chief Financial Officer	461	200	OPEX & CAPITAL	50	100	150	200	System generated Expenditure report with SMMEs supported.
4.2.2	Economic	Promotion of local economy	Number of activities promoting and marketing Ba-phalaborwa Municipality as a tourist destination	Senior Manager Planning and Development	2	4	OPEX	1	n/a	1	1	Invitations, Attendance register, reports

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 (30/06/22)	Annual Target 30/06/23	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
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 30/06/2023	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 by 30/06/2023	Senior Manager Corporate Services	6	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 30/06/2023	Senior Manager Corporate Services	40	20	OPEX	5	15	n/a	20	Approved Memo on critical positions and Appointment letters
5.2 Employment Equity												
5.2.1		Good corporate governance and public participation	Implementation of EEP on Post Level 0,2,3 by 30/06/2023	Senior Manager Corporate Services	4	1	OPEX	n/a	n/a	n/a	1	Implementation report on the Equity Plan

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/22)	Annual Target 30/06/23	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
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 30/04/2023(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 30/06/2023(1% legislation)	Senior Manager Corporate Services	R1 360 755,12	R1 644 881.06	OPEX	R411 220,265	R411 220,265	R411 220,265	R411 220,265	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 Annual Performance Agreements signed by 30/07/2022 (One month after the start of each financial year	Municipal Manager	6	6	OPEX	n/a	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 (30/06/22)	Annual Target 30/06/23	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
5.4.2	Good governance and administration	Good corporate governance and public participation	Number of Individual Performance Assessments of s56&57 Managers conducted to review their performance by 30/06/2023(Mid – year/Annual)	Municipal Manager	0	2	OPEX	n/a	n/a	2	n/a	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 30/06/2023	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 (30/06/2022)	Annual Target (30/06/23)	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
6.1 Council and Executive Management												
6.1.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled Council meetings held by 30/06/2023	Senior Manager Corporate Services	14	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 Exco meetings held by 30/06/2023	Senior Manager Corporate Services	16	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 30/06/2023	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 30/06/2023	Municipal Manager	68%	53%	OPEX	100%	100%	100%	100%	Resolution register and POE to support resolutions implemented
6.1.5	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly senior management meetings held by 30/06/2023	Municipal Manager	14	12	OPEX	3	6	9	12	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 (30/06/2022)	Annual Target (30/06/23)	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
6.1.6	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly Portfolio Committee meetings held by 30/06/2023	Municipal Manager	62	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 30/06/2023	Municipal Manager	2	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 30/06/2023	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 30/06/2023 (Functionality of ward committees)	Municipal Manager	New	209	OPEX	57	38	57	57	Minutes and attendance register
6.2.4	Good governance and administration	Good corporate governance and public participation	Number of quarterly Mayoral Izimbizos and public	Municipal Manager	4	4	OPEX	1	1	1	1	Public notices and Community Inputs report.

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2022)	Annual Target (30/06/23)	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
6.2.4	Good governance and administration	Good corporate governance and public participation	% of complains resolved quarterly by 30/06/2023	Senior Manager Technical Services	76%	100%	OPEX	100%	100%	100%	100%	System generated Complain register,
6.3 Corporate Governance												
6.3.1	Good governance and administration	Good corporate governance and public participation	Number of Audit Committee meetings held by 30/06/2023	Municipal Manager	10	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 Reviewed and approved of 2023/24 Audit Committee Charter by 30/06/2023	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Audit Committee Charter and council resolution
6.3.3	Good governance and administration	Good corporate governance and public participation	Number of Audit Steering Committee meetings held by 30/06/2023	Municipal Manager	22	24	OPEX	6	12	18	24	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 30/06/2023	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Risk-based audit plan and council resolution
6.3.5	Good governance	Good	%	Chief	100%	100%	OPEX	20%	50%	75%	100%	Audit Committee

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2022)	Annual Target (30/06/23)	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
	and administration	corporate governance and public participation	Implementation of IA Plan by 30/06/2023	Executive Audit								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 30/06/2023	Municipal Manager	82%	100%	OPEX	100%	100%	100%	100%	Internal Audit Follow-up Report
6.3.7	Good governance and administration	Good corporate governance and public participation	Number of Audit Committees Reports presented to Council by 30/06/2023	Chief Executive Audit	5	4	OPEX	1	2	3	4	Audit Committee Reports and Council Resolution
6.3.8	Good governance and administration	Good corporate governance and public participation	% implementation of Audit Committee Resolutions	Municipal Manager	91%	100%	Opex	100%	100%	100%	100%	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 30/10/2022	Senior Manager Planning & Development	86%	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 2021/22 AFS and Annual Performance Report submitted to AG by 31/08/22	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	Submission letters, copy of final AFS and Annual Performance Report

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2022)	Annual Target (30/06/23)	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
6.3.11	Good governance and administration	Good corporate governance and public participation	Number of developed AG Action Plan approved to address the 2021/22 AG Report findings by 31/03/2023.	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 implementation on AG Action Plan by 30/06/2023	Municipal Manager	18%	80%	OPEX	80%	n/a	50%	80%	Audited AG Action Plan and Portfolio of Evidence
6.3.13	Good governance and administration	Good corporate governance and public participation	Number of Local Labour Forum meetings held by 30/06/2023	Senior Manager Corporate Services	19	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 30/06/2023	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 Register approved by 30/06/2023	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Institutional Strategic Risk register and council resolution

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2022)	Annual Target (30/06/23)	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
6.4.3	Good governance and administration	Good corporate governance and public participation	Number of Institutional Risk Management Committee meetings held by 30/06/2023	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 30/06/2023	Municipal Manager	0%	100%	OPEX	100%	100%	100%	100%	Case register and Investigation reports
6.5 HIV/AIDS												
6.5.1	Good governance and administration	Provision of sustainable integrated infrastructure and services	Number of outreach programmes conducted by 30/06/2023	Municipal Manager	5	10	OPEX	2	6	8	10	Outreach programmes reports
6.6 Security management												
6.6.1	Governance and Administration	Good corporate governance and public participation	Number of Security Management reports for Safeguarding of Council Assets by 30/06/2023	Municipal Manager	4	4	OPEX	1	1	1	1	Security Management Reports
6.7 Disaster Management												
6.7.1	Governance and Administration	Good corporate governance	Number of disaster awareness	Municipal Manager	6	4	OPEX	1	1	1	1	Invitations, Agenda, Attendance register and disaster

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2022)	Annual Target (30/06/23)	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
		and public participation	campaigns conducted by 30/06/2023									awareness conducted 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 31/03/2023	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council approved assessment report
6.8.2	Governance and Administration	Good corporate governance and public participation	Number of 2021/22 Draft Annual Report approved by 31/01/2023	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved 2021/22 Draft Annual Report with Council Resolution
6.8.3	Governance and Administration	Good corporate governance and public participation	Number of Oversight Report on 2021/22 Draft Annual Report approved by 31/03/2023	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 2022/2023 SDBIP approved by 31/03/2023	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Reviewed SDBIP signed by the Mayor and council resolution
6.8.5	Good governance and administration	Good corporate governance and public participation	Number of Draft 2023/24 SDBIP submitted to the Mayor for approval by	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	2023/24 Draft SDBIP approved by the Mayor (Signed and Dated)

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2022)	Annual Target (30/06/23)	Budget	2022/23 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 22)	2 nd Quarter (1 Oct – 31 Dec 22)	3 rd Quarter (1 Jan – 31 Mar 23)	4 th Quarter (1 Apr – 30 Jun 23)	
6.8.6	Good governance and administration	Good corporate governance and public participation	14/06/2023(14 days after the adoption of the IDP and Budget) Number of approved Final 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	2023/24 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 31/07/2022	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 2023/24 Draft IDP approved by council by 31/03/2023	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council resolution 2023/24 Draft IDP
6.9.3	Governance and Administration	Good corporate governance and public participation	Number of 2023/24 Final IDP approved by Council by 28/05/2023	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Council resolution (Council approve 2023/24 Final IDP)
6.10 Communication												
6.10.1	Governance and	Advance good corporate	Number of Communication	Municipal	1	1	OPEX	n/a	n/a	n/a	1	Approved Communication

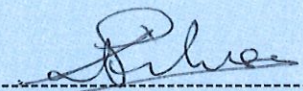
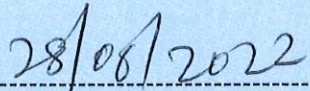
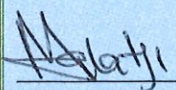
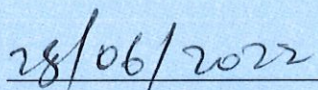
KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2022)	Annual Target (30/06/23)	Budget	2022/23 Quarterly Projections				Evidence Required
								1st Quarter (1 Jul – 30 Sept 22)	2nd Quarter (1 Oct – 31 Dec 22)	3rd Quarter (1 Jan – 31 Mar 23)	4th Quarter (1 Apr – 30 Jun 23)	
	Administration	governance	Strategy reviewed and approved by Council by 30/06/2023	Manager								strategy and Council resolution
6.10.2	Governance and Administration	Advance good corporate governance	% for submission of information for publishing on the website according to legislation checklist by 30/06/2023	Municipal Manager	100%	100%	OPEX	100%	100%	100%	100%	Legislation register checklist
6.10.3	Governance and Administration	Advance good corporate governance	Number of Local Communicators Forum held by 30/06/2023	Communication manager	4	4	OPEX	1	1	1	1	Invitations, Minutes and attendance registers

CAPITAL PROJECTS PER RESPONSIBLE MANAGER

Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2022/23				Evidence required
						1 st Quarter 01 Jul - 30 Sept 2022	2 nd Quarter 01 Oct - 31 Dec 2022	3 rd Quarter 01 Jan - 31 Mar 2023	4 th Quarter 01 Apr - 30 Jun 2023	
Waste Management										
Senior Manager Technical Services	Establishment of new land fill site (Phalaborwa)	R1 500 000	01/07/22	30/06/23	all	Advertisement, Appointment, Designs	Site Establishment Construction and Site Meetings	Construction and Site Meetings	Completion.	Bid Committees minutes and registers, advertisements. Final detailed design reports
Office Furniture and Equipment										
Senior Manager Corporate	Office Furniture and Equipment	R 1 500.000.00	01/07/22	30/06/23		Requisition Delivery note	Requisition Delivery note	n/a	n/a	Request for purchase and Payment certificate
INEG (Electrification)										
Senior Manager Technical	Electrification	R8 000 000	01/07/22	30/06/23		Specification & Advertise.	Evaluation, Adjudication, Appointment of contractor and Handover of the site	Construction & site meetings	Construction & close out	Bid Committees minutes and registers, advertisements. Final detailed design reports. Completion certificate
MIG										
Senior Manager Technical	Refurbishment of Namakgale stadium	R 5 357 000.00	01/07/22	30/06/23		Construction and Site Meetings	Construction and Site Meetings	Construction and Site Meetings	Construction and Site Meetings	Progress reports and completion certificate
Senior Manager Technical	Tambo Upgrading of Street phase 2	R2000 000.00	01/07/22	30/06/23		Construction and	n/a	n/a	Completion	Progress reports, completion certificate

FINAL SDBIP APPROVAL

Approval by the Mayor	<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 Reviewed 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 Reviewed Top Layer SDBIP is submitted to the Mayor within 28 days for the approval of the Budget.</p>
Monitoring implementation of the SDBIP	<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>
Signatures	<p style="text-align: center;">TOP LAYER SDBIP 2022/23 Compiled by:</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  <hr style="border-top: 1px dashed black;"/> <p>Dr KKL Pilusa Acting Municipal Manager</p> </div> <div style="text-align: center;">  <hr style="border-top: 1px dashed black;"/> <p>Date</p> </div> </div> <p style="text-align: center; margin-top: 20px;">Approved by</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  <hr style="border-top: 1px solid black;"/> <p>Cllr MM Malatji Mayor</p> </div> <div style="text-align: center;">  <hr style="border-top: 1px solid black;"/> <p>Date</p> </div> </div>

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