

# BA-PHALABORWA LOCAL MUNICIPALITY



## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2023-2024



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

*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:

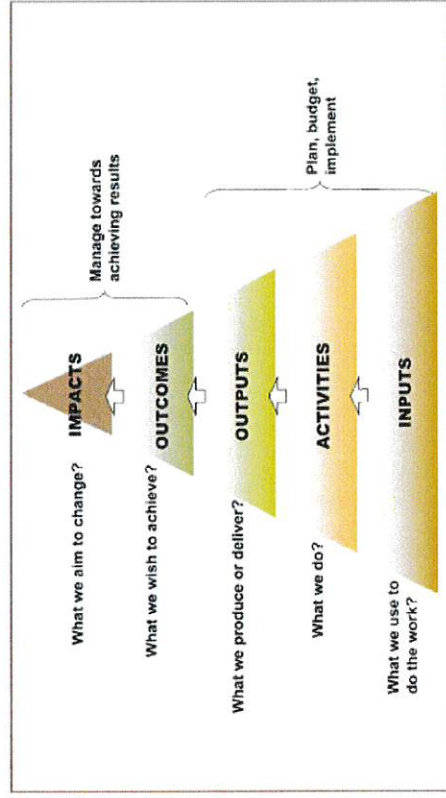
1. Monthly projections of revenue to be collected by source

2. Monthly projections of expenditure (operating and capital) and revenue for each 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.

The methodology followed by Ba-Phalaborwa Local Municipality 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

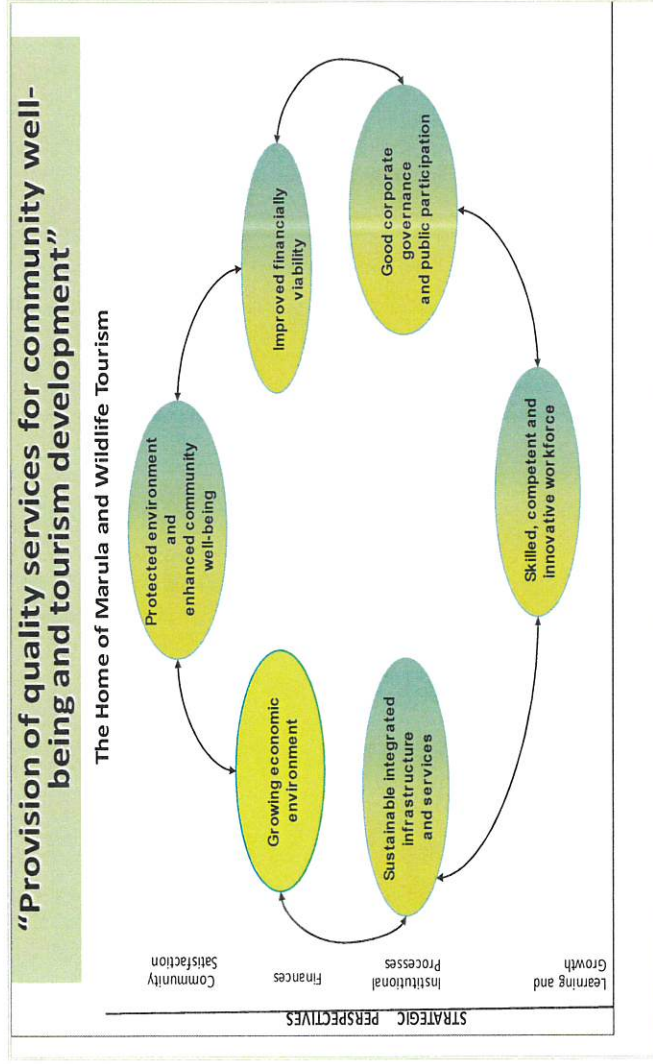
**Strategic objectives:**

- 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:





**Monthly projections of revenue for each source**

| Sources of Revenue                    | 2023 Monthly Projections |               |               |               |               |               |               |               |               |               |               |               | 2024 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                        | 15,380                   | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380                   | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 15,380        | 184,566       |                |       |
| Service charges – electricity         | 14,632                   | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632                   | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 14,632        | 175,582        |       |
| Service Charges – Refuse              | 1731                     | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 1731                     | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 1731          | 20,772         |       |
| Rental of Facilities and Equipment    | 80                       | 80            | 80            | 80            | 80            | 80            | 80            | 80            | 80            | 80            | 80            | 80            | 80                       | 80            | 80            | 80            | 80            | 80            | 80            | 80            | 80            | 80            | 80            | 963            |       |
| Interest on external Investments      | 218                      | 218           | 218           | 218           | 218           | 218           | 218           | 218           | 218           | 218           | 218           | 218           | 218                      | 218           | 218           | 218           | 218           | 218           | 218           | 218           | 218           | 218           | 218           | 2,613          |       |
| Interest Earned – Outstanding Debtors | 5,221                    | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221                    | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 5,221         | 62,657         |       |
| Dividends received                    |                          |               |               |               |               |               |               |               |               |               |               |               |                          |               |               |               |               |               |               |               |               |               |               |                |       |
| Fines                                 | 114                      | 114           | 114           | 114           | 114           | 114           | 114           | 114           | 114           | 114           | 114           | 114           | 114                      | 114           | 114           | 114           | 114           | 114           | 114           | 114           | 114           | 114           | 114           | 1,363          |       |
| Licenses and Permits                  | 509                      | 509           | 509           | 509           | 509           | 509           | 509           | 509           | 509           | 509           | 509           | 509           | 509                      | 509           | 509           | 509           | 509           | 509           | 509           | 509           | 509           | 509           | 509           | 6,109          |       |
| Agency services                       | 544                      | 544           | 544           | 544           | 544           | 544           | 544           | 544           | 544           | 544           | 544           | 544           | 544                      | 544           | 544           | 544           | 544           | 544           | 544           | 544           | 544           | 544           | 544           | 6,529          |       |
| Transfers recognised - operational    | 17,287                   | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287                   | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 17,287        | 207,443        |       |
| Transfers recognised - capital        | 4,716                    | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716                    | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 4,716         | 56,586         |       |
| Other Revenue                         | 647                      | 647           | 647           | 647           | 647           | 647           | 647           | 647           | 647           | 647           | 647           | 647           | 647                      | 647           | 647           | 647           | 647           | 647           | 647           | 647           | 647           | 647           | 647           | 7,759          |       |
| <b>Total Revenue by Source</b>        | <b>61,078</b>            | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b>            | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>61,078</b> | <b>732,932</b> |       |

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

| Expenditure and Revenue by Vote      | July 2023 |                   |                  | August 2023       |       |                   | September 2023   |                   |       |                   |                  |                   |
|--------------------------------------|-----------|-------------------|------------------|-------------------|-------|-------------------|------------------|-------------------|-------|-------------------|------------------|-------------------|
|                                      | R'000     | Opex              | Capex            | Rev               | R'000 | Opex              | Capex            | Rev               | R'000 | Opex              | Capex            | Rev               |
| Executive and council                |           | 4,077             |                  |                   |       | 4,077             |                  |                   |       | 4,077             |                  |                   |
| Budget & Treasury and Administration |           | 23,793            | 125              | 37,487            |       | 23,793            | 125              | 37,487            |       | 23,793            | 125              | 37,487            |
| Community and Social Services        |           | 1,522             | 83               | 16                |       | 1,522             | 83               | 16                |       | 1,522             | 83               | 16                |
| Public Safety                        |           | 1,780             |                  | 509               |       | 1,780             |                  | 509               |       | 1,780             |                  | 509               |
| Economic and Environmental Services  |           | 2,720             |                  | 25                |       | 2,720             |                  | 25                |       | 2,720             |                  | 25                |
| Road Transport                       |           | 7,159             | 2,206            | 3,381             |       | 7,159             | 2,206            | 3,381             |       | 7,159             | 2,206            | 3,381             |
| Electricity                          |           | 1,374             | 1,733            | 16,925            |       | 1,374             | 1,733            | 16,925            |       | 1,374             | 1,733            | 16,925            |
| Waste Management                     |           | 712               |                  | 2,735             |       | 712               |                  | 2,735             |       | 712               |                  | 2,735             |
| <b>Total by Vote</b>                 |           | <b>43,137,995</b> | <b>4,147,167</b> | <b>61,077,628</b> |       | <b>43,137,995</b> | <b>4,147,167</b> | <b>61,077,628</b> |       | <b>43,137,995</b> | <b>4,147,167</b> | <b>61,077,628</b> |



**Monthly Projections of Revenue and Expenditure by Vote: Second Quarter**

| Expenditure and Revenue by Vote      | October 2023<br>Outcome<br>R'000 |                  |                   | November 2023<br>Outcome<br>R'000 |                  |                   | December 2023<br>Outcome<br>R'000 |                  |                   |
|--------------------------------------|----------------------------------|------------------|-------------------|-----------------------------------|------------------|-------------------|-----------------------------------|------------------|-------------------|
|                                      | Opex                             | Capex            | Rev               | Opex                              | Capex            | Rev               | Opex                              | Capex            | Rev               |
| Executive and council                | 4,077                            |                  |                   | 4,077                             |                  |                   | 4,077                             |                  |                   |
| Budget & Treasury and Administration | 23,793                           | 125              | 37,487            | 23,793                            | 125              | 37,487            | 23,793                            | 125              | 37,487            |
| Community and Social Services        | 1,522                            | 83               | 16                | 1,522                             | 83               | 16                | 1,522                             | 83               | 16                |
| Public Safety                        | 1,780                            |                  | 509               | 1,780                             |                  | 509               | 1,780                             |                  | 509               |
| Economic and Environmental           | 2,720                            |                  | 25                | 2,720                             |                  | 25                | 2,720                             |                  | 25                |
| Road Transport                       | 7,159                            | 2,206            | 3,381             | 7,159                             | 2,206            | 3,381             | 7,159                             | 2,206            | 3,381             |
| Electricity                          | 1,374                            | 1,733            | 16,925            | 1,374                             | 1,733            | 16,925            | 1,374                             | 1,733            | 16,925            |
| Waste Management                     | 712                              |                  | 2,735             | 712                               |                  | 2,735             | 712                               |                  | 2,735             |
| <b>Total by Vote</b>                 | <b>43,137,995</b>                | <b>4,147,167</b> | <b>61,077,628</b> | <b>43,137,995</b>                 | <b>4,147,167</b> | <b>61,077,628</b> | <b>43,137,995</b>                 | <b>4,147,167</b> | <b>61,077,628</b> |



**Monthly Projections of Revenue and Expenditure by Vote: Fourth Quarter**

| Expenditure and Revenue by Vote      | April 2024 Projections R'000 |                  |                   | May 2024 Projections R'000 |                  |                   | June 2024 Projections R'000 |                  |                   |
|--------------------------------------|------------------------------|------------------|-------------------|----------------------------|------------------|-------------------|-----------------------------|------------------|-------------------|
|                                      | Opex                         | Capex            | Rev               | Opex                       | Capex            | Rev               | Opex                        | Capex            | Rev               |
| Executive and council                | 4,077                        |                  |                   | 4,077                      |                  |                   | 4,077                       |                  |                   |
| Budget & Treasury and Administration | 23,793                       | 125              | 37,487            | 23,793                     | 125              | 37,487            | 23,793                      | 125              | 37,487            |
| Community and Social Services        | 1,522                        | 83               | 16                | 1,522                      | 83               | 16                | 1,522                       | 83               | 16                |
| Public Safety                        | 1,780                        |                  | 509               | 1,780                      |                  | 509               | 1,780                       |                  | 509               |
| Economic and Environmental Services  | 2,720                        |                  | 25                | 2,720                      |                  | 25                | 2,720                       |                  | 25                |
| Road Transport                       | 7,159                        | 2,206            | 3,381             | 7,159                      | 2,206            | 3,381             | 7,159                       | 2,206            | 3,381             |
| Electricity                          | 1,374                        | 1,733            | 16,925            | 1,374                      | 1,733            | 16,925            | 1,374                       | 1,733            | 16,925            |
| Waste Management                     | 712                          |                  | 2,735             | 712                        |                  | 2,735             | 712                         |                  | 2,735             |
| <b>Total by Vote</b>                 | <b>43,137,995</b>            | <b>4,147,167</b> | <b>61,077,628</b> | <b>43,137,995</b>          | <b>4,147,167</b> | <b>61,077,628</b> | <b>43,137,995</b>           | <b>4,147,167</b> | <b>61,077,628</b> |

**Total Monthly Projections of Revenue and Expenditure by Vote for 2023/24**

| Expenditure and Revenue by Vote        | 2023/24 Total Expenditure and Revenue by Vote |                |               |                |
|--|---|----------------|---------------|----------------|
|  | R'000   | Opex           | Capex         | Rev            |
| Executive and Council                  |   | 48,925         |               |                |
| Budget and Treasury and Administration |   | 285,514        | 1,500         | 449,844        |
| Community and Social Services          |   | 18,264         | 16,000        | 190            |
| Public Safety                          |   | 21,361         |               | 6,109          |
| Economic and Environmental Services    |   | 32,638         |               | 306            |
| Road Transport                         |   | 85,911         | 26,472        | 40,572         |
| Electricity                            |   | 215,339        | 20,794        | 203,096        |
| Waste Management                       |   | 9,771          |               | 32,815         |
| <b>Total by Vote</b>                   |   | <b>717,722</b> | <b>64,766</b> | <b>732,932</b> |

# **KPA 1: Spatial Rationale**

| KPA 1: Spatial Rationale    |                               |                         |  |                                       |                           |                          |        |  |   |   |   |  |
|-----------------------------|-------------------------------|-------------------------|--|---------------------------------------|---------------------------|--------------------------|--------|--|---|---|---|--|
| PMS No. & Performance Area  | Cluster                       | IDP Objective           | Key Performance Indicator  | Responsible Manager                   | Baseline (30/06/23)       | Annual Target 30/06/24   | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required  |
|                             |                               |                         |  |                                       |                           |                          |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |  |
| <b>1.1 Spatial Planning</b> |                               |                         |  |                                       |                           |                          |        |  |   |   |   |  |
| 1.1.1                       | Governance and Administration | Sustain the environment | Number of supplementary valuation roll reviewed by 30/06/2024  | 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 | Number of 2024/29 General Valuation roll developed by 30/06/2024   | Senior Manager Planning & Development | 1                         | 1                        | OPEX   | n/a  | n/a   | n/a   | 1   | Council resolution and General Valuation Roll 2024/29  |
| 1.1.3                       | Governance and Administration | Sustain the environment | Turnaround time of land use & development applications submitted to Mopani Planning Tribunal by 30/06/2024 | Senior Manager Planning & Development | Within 90 days of receipt | Within 90 day of receipt | OPEX   | Within 90 days of receipt                    | Within 90 days of receipt                   | Within 90 days of receipt                   | Within 90 days of receipt                   | Date of receipt on the application<br>Proof of 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 (30/06/23) | Annual Target 30/06/24 | Budget | 2023/24 Quarterly Projections                                |   |   |   | Evidence Required  |
|------------------------------------|--------------------------|---|--|-----------------------------------|---------------------|------------------------|--------|--|---|---|---|--|
|                                    |                          |   |  |                                   |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23)                 | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23)                                   | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24)                                   | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |  |
| <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 30/06/2024                                    | 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 30/06/2024                         | Senior Manager Technical Services | R8 000 000,00       | R20 794 000,00         | INEP   | R2 079 400,00  | R8 317 600,00   | R11 436 700,00  | R20 794 000,00                              | 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 30/06/2024 | Senior Manager Technical Services | 5274                | 4167                   | OPEX   | 4167   | 4167  | 4167  | 4167  | 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 30/06/2024                               | Chief Financial Officer           | 333                 | 2716                   | OPEX   | 2716   | 2716  | 2716  | 2716  | Indigent Register and Proof of payment to ESKOM            |
| <b>2.2 Roads &amp; Storm Water</b> |                          |   |  |                                   |                     |                        |        |  |   |   |   |  |
| 2.2.1                              | Technical infrastructure | Provision of sustainable integrated infrastructure and services | Number of kilometres of gravel roads upgraded to tar by 30/06/2024 (Bentfarm Upgrading of street)  | Senior Manager Technical Services | 7km                 | 3.8km                  | CAPEX  | Construction, Progress reports and Site Meetings -earthworks | Construction, progress reports and Site Meetings -earthworks -bulk earthworks | Construction, progress reports and Site Meetings -earthworks -bulk earthworks | 3.8km Practical Completion                  | Project reports, projects completion certificates          |



KPA 2- SERVICE DELIVERY

| PMS No. & Performance Area    | Cluster                                      | IDP Objective  | Key Performance Indicator  | Responsible Manager               | Baseline (30/06/23) | Annual Target 30/06/24 | Budget | 2023/24 Quarterly Projections                |   |  |   | Evidence Required  |
|-------------------------------|--|--|--|-----------------------------------|---------------------|------------------------|--------|--|---|--|---|--|
|                               |  |  |  |                                   |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan– 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |  |
| 2.2.2                         | Technical infrastructure                     | Provision of sustainable integrated infrastructure and service | Expenditure on roads and storm water capital funding spent per quarter by 30/06/2024   | Senior Manager Technical Services | R26 700 000.00      | R20 420 000.00         | CAPEX  | R3 063 000.00                                | R8 168 000.00                               | R15 315 000.00                             | R20 420 000.00                              | Payment Certificates and Expenditure Reports   |
| <b>2.3 Parks and Cemetery</b> |  |  |  |                                   |                     |                        |        |  |   |  |   |  |
| 2.3.1                         | Protect Environment and Community Well being | Sustain the Environment  | Number of parks maintained per month by 30/06/2024<br>Wilderve, Phalaborwa Fourways, Sealane, Buffalo, King Fisher, Impala Park, Namakgale Entrance, Defryn, Gravellote Park | 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 per month by 30/06/2024<br>(Phalaborwa, Lulekani Namakgale and Gravellote)   | Senior Manager Community Services | 4                   | 4                      | OPEX   | 4  | 4   | 4  | 4   | Maintenance plan, inspection reports and pictures                                      |
| <b>2.4 Waste Management</b>   |  |  |  |                                   |                     |                        |        |  |   |  |   |  |
| 2.4.1                         | Protect Environment and Community Well being | Sustain the Environment  | Number of Monthly Maintenance of Phalaborwa landfill site by 30/06/2024  | Senior Manager Community Services | 4                   | 12                     | OPEX   | 3  | 6   | 9  | 12  | Monthly maintenance report as per Service Level<br>Landfill site maintenance Checklist |

KPA 2: SERVICE DELIVERY

| PMS No. & Performance Area | Cluster                                      | IDP Objective           | Key Performance Indicator  | Responsible Manager               | Baseline (30/06/23) | Annual Target 30/06/24 | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required  |
|----------------------------|--|-------------------------|--|-----------------------------------|---------------------|------------------------|--------|--|---|---|---|--|
|                            |  |                         |  |                                   |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |  |
| 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 , Gravellole ,Namakgale and Lulekani by 30/06/2024 | Senior Manager Community Services | 12605               | 13265                  | OPEX   | 13265  | 13265                                       | 13265                                       | 13265                                       | Confirmation of waste collection by ward councillors Collection schedule |
| 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 30/06/2024                             | Senior Manager Community Services | 2                   | 2                      | OPEX   | 2  | 2   | 2   | 2   | Confirmation of waste collection by ward councillors Collection schedule |
| 2.4.4                      | Protect Environment and Community Well being | Sustain the Environment | Number of indigent Households receiving free basic waste removal service by 30/06/2024   | CFO                               | 506                 | 1181                   | OPEX   | 1181   | 1181  | 1181  | 1181  | 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 (30/06/23) | Annual Target 30/06/24 | Budget | 2023/24 Quarterly Projections                  |   |   |   | Evidence Required |  |
|---------------------------------|------------------------------------|--|--|-------------------------|---------------------|------------------------|--------|--|---|---|---|-------------------|--|
|                                 |                                    |  |  |                         |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23)   | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |                   |  |
| <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 31/08/2023 (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 2024/25 Draft Budget by Council by 31/03/2024 (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 2024/25 Final Budget by Council by 31/05/2024 (1 month before the start of the new financial year)  | Municipal Manager       | 1                   | 1                      | OPEX   | n/a  | 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 30/06/2024   | 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 by 07/07/2023   | Municipal Manager       | 3                   | 3                      | OPEX   | 3 (Specification, Evaluation and Adjudication) | n/a   | n/a   | n/a   | n/a               | Appointment letters of bid committees members            |



KPA 3: Municipal Financial Viability and Management

| PMS No. & Performance Area | Cluster                            | IDP Objective                                      | Key Performance Indicator  | Responsible Manager               | Baseline (30/06/23) | Annual Target 30/06/24 | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required   |
|----------------------------|------------------------------------|--|--|-----------------------------------|---------------------|------------------------|--------|--|---|---|---|---|
|                            |                                    |  |  |                                   |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |   |
| 3.1.6                      | Governance and administration      | Improve financial viability                        | Number of quarterly movable asset verifications conducted by 30/06/2024  | Chief Financial Officer           | 3                   | 4                      | OPEX   | 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 working days at the end of each month. Treasury by 30/06/2024 | Chief Financial Officer           | 12                  | 12                     | OPEX   | 3  | 6   | 9   | 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 30/06/2024 budget year                          | Chief Financial Officer           | 65%                 | 80%                    | OPEX   | 65%  | 60%   | 70%   | 80%   | Quarterly reports on revenue collection                         |
| 3.1.9                      | Governance and administration      | Improve financial viability                        | % of Debt collected by 30/06/2024  | Chief Financial Officer           | 3%                  | 50%                    | OPEX   | 20%  | 30%   | 40%   | 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 30/06/2024  | Chief Financial Officer           | 1                   | 1                      | OPEX   | n/a  | n/a   | n/a   | 1   | Updated indigent register Council resolution                    |
| 3.1.11                     | Good governance and administration | Improve financial viability                        | Expenditure spent quarterly on MIG by 30/06/2024   | Senior Manager Technical Services | R40 918 404,00      | R37 681 000            | MIG    | R5 652 150                                   | R15 072 400                                 | R20 724 550                                 | R37 681 000                                 | MIG monitoring report/payment certificates/Grant reconciliation |
| 3.1.12                     | Good governance and                | Good corporate governance                          | Submission of 2022/23 AFS to AG by   | Municipal Manager                 | 1                   | 1                      | OPEX   | 1  | n/a   | n/a   | n/a   | Submission letters, copy of final AFS to AG                     |

KPA 3: Municipal Financial Viability and Management

| PMS No. & Performance Area | Cluster        | IDP Objective            | Key Performance Indicator | Responsible Manager | Baseline (30/06/23) | Annual Target 30/06/24 | Budget | 2023/24 Quarterly Projections                |   |  |   | Evidence Required |
|----------------------------|----------------|--------------------------|---------------------------|---------------------|---------------------|------------------------|--------|--|---|--|---|-------------------|
|                            |                |                          |                           |                     |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan– 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |                   |
|                            | administration | and public participation | 31/08/2023                |                     |                     |                        |        |  |   |  |   |                   |

## **KPA 4:**

# **LOCAL ECONOMIC DEVELOPMENT**



| KPA 4: Local Economic Development |          |                            |   |   |                     |                        |                |  |   |   |   |   |
|-----------------------------------|----------|----------------------------|---|---|---------------------|------------------------|----------------|--|---|---|---|---|
| PMS No. & Performance Area        | Cluster  | IDP Objective              | Key Performance Indicator   | Responsible Manager                     | Baseline (30/06/23) | Annual Target 30/06/24 | Budget         | 2023/24 Quarterly Projections                |   |   |   | Evidence Required   |
|                                   |          |                            |   |   |                     |                        |                | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |   |
| <b>4.1 Job creation</b>           |          |                            |   |   |                     |                        |                |  |   |   |   |   |
| 4.1.1                             | Economic | Promotion of local economy | Number of jobs created through capital Projects by 30/06/2024 (Temporary jobs)                                | Senior Manager Technical Services       | 70                  | 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 30/09/2023  | 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 30/06/2024  | Senior Manager Planning and Development | 1                   | 4                      | OPEX           | 1  | 1   | 1   | 1   | Invitations, Attendance register and minutes                    |
| <b>4.2 Enterprise Support</b>     |          |                            |   |   |                     |                        |                |  |   |   |   |   |
| 4.2.1                             | Economic | Promotion of local economy | Number of SMMEs supported through the municipal SCM (procurement) by 30/06/2024                               | 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 Baphalaborwa Municipality as a tourist destination by 30/06/2024 | 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 (30/06/23) | Annual Target 30/06/24 | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required   |
|   |                                    |  |   |                                   |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |   |
| <b>5.1 Organisational Design &amp; Human Resource</b>         |                                    |  |   |                                   |                     |                        |        |  |   |   |   |   |
| 5.1.1   | Good governance and administration | Attract, develop and retain best human capital     | Number of reviewed Municipal Organisational structure by 30/06/2024           | 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 30/06/2024                                  | 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 30/06/2024 | Senior Manager Corporate Services | 40                  | 20                     | OPEX   | 5  | 15  | n/a   | 20  | Recruitment plan on critical positions and Appointment letters            |
| <b>5.2 Employment Equity</b>                                  |                                    |  |   |                                   |                     |                        |        |  |   |   |   |   |
| 5.2.1   |                                    | Good corporate governance and public participation | Number of EEP Post filled on Level 0,2,3 filled by 30/06/2024                 | Senior Manager Corporate Services | 1                   | 3                      | OPEX   | n/a  | n/a   | n/a   | 3   | Implementation report on the Equity Plan                                  |
| <b>5.3 Skills Development</b>                                 |                                    |  |   |                                   |                     |                        |        |  |   |   |   |   |
| 5.3.1   | Good governance and administration | Attract, develop and retain best human capital     | Number of Reviewed and submitted Skills Development Plan by 30/04/2024        | 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                                      | Senior Manager Corporate Services | R1 360 755,12       | R1 644 881,06          | OPEX   | R411 220                                     | R411 220                                    | R411 220                                    | R411 220                                    | Expenditure reports; implementation reports                               |



| KPA 5: Municipal Transformation and Institutional Development |                                    |  |  |                                   |                     |                        |        |  |   |   |   |   |
|---|------------------------------------|--|--|-----------------------------------|---------------------|------------------------|--------|--|---|---|---|---|
| PMS No. & Performance Area                                    | Cluster                            | IDP Objective                                      | Key Performance Indicator  | Responsible Manager               | Baseline (30/06/23) | Annual Target 30/06/24 | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required   |
|   |                                    |  |  |                                   |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |   |
| <b>5.4 Performance Management System</b>                      |                                    |  |  |                                   |                     |                        |        |  |   |   |   |   |
| 5.4.1   | Good governance and administration | Good corporate governance and public participation | Number of S56&57 signing of Annual Performance Agreements by 30/07/2023 (One month after the start of each financial year              | 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.         |
| 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 30/06/2024(Mid – year/Annual) | Municipal Manager                 | 0                   | 2                      | OPEX   | n/a  | 1 (Annual Assessment)                       | 1 (Mid-year Assessment)                     | n/a   | Approved Schedule of Individual Performance Assessments, Assessments records, attendance registers and Scorecards and reports |
| <b>5.5 OHS</b>  |                                    |  |  |                                   |                     |                        |        |  |   |   |   |   |
| 5.5.1   | Good governance and administration | Good corporate governance and public participation | Number of schedule Institutional OHS quarterly meetings held by 30/06/2024   | 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 (30/06/2023) | Annual Target (30/06/24) | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required   |
|---|------------------------------------|--|---|-----------------------------------|-----------------------|--------------------------|--------|--|---|---|---|---|
|   |                                    |  |   |                                   |                       |                          |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |   |
| <b>6.1 Council and Executive Management</b> |                                    |  |   |                                   |                       |                          |        |  |   |   |   |   |
| 6.1.1                                       | Good governance and administration | Good corporate governance and public participation | Number of scheduled Council meetings held by 30/06/2024                           | 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 30/06/2024                              | 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 30/06/2024 | 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 30/06/2024                         | Municipal Manager                 | 87%                   | 100%                     | 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 30/06/2024         | Municipal Manager                 | 14                    | 12                       | OPEX   | 3  | 6   | 9   | 12  | Minutes of Senior Management 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 30/06/2024       | Municipal Manager                 | 62                    | 55                       | OPEX   | 15   | 30  | 45  | 55  | Minutes of Portfolios meetings, attendance registers            |



| KPA 6: Good Governance and Public Participation     |                                    |  |  |                                   |                       |                          |        |  |   |   |   |   |
|---|------------------------------------|--|--|-----------------------------------|-----------------------|--------------------------|--------|--|---|---|---|---|
| PMS No. & Performance Area                          | Cluster                            | IDP Objective                                      | Key Performance Indicator  | Responsible Manager               | Baseline (30/06/2023) | Annual Target (30/06/24) | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required                                 |
|   |                                    |  |  |                                   |                       |                          |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |   |
| <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 REP Forum meetings held by 30/06/2024  | 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 30/06/2024   | 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 per ward by 30/06/2024 (Functionality of ward committees) | Municipal Manager                 | New                   | 209                      | OPEX   | 57   | 38  | 57  | 57  | Minutes and attendance register Batho pele report |
| 6.2.4   | Good governance and administration | Good corporate governance and public participation | Number of quarterly Mayoral Izimbizos and public participation by 30/06/2024   | Municipal Manager                 | 4                     | 4                        | OPEX   | 1  | 1   | 1   | 1   | Public notices and Community Inputs report.       |
| 6.2.5   | Good governance and administration | Good corporate governance and public participation | % of complains resolved quarterly by 30/06/2024  | Senior Manager Technical Services | 76%                   | 100%                     | OPEX   | 100%   | 100%  | 100%  | 100%  | Complains register                                |
| <b>6.3 Corporate Governance</b>                     |                                    |  |  |                                   |                       |                          |        |  |   |   |   |   |
| 6.3.1   | Good governance and administration | Good corporate                                     | Number of Audit  | Municipal Manager                 | 10                    | 7                        | OPEX   | 2  | 4   | 5   | 7   | Copies of approved minutes, attendance            |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager   | Baseline (30/06/2023) | Annual Target (30/06/24) | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required   |
|----------------------------|------------------------------------|--|---|-----------------------|-----------------------|--------------------------|--------|--|---|---|---|---|
|                            |                                    |  |   |                       |                       |                          |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |   |
|                            |                                    | governance and public participation                | Committee meetings held by 30/06/2024   |                       |                       |                          |        |  |   |   |   | registers   |
| 6.3.2                      | Good governance and administration | Good corporate governance and public participation | Number of Reviewed and approved 2024/25 Audit Committee Charter by 30/06/2024 | 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 30/06/2024                | 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 2024/25 Risk-based Audit Plan reviewed and approved by 30/06/2024   | 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 and administration | Good corporate governance and public participation | % Implementation of IA Plan by 30/06/2024                                     | 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 30/06/2024                  | Municipal Manager     | 82%                   | 90%                      | OPEX   | 90%  | 90%   | 90%   | 90%   | Internal Audit Follow-up Report   |
| 6.3.7                      | Good governance and administration | Good corporate governance and public participation | Number of Audit Committees Reports  | Chief Executive Audit | 5                     | 4                        | OPEX   | 1  | 2   | 3   | 4   | Audit Committee Reports and Council Resolution                          |



KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster                            | IDP Objective                                      | Key Performance Indicator  | Responsible Manager                   | Baseline (30/06/2023) | Annual Target (30/06/24) | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required   |
|----------------------------|------------------------------------|--|--|---------------------------------------|-----------------------|--------------------------|--------|--|---|---|---|---|
|                            |                                    |  |  |                                       |                       |                          |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |   |
| 6.3.8                      | Good governance and administration | Good corporate governance and public participation | % of implementation of Audit Committee Resolutions presented to Council by 30/06/2024                | 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 30/10/2023                                       | Senior Manager Planning & Development | 86%                   | 100%                     | OPEX   | 100%   | n/a   | n/a   | n/a   | Community Satisfaction Survey Report                        |
| 6.3.10                     | Good governance and administration | Good corporate governance and public participation | Submission of 2022/23 Annual Performance Report to AG by 31/08/2023                                  | Municipal Manager                     | 1                     | 1                        | OPEX   | n/a  | n/a   | n/a   | n/a   | Submission letters, copy of final Annual Performance Report |
| 6.3.11                     | Good governance and administration | Good corporate governance and public participation | Number of developed AG Action Plan approved to address the 2022/23 AG Report findings by 31/03/2024. | 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 in AG Action Plan by 30/06/2024  | Municipal Manager                     | 64%                   | 80%                      | OPEX   | n/a  | 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  | Senior Manager Corporate Services     | 19                    | 11                       | OPEX   | 3  | 5   | 8   | 11  | LLF minutes, invitations and attendance register.           |



KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area                              | Cluster                            | IDP Objective   | Key Performance Indicator  | Responsible Manager | Baseline (30/06/2023) | Annual Target (30/06/24) | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required  |
|---|------------------------------------|---|--|---------------------|-----------------------|--------------------------|--------|--|---|---|---|--|
|   |                                    |   |  |                     |                       |                          |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |  |
| <b>6.4 Risk Management, Fraud &amp; Anti-Corruption</b> |                                    |   |  |                     |                       |                          |        |  |   |   |   |  |
| 6.4.1   | Good governance and administration | Good corporate governance and public participation              | Number of reviewed fraud and anti-corruption strategy approved by 30/06/2024                   | 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 30/06/2024                | Municipal Manager   | 1                     | 1                        | OPEX   | n/a  | n/a   | n/a   | 1   | Approved Institutional Strategic Risk register and council resolution        |
| 6.4.3   | Good governance and administration | Good corporate governance and public participation              | Number of Institutional Risk Management Committee meetings held by 30/06/2024                  | Municipal Manager   | 4                     | 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 30/06/2024 | Municipal Manager   | 0%                    | 100%                     | OPEX   | 100%   | 100%  | 100%  | 100%  | Case register and Investigation reports                                      |
| <b>6.5 HIV/AIDS</b>                                     |                                    |   |  |                     |                       |                          |        |  |   |   |   |  |
| 6.5.1   | Good governance and administration | Provision of sustainable integrated infrastructure and services | Number of outreach programmes conducted within Ba-   | Municipal Manager   | 5                     | 10                       | OPEX   | 2  | 6   | 8   | 10  | Outreach programmes reports<br>Attendance registers<br>Invitations<br>Agenda |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area               | Cluster                       | IDP Objective                                      | Key Performance Indicator  | Responsible Manager | Baseline (30/06/2023) | Annual Target (30/06/24) | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required   |
|--|-------------------------------|--|--|---------------------|-----------------------|--------------------------|--------|--|---|---|---|---|
|  |                               |  |  |                     |                       |                          |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |   |
| <b>6.6 Security management</b>           |                               |  |  |                     |                       |                          |        |  |   |   |   |   |
| 6.6.1                                    | Governance and Administration | Good corporate governance and public participation | Number of Security Management reports for Safeguarding of Council Assets by 30/06/2024         | Municipal Manager   | 4                     | 4                        | OPEX   | 1  | 1   | 1   | 1   | Security Management Reports   |
| <b>6.7 Disaster Management</b>           |                               |  |  |                     |                       |                          |        |  |   |   |   |   |
| 6.7.1                                    | Governance and Administration | Good corporate governance and public participation | Number of disaster awareness campaigns conducted by 30/06/2024                                 | Municipal Manager   | 6                     | 4                        | OPEX   | 1  | 1   | 1   | 1   | Invitations, Agenda, Attendance register and disaster awareness conducted reports |
| <b>6.8 Performance Management System</b> |                               |  |  |                     |                       |                          |        |  |   |   |   |   |
| 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 31/03/2024 | 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 2022/23 Annual Report approved by 31/01/2024   | Municipal Manager   | 1                     | 1                        | OPEX   | n/a  | n/a   | 1   | n/a   | Council Approved 2022/23 Annual Report with Council Resolution                    |
| 6.8.3                                    | Governance and Administration | Good corporate governance and public participation | Number of Oversight Report on 2022/23 Draft Annual   | Municipal Manager   | 1                     | 1                        | OPEX   | n/a  | n/a   | 1   | n/a   | Council Approved Oversight Report and Council Resolution                          |



KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area                 | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager | Baseline (30/06/2023) | Annual Target (30/06/24) | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required  |
|--|------------------------------------|--|---|---------------------|-----------------------|--------------------------|--------|--|---|---|---|--|
|  |                                    |  |   |                     |                       |                          |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |  |
| 6.8.4                                      | Good governance and administration | Good corporate governance and public participation | Report approved by 31/03/2024<br>Number of reviewed 2023/2024 SDBIP approved by 31/03/2024  | 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 2024/25 SDBIP submitted to the Mayor for approval by 14/06/2024(14 days after the adoption of the IDP and Budget) | Municipal Manager   | 1                     | 1                        | OPEX   | n/a  | n/a   | n/a   | 1   | 2024/25 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 2024/25 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   | 2024/25 Final SDBIP approved by the Mayor (Signed and Dated) |
| <b>6.9 Integrated Development planning</b> |                                    |  |   |                     |                       |                          |        |  |   |   |   |  |
| 6.9.1                                      | Government and Administration      | Good corporate governance and public participation | Number of reviewed IDP/Budget/PMS/MPAC Framework and Process Plan approved by   | Municipal Manager   | 1                     | 1                        | OPEX   | 1  | n/a   | n/a   | n/a   | Council Approved IDP, Budget, PMS Process Plan               |

| KPA 6: Good Governance and Public Participation |                               |  |  |                       |                       |                          |        |  |   |   |   |  |
|---|-------------------------------|--|--|-----------------------|-----------------------|--------------------------|--------|--|---|---|---|--|
| PMS No. & Performance Area                      | Cluster                       | IDP Objective                                      | Key Performance Indicator  | Responsible Manager   | Baseline (30/06/2023) | Annual Target (30/06/24) | Budget | 2023/24 Quarterly Projections                |   |   |   | Evidence Required                                      |
|   |                               |  |  |                       |                       |                          |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 23) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 23) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 24) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 24) |  |
| 6.9.2   | Governance and Administration | Good corporate governance and public participation | 31/07/2023<br>Number of 2024/25 Draft IDP approved by council 31/03/2024   | Municipal Manager     | 1                     | 1                        | OPEX   | n/a  | n/a   | 1   | n/a   | Council resolution 2024/25 Draft IDP                   |
| 6.9.3   | Governance and Administration | Good corporate governance and public participation | Number of 2024/25 Final IDP approved by Council 28/05/2024   | Municipal Manager     | 1                     | 1                        | OPEX   | n/a  | n/a   | n/a   | 1   | Council resolution (Council approve 2024/25 Final IDP) |
| <b>6.10 Communication</b>                       |                               |  |  |                       |                       |                          |        |  |   |   |   |  |
| 6.10.1  | Governance and Administration | Advance good corporate governance                  | Number of Communication Strategy reviewed and approved by Council by 30/06/2024                                    | 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 in accordance to legislation checklist by 30/06/2024 | 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 30/06/2024   | Communication manager | 4                     | 4                        | OPEX   | 1  | 1   | 1   | 1   | Invitations, Minutes and attendance registers          |




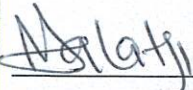
# **CAPITAL PROJECTS PER RESPONSIBLE MANAGER**

| Responsible Manager  | Project Name   | Total Capital Budget (R'000) | Planned Start Date | Planned Completion Date | Ward No.       | Quarterly Outputs 2023/24  |  |  |  | Evidence required   |
|--|--|------------------------------|--------------------|-------------------------|----------------|--|--|--|--|---|
|  |  |                              |                    |                         |                | 1 <sup>st</sup> Quarter<br>01 Jul - 30 Sept<br>2023                          | 2 <sup>nd</sup> Quarter<br>01 Oct - 31 Dec<br>2023 | 3 <sup>rd</sup> Quarter<br>01 Jan - 31<br>Mar 2024 | 4 <sup>th</sup> Quarter<br>01 Apr - 30<br>Jun 2024 |   |
| <b>Internally funded</b>                                   |  |                              |                    |                         |                |  |  |  |  |   |
| Senior Manager Technical                                   | Upgrade of road from gravel to Tar: Tambo Phase 2  | R5 680 000.00                | 01/07/23           | 30/03/24                |                | Completion   | n/a  | n/a  | n/a  | Payment certificates  |
| <b>Waste Management</b>                                    |  |                              |                    |                         |                |  |  |  |  |   |
| Senior Manager Planning and Development                    | Establishment Cemetery at Gravelotte   | R1 000 000.00                | 01/07/23           | 30/06/24                | 18             | Advertisement, Appointment   | Specialised Studies                                | Lodging and submission to Tribunal                 | Approval   | Advert and appointment Specialised studies report Receipt of application and Proof of submission to Tribunal Expenditure report |
| <b>Office Furniture and Equipment</b>                      |  |                              |                    |                         |                |  |  |  |  |   |
| Senior Manager Corporate                                   | Furniture and Equipment  | R 1 500 000. 00              | 01/07/23           | 30/06/24                |                | Appointment of the service provider  | Appointment of the service provider                | Requisition Delivery note                          | Requisition Delivery note                          | Request for purchase and Payment certificate Expenditure report   |
| <b>Integrated National Electrification Projects (INEG)</b> |  |                              |                    |                         |                |  |  |  |  |   |
| Senior Manager Technical                                   | Electrification of new villages within Ba-Phalaborwa Municipality as per DMRE's approval: Majeje Ext Phase 2 - 400 units (Ward 3), Makhushane Camp - 180 units (Ward 19), Mashishimale - 75 Units (Ward ), Mosemaneng - 250 Units (Ward 09), Nondweni Pee-eng 120 units (Ward 18) Priska pre-eng (Ward 18) | R20 794 000.00               | 01/07/23           | 30/06/24                | 3,8,9, 18 & 19 | Evaluation, Adjudication, Appointment of contractor and Handover of the site | Construction& site meetings                        | Construction& site meetings                        | Construction & close out                           | Bid Committees minutes and registers, advertisements. Final detailed design reports. Completion certificate Expenditure report  |

| Energy Efficiency and Demand Side Management (EEDSM) |   |                 |          |          |       |  |  |                                |  |   |
|--|---|-----------------|----------|----------|-------|--|--|--------------------------------|--|---|
| Senior Manager Technical                             | Replacement of streetlights to energy saving lights in Baphalaborwa | R4 000 000.00   | 01/07/23 | 30/06/24 |       | Specification Advertisement  | Evaluation, adjudication, appointment of contractor. Handover of the site Construction | Construction Site meeting      | Construction Site meeting<br>Close out | Bid Committees minutes and registers, advertisements. Approved specifications. Expenditure report |
| Municipal Infrastructure Grant (MIG)                 |   |                 |          |          |       |  |  |                                |  |   |
| Senior Manager Technical                             | Refurbishment of Namakgale stadium                                  | R 15 000 000.00 | 01/07/23 | 30/06/24 | 4 & 5 | Construction and Site Meetings   | Construction and Site Meetings   | Construction and Site Meetings | Construction and Site Meetings         | Progress reports and completion certificate   |
| Senior Manager Technical                             | Upgrading of Benfarm road phase 2                                   | R 10 792 000.00 | 01/07/23 | 30/06/24 | 3     | Construction and Site Meetings   | Construction and Site Meetings   | Construction and Site Meetings | Construction and Site Meetings         | Advertisement, site meetings and progress reports and completion certificate.                     |
| Senior Manager Technical                             | Construction of stormwater culverts in Lulekani                     | R 10 000.000.00 | 01/07/23 | 30/06/24 | 15    | Evaluation, adjudication, appointment of contractor. Handover of the site Construction | Construction and Site meeting  | Construction and Site meeting  | Construction and Site meeting          | Minutes of bid committees and advertisement, Progress reports and payment certificates.           |



# **SDBIP APPROVAL**

|   |  |
|---|--|
| <b>Approval by the Mayor</b>                  | <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 Reviewed Top Layer SDBIP is submitted to the Mayor for the approval after budget adjustment approved.</p>  |
| <b>Monitoring implementation of the SDBIP</b> | <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>  |
| <b>Signatures</b>                             | <p style="text-align: center;"><b>TOP LAYER SDBIP 2023/24</b></p> <p style="text-align: center;"><b>Compiled by:</b></p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;"> <br/> <hr style="width: 100%;"/> <p><b>Dr KKL Pilusa</b><br/><b>Municipal Manager</b></p> </div> <div style="text-align: center;"> <p><u>27/06/2023</u></p> <hr style="width: 100%;"/> <p><b>Date</b></p> </div> </div> <p style="text-align: center;"><b>Approved by</b></p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;"> <br/> <hr style="width: 100%;"/> <p><b>Cllr MM Malatji</b><br/><b>Mayor</b></p> </div> <div style="text-align: center;"> <p><u>27/06/2023</u></p> <hr style="width: 100%;"/> <p><b>Date</b></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:  $\frac{\text{Lepelle bill less BPM bill}}{\text{Lepelle bill}} \times 100$ .

### **Reduction in electricity losses**

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



**Kilometres of roads upgrade from gravel to tar/paving**

This relates 3.8km of Benfarm Upgrading of street)

**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**