

BA-PHALABORWA LOCAL MUNICIPALITY



REVIEWED 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

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1. Introduction

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

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

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

2. Legislation

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

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

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

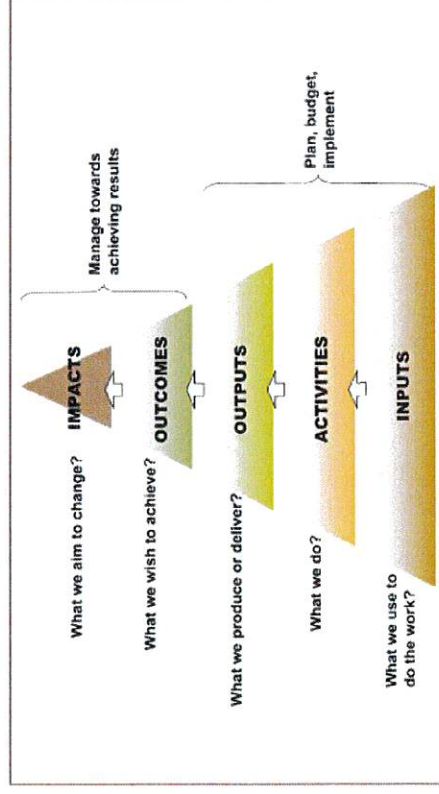
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote¹ *
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

3. Methodology and Content

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

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



4. Strategic Intent

Vision:

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

Mission:

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

Values

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

Strategic objectives:

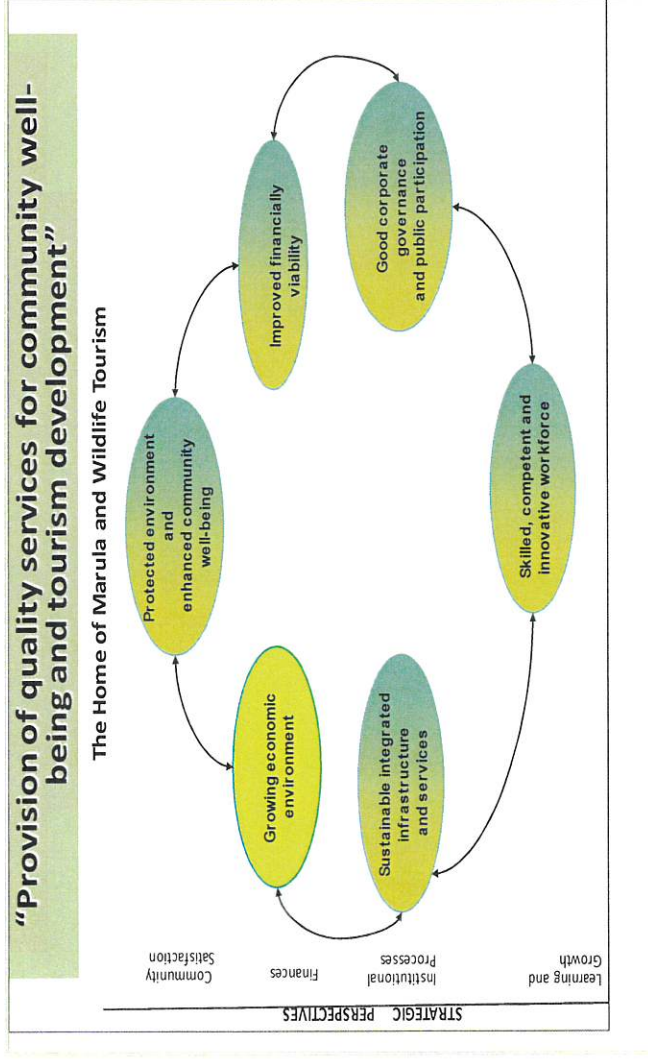
- Promotion of local economy
- Provision of sustainable integrated infrastructure land services
- Sustain the environment

- Improve financial viability
- Good corporate governance and public participation and
- Attract, develop and retain best human capital

Slogan:

“The home of Marula and wildlife tourism”

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



Monthly projections of revenue for each source

Sources of Revenue	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	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	14 741	176 887			
Service charges – electricity	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	12 712	152 547			
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	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	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	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	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	1 295			
Licenses and Permits	483	483	483	483	483	483	483	483	483	483	483	483	483	483	483	483	483	483	483	483	483	5 802			
Agency services	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	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	16 253	195 030			
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	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	8 077			
Total Revenue by Source	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	55 814	450 684			

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	3,737	3,737	-	-	3,737	3,737	-	-	-	3,737	-	-
Budget & Treasury and Administration	21,400	21,400	125	29,928	21,400	21,400	125	29,928	21,400	21,400	125	29,928
Community and Social Services	1,079	1,079	515	15	1,079	1,079	515	15	1,079	1,079	515	15
Public Safety	1,731	1,731	-	3,806	1,731	1,731	-	3,806	1,731	1,731	-	3,806
Economic and Environmental Services	1,827	1,827	-	24	1,827	1,827	-	24	1,827	1,827	-	24
Road Transport	4,578	4,578	2,350	3,227	4,578	4,578	2,350	3,227	4,578	4,578	2,350	3,227
Electricity	13,889	13,889	667	16,279	13,889	13,889	667	16,279	13,889	13,889	667	16,279
Waste Management	381	381	83	2,597	381	381	83	2,597	381	381	83	2,597
Total by Vote	52,253	52,253	3,740	55,845	52,253	52,253	3,740	55,845	52,253	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	3,737	-	-	3,737	-	-	3,737	-
Budget & Treasury and Administration	21,400	125	29,928	21,400	125	29,928	21,400	125	29,928
Community and Social Services	1,079	515	15	1,079	515	15	1,079	515	15
Public Safety	1,731	-	3,806	1,731	-	3,806	1,731	-	3,806
Economic and Environmental	1,827	-	24	1,827	-	24	1,827	-	24
Road Transport	4,578	2,350	3,227	4,578	2,350	3,227	4,578	2,350	3,227
Electricity	13,889	667	16,279	13,889	667	16,279	13,889	667	16,279
Waste Management	381	83	2,597	381	83	2,597	381	83	2,597
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	3,737	-	-	3,737	-	-	3,737	-	-
Budget & Treasury and Administration	21,400	125	29,928	21,400	125	29,928	21,400	125	29,928
Community and Social Services	1,079	515	15	1,079	515	15	1,079	515	15
Public Safety	1,731	-	3,806	1,731	-	3,806	1,731	-	3,806
Economic and Environmental Services	1,827	-	24	1,827	-	24	1,827	-	24
Road Transport	4,578	2,350	3,227	4,578	2,350	3,227	4,578	2,350	3,227
Electricity	13,889	667	16,279	13,889	667	16,279	13,889	667	16,279
Waste Management	381	83	2,597	381	83	2,597	381	83	2,597
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	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Executive and council	3,737	-	-	3,737	-	-	3,737	-	-	3,737	-	-
Budget & Treasury and Administration	21,400	125	29,928	21,400	125	29,928	21,400	125	29,928	125	29,928	
Community and Social Services	1,079	515	15	1,079	515	15	1,079	515	15	515	15	
Public Safety	1,731	-	3,806	1,731	-	3,806	1,731	-	3,806	-	3,806	
Economic and Environmental Services	1,827	-	24	1,827	-	24	1,827	-	24	-	24	
Road Transport	4,578	2,350	3,227	4,578	2,350	3,227	4,578	2,350	3,227	2,350	3,227	
Electricity	13,889	667	16,279	13,889	667	16,279	13,889	667	16,279	667	16,279	
Waste Management	381	83	2,597	381	83	2,597	381	83	2,597	83	2,597	
Total by Vote	52,253	3,740	55,845	52,253	3,740	55,845	52,253	3,740	55,845	3,740	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		44,842	-	-
Budget and Treasury and Administration		256,799	1,500	359,139
Community and Social Services		12,952	6,177	180
Public Safety		20,768	-	45,699
Economic and Environmental Services		21,920	-	290
Road Transport		54,931	28,200	38,726
Electricity		166,669	8,000	195,352
Waste Management		4,577	1,000	31,163
Total by Vote		583,458	44,877	670,549

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	5.2%	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	R21 810 637.50	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	5631	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 30/06/2023	Chief Financial Officer	421	333	OPEX	333	333	333	333	Indigent Register Proof of payment to ESKOM
2.2 Roads & Storm Water												
2.2.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of kilometres of gravel roads upgraded to tar by 30/06/2023	Senior Manager Technical Services	0.8 km	1Km	CAPEX	Advertisement, Appointment and Site	Construction and Site Meetings	Construction and Site Meetings	1km Completion	Project reports, projects completion certificates

2.2.2	Technical infrastructure	services	(Benfarm Upgrading of street 1km)	Senior Manager Technical Services	R17 057 041.84	R26 100 000.00	CAPEX	R2 000 000.00	R13 000 000.00	R6 000 000.00	R51 000 000.00	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 per month by 30/06/2023 Wildeveye,Phalabonwa Fourways,Sealan e.Buffalo.King Fisher her,Lulekani,Nma kgale Entrance,Defryn, Gravelote	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 30/06/2023 (Phalaborwa, Lulekani Namakgale 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	Number of Monthly Maintenance report 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	12198	OPEX	12198	12198	12198	12198	12198	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 30/06/2023	Senior Manager Community Services	2	2	OPEX	2	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 30/06/2023	Chief Financial Officer	252	907	OPEX	907	907	907	907	907	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	23	23	Approved budget related policies and Council resolution
3.1.5	Good governance	Good corporate	Number of Supply Chain structures /	Municipal Manager	3	3	OPEX	3 (Specification / Evaluation	n/a	n/a	n/a	n/a	Appointment letters of bid committees

	and administration	governance and public participation	Committees members appointed by 07/07/2022						and Adjudication)				members
3.1.6	Governance and administration	Improve financial viability	Number of quarterly movable asset verifications conducted by 30/06/2023	Chief Financial Officer	4	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 days at the end of each month. Treasury by 30/06/2023	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 30/06/2023 budget year.	Chief Financial Officer	69%	80%		OPEX	65%	60%	70%	80%	Quarterly reports on revenue collection
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2023	Chief Financial Officer	13%	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 30/06/2023	Chief Financial Officer	1	1		OPEX	n/a	n/a	n/a	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	R 31 747 372	R36186000.00		MIG	R4 000 000.00	R18 000 000.00	R8 177 000.00	R6 009 000.00	MIG monitoring report/payment certificates/Grant reconciliation
3.1.12	Good governance and administration	Improve financial viability	% of quarterly Municipal Capital Budget spent by 30/06/2023	Chief Financial Officer	81%	100%		OPEX	25%	50%	75%	100%	Finance reports
3.1.13	Good governance	Improve financial	% of quarterly Municipal	Chief Financial	91%	100%		OPEX	25%	50%	75%	100%	Expenditure report

	and administration	viability	Personnel Budget spent by 30/06/2023	Officer													
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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	144	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	63	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	2	4	OPEX	1	1	1	1	Invitations, Attendance register and minutes
4.2 Enterprise Support												
4.2.1	Economic	Promotion of local economy	Number of SMMEs supported through the municipal SCM (procurement) by 30/06/2023	Chief Financial Officer	432	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	2	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	9	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	55	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	2	1	OPEX	n/a	n/a	n/a	1	Implementation report on the Equity Plan
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	Senior Manager Corporate Services	1	1	OPEX	n/a	n/a	n/a	1	WSP & proof of submission to LG SETA

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)	
5.3.2	Good governance and administration	Attract, develop and retain best human capital	people trained in terms of Work Skills Plan) Amount of Municipal budget allocated and spent on work skills development per quarter 30/06/2023(1% legislation)	Senior Manager Corporate Services	R2 041777.00	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 signing of Annual Performance Agreements by 30/07/2022 (One month after the start of each financial year	Municipal Manager	5	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	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

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)	
5.5 OHS			30/06/2023 (Mid – year/Annual)									
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of schedule Institutional OHS quarterly meetings held 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	16	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	12	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	11	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	86%	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 30/06/2023	Municipal Manager	15	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	58	55	OPEX	15	30	45	55	Minutes of Portfolios meetings, attendance registers
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Good corporate governance and public participation	Number of IDP REP Forum meetings held by 30/06/2023	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	3	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	114	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)	
6.2.5	Good governance and administration	Good corporate governance and public participation	% of complains resolved quarterly by 30/06/2023	Senior Manager Technical Services	66%	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	14	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	23	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

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)	
6.3.5	Good governance and administration	Good corporate governance and public participation	% Implementation of IA Plan by 30/06/2023	Chief Executive Audit	90%	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 30/06/2023	Municipal Manager	64%	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	7	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	90%	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	0%	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	Submission of 2021/22 AFS and Annual Performance Report 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
6.3.11	Good governance	Good	Number of	Municipal	1	1	OPEX	n/a	n/a	1	n/a	Approved AG Action

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	developed AG Action Plan approved to address the 2021/22 AG Report findings by 31/03/2023.	Manager									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	30%	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	14	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	7	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	-	OPEX	n/a	n/a	n/a	1		Approved Institutional Strategic Risk register and council resolution
6.4.3	Good governance	Good	Number of	Municipal	7	4	OPEX	1	1	1	1		Minutes of the Risk

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	Institutional Risk Management Committee meetings held by 30/06/2023	Manager								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	-	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	11	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 and public	Number of disaster awareness campaigns	Municipal Manager	13	4	OPEX	1	1	1	1	Invitations, Agenda, Attendance register and disaster awareness

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)		
		participation	conducted by 30/06/2023									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	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	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	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	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 14/06/2023	Municipal Manager	1	1	OPEX	n/a	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 days after the adoption of the IDP and Budget) Number of approved Final 2023/24 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	n/a	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 31/03/2023	Municipal Manager	1	1	OPEX	n/a	1	n/a	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 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 Administration	Advance good corporate	Number of Communication Strategy	Municipal	1	1	OPEX	n/a	n/a	n/a	1	Approved Communication strategy and Council

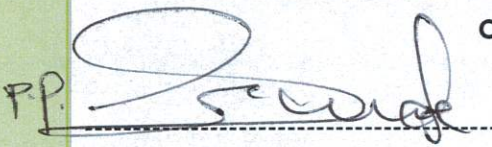
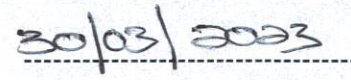
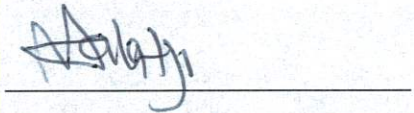
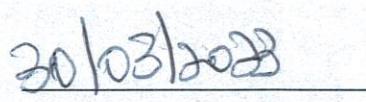
KPA 6: Good Governance and Public Participation

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)	
		governance	reviewed and approved by Council by 30/06/2023	Manager								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)	Adjusted Budget	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 000 000	R0	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, advertisement s. Final detailed design reports
Office Furniture and Equipment											
Senior Manager Corporate	Office Furniture and Equipment	R 1 500.000.00	R0	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	R0	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, advertisement s. Final detailed design reports. Completion

FINAL REVIEWED SDBIP APPROVAL

Approval by the Mayor	<p>This Reviewed 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 for the approval after budget adjustment approved.</p>
Monitoring implementation of the SDBIP	<p>Progress against the objectives set out in the Reviewed Top Layer SDBIP will be monitored and reported on a monthly, quarterly, and annual basis.</p>
Signatures	<p style="text-align: center;">REVIEWED TOP LAYER SDBIP 2022/23</p> <p>Compiled by:</p> <p>   </p> <p> Dr KKL Pilusa Municipal Manager Date </p> <p style="text-align: center;">Approved by</p> <p>   </p> <p> Cllr MM Malatji Mayor Date </p>

Annexure A

Methodology

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

Technical Definitions

AFS

AFS stands for Annual Financial Statements

BPM

BPM stands for Ba-Phalaborwa Municipality

HH

Household

Baseline

The performance of the previous year

Urban Areas

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

Reduction in water losses

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

Reduction in electricity losses

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

Kilometres of roads upgrade from gravel to tar/paving

This relates 1 km of B1 Extension

Rehabilitation

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

Site Establishment/ Set-up Construction Site

Arrangement of offices, bringing the machinery and equipment onsite.

Tourism Initiatives Activities

September Tourism Month – Spring Day, Orchid Show, Heritage Day Celebration, 2 Tourism workshops and Marathon.

Tourism Indaba – Procurement of promotional materials

SPLUMA – Spatial Planning Land Use Management Act 2013

No. SPLUMA Applications

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

SMME- Small Medium and Micro Enterprise

Number of business supported