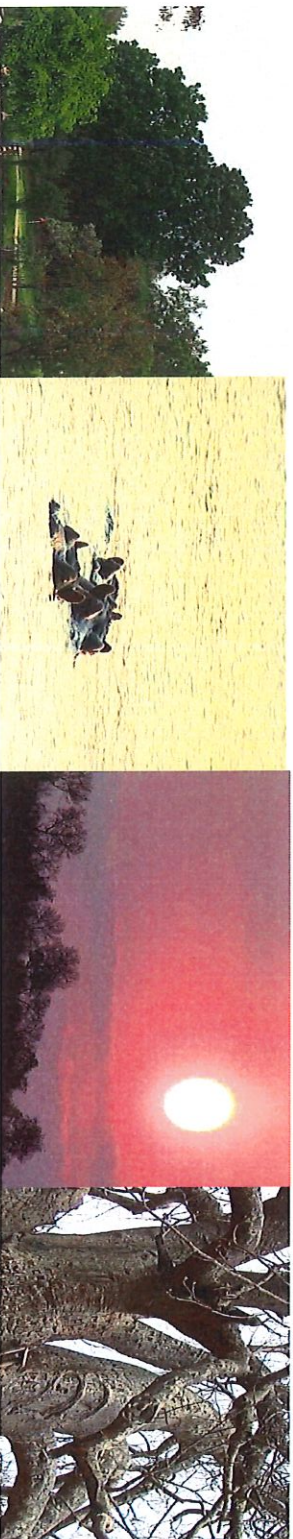


BA-PHALABORWA LOCAL MUNICIPALITY



REVIEWED SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2020-2021



"Provision of quality services for community well-being and

The Home of Marula and Wildlife Tourism

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1. Introduction

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

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

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

2. Legislation

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

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

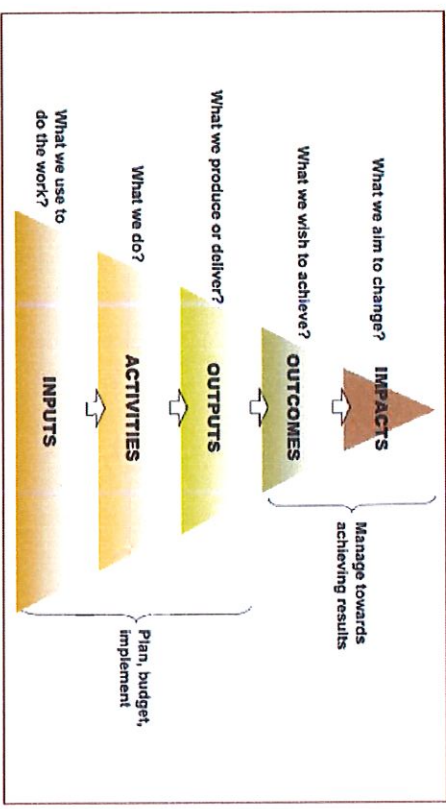
Section 53 of the MFMA stipulates that the Mayor should approve the adjusted SDBIP within 28 days after the approval of the adjusted budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in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

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

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

3. Methodology and Content

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Ba-Phalaborwa Local Municipality (BLM) is aligned to the Key Performance Areas (KPA's) 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

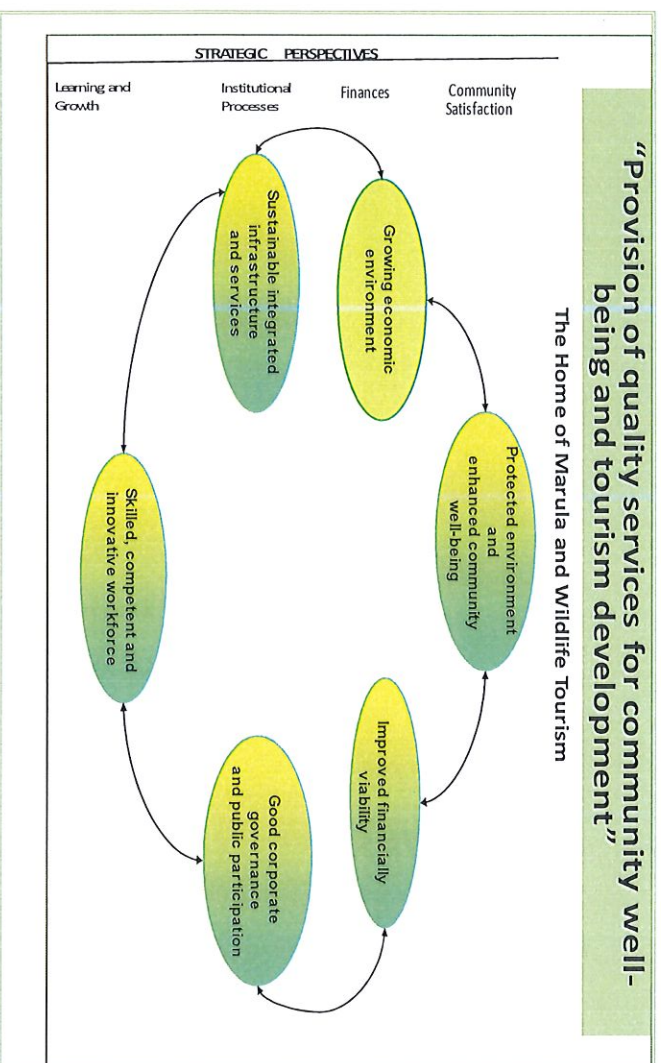
Strategic objectives:

- 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	2020 Monthly Projections						2021 Monthly Projections						Total	
	R'000													
	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
Property Rates	11 211	11 211	11 211	11 211	11 211	11 211	11 211	11 211	11 211	11 211	11 211	11 211	11 211	134
Service charges – electricity	12 594	12 594	12 594	12 594	12 594	12 594	12 594	12 594	12 594	12 594	12 594	12 594	12 594	151
Service Charges – Refuse	1 673	1 673	1 673	1 673	1 673	1 673	1 673	1 673	1 673	1 673	1 673	1 673	1 673	20
Rental of Facilities and Equipment	26	26	26	26	26	26	26	26	26	26	26	26	26	315
Interest on external Investments	225	225	225	225	225	225	225	225	225	225	225	225	225	2 702
Interest Earned – Outstanding Debtors	5 003	5 003	5 003	5 003	5 003	5 003	5 003	5 003	5 003	5 003	5 003	5 003	5 003	60 034
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	28	28	28	28	28	28	28	28	28	28	28	28	28	340
licenses and Permits	1 197	1 197	1 197	1 197	1 197	1 197	1 197	1 197	1 197	1 197	1 197	1 197	1 197	14 366
Agency services	249	249	249	249	249	249	249	249	249	249	249	249	249	2 992
Transfers recognised - operational	17 177	17 177	17 177	17 177	17 177	17 177	17 177	17 177	17 177	17 177	17 177	17 177	17 177	206
Transfers recognised - capital	3 989	3 989	3 989	3 989	3 989	3 989	3 989	3 989	3 989	3 989	3 989	3 989	3 989	47
Other Revenue	1 057	1 057	1 057	1 057	1 057	1 057	1 057	1 057	1 057	1 057	1 057	1 057	1 057	12 685
Total Revenue by Source	54 374	54 374	54 374	54 374	54 374	54 374	54 374	54 374	54 374	54 374	54 374	54 374	374 481	148

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

Vote No.	Expenditure and Revenue by Vote	July 2020			August 2020			September 2020		
		R'000 Opex	Outcome Capex	Rev	R'000 Opex	Outcome Capex	Rev	R'000 Opex	Outcome Capex	Outcome Rev
	Executive and council	5 305			5 305			5 305		
	Budget and Treasury	8 693		31 598	8 693		31 598	8 693		31 598
	Corporate Services	4661		41	4661		41	4661		41
	Community and Social Services	7 436		3 622	7 436		3 622	7 436		3 622
	Public Safety	2 457		1473	2 457		1473	2 457		1473
	Economic and Environmental Services	1 689		922	1 689		922	1 689		922
	Road Transport	8 335	3 529	3 584	8 335	3 529	3 584	8 335	3 259	3 584
	Electricity	13 009	687	14 662	13 009	687	14 662	13 009	687	14 662
	Water	-	-	-	-	-	-	-	-	-
	Waste Water Management	-	-	-	-	-	-	-	-	-
	Waste Management	714		2 122	714		2 122	714		2 122
	Total by Vote	52 298	4 216	58 024	52 298	4 216	58 024	52 298	4 216	58 024

Monthly Projections of Revenue and Expenditure by Vote: Second Quarter

Vote No.	Expenditure and Revenue by Vote	October 2020			November 2020			December 2020		
		Outcome			Outcome			Outcome		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	5 305			5 305			5 305		
	Budget and Treasury	8 693		31 598	8 693		31 598	8 693		31 598
	Corporate Services	4661		41	4661		41	4661		41
	Community and Social Services	7 436		3 622	7 436		3 622	7 436		3 622
	Public Safety	2 457		1473	2 457		1473	2 457		1473
	Economic and Environmental	1 689		922	1 689		922	1 689		922
	Road Transport	8 335	3 529	3 584	8 335	3 529	3 584	8 335	3 259	3 584
	Electricity	13 009	687	14 662	13 009	687	14 662	13 009	687	14 662
	Water	-	-	-	-	-	-	-	-	-
	Waste Water Management	-	-	-	-	-	-	-	-	-
	Waste Management	714		2 122	714		2 122	714		2 122
	Total by Vote	52 298	4 216	58 024	52 298	4 216	58 024	52 298	4 216	58 024

Monthly Projections of Revenue and Expenditure by Vote: Third Quarter

Vote No.	Expenditure and Revenue by Vote	January 2021 Projections R'000			February 2021 Projections R'000			March 2021 Projections R'000		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	5 305			5 305			5 305		
	Budget and Treasury	8 693		31 598	8 693		31 598	8 693		31 598
	Corporate Services	4661		41	4661		41	4661		41
	Community and Social Services	7 436		3 622	7 436		3 622	7 436		3 622
	Public Safety	2 457		1473	2 457		1473	2 457		1473
	Economic and Environmental Services	1 689		922	1 689		922	1 689		922
	Road Transport	8 335	3 529	3 584	8 335	3 529	3 584	8 335	3 259	3 584
	Electricity	13 009	687	14 662	13 009	687	14 662	13 009	687	14 662
	Water	-	-	-	-	-	-	-	-	-
	Waste Water Management	-	-	-	-	-	-	-	-	-
	Waste Management	714		2 122	714		2 122	714		2 122
	Total by Vote	52 298	4 216	58 024	52 298	4 216	58 024	52 298	4 216	58 024

Monthly Projections of Revenue and Expenditure by Vote: Fourth Quarter

Vote No.	Expenditure and Revenue by Vote	April 2021				May 2021				June 2021				
		Projections R'000		Rev	Opex	Projections R'000		Rev	Opex	Projections R'000		Rev	Opex	
	Executive and council	Opex	5 305	Capex		Opex	5 305	Capex		Opex	5 305	Capex		Rev
	Budget and Treasury		8 693				31 598				8 693			31 598
	Corporate Services		4661				41				4661			41
	Community and Social Services		7 436				3 622				7 436			3 622
	Public Safety		2 457				1473				2 457			1473
	Economic and Environmental Services		1 689				922				1 689			922
	Road Transport		8 335		3 529		3 584		8 335		8 335		3 259	3 584
	Electricity		13 009		687		14 662		13 009		13 009		687	14 662
	Water		-		-		-		-		-		-	-
	Waste Water Management		-		-		-		-		-		-	-
	Waste Management		714				2 122		714		714			2 122
	Total by Vote		52 298		4 216		58 024		52 298		52 298		4 216	58 024

Total Monthly Projections of Revenue and Expenditure by Vote for 2020/21

Vote No.	Expenditure and Revenue by Vote	2020/21 Total Expenditure and Revenue by Vote			
		R'000	Opex	Capex	Rev
	Executive and Council		63 660		
	Budget and Treasury		104 316		379 176
	Corporate Services		55 932		492
	Community and Social Services		51 180		325
	Public Safety		29 483		17 680
	Economic and Environmental Services		20 268		11 064
	Road Transport		100 020	42 348	43 008
	Electricity		156 108	8 244	175 944
	Water				
	Waste Water Management				
	Waste Management		8 569		25 470
	Total by Vote		589 536	50 592	653 159

KPA 1:

Spatial Rationale

KPA 1: Spatial Rationale

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target 30/06/21	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
1.1 Spatial Planning												
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll reviewed by 30/06/2021	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 approved by 30/06/2021	Senior Manager Planning & Development	Within 60 days of received	Within 60 of received	Within 60 of received	Within 60 of received	Within 60 of received	Within 60 of received	Within 60 of received	Approval Register

KPA 2:

BASIC SERVICE DELIVERY

KPA 2: SERVICE DELIVERY												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target 30/06/21	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
2.1 Electricity												
2.1.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	% on reduction of electricity losses each quarter by 30/06/2021	Senior Manager Technical Services	-2.9%	1%	OPEx	0.25%	0.25%	0.25%	0.25%	BPM, billing to consumers. Eskom bill and distribution loss
2.1.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on electricity capital funding spent per quarter by 30/06/2021	Senior Manager Technical Services	R7.648m	R9.5m	INEG EESDM	n/a	n/a	R5m	R9.5m	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 30/06/2021	Chief Financial Officer	5274	5274	OPEx	5274	5274	5274	5274	BPM, billing to consumers.
2.1.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of indigent HH receiving free basic electricity by 30/06/2021	Chief Financial Officer	3969	1658	OPEx	1658	1658	1658	1658	Indigent Register
2.2 Roads & Storm Water												
2.2.1	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of km of gravel roads upgraded to tar by 30/06/2021	Senior Manager Technical Services	3.6km	6.8km	CAPEX	0km	5km	6.8km	n/a	Project reports, projects completion certificates
			Upgrading of Tambo Phase 2 6.8km									

KPA 2: SERVICE DELIVERY

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target 30/06/21	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
2.2.2	Technical Infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on roads capital funding spent per quarter by 30/06/2021	Senior Manager Technical Services	R14.3	R6 923 569	CAPEX	R6 121 161.92	R6 923 569	n/a	n/a	Payment Certificates and Expenditure Reports
2.3 Parks and Cemetery												
2.3.1	Protect Environment and Community Well being	Sustain the Environment	Number of quarterly reports on maintenance of developed parks by 30/06/2021	Senior Manager Community Services	4	4	OPEX	1	2	3	4	Maintenance plan and Inspection reports
2.3.2	Protect Environment and Community Well being	Sustain the Environment	Number of cemetery maintained by 30/06/2021 (Phalaborwa, Lulekani Namakgale and Gravelote	Senior Manager Community Services	4	4	OPEX	4	4	4	4	Maintenance plan and Inspection reports
2.5 Waste Management												
2.5.1	Protect Environment and Community Well being	Sustain the Environment	Number of quarterly reports submitted for maintenance of Phalaborwa landfill site by 30/06/2021	Senior Manager Community Services	4	4	OPEX	1	2	3	4	Quarterly report to council and council resolution
2.5.2	Protect Environment and Community	Sustain the Environment	Number of urban Households with access to basic waste removal	Senior Manager Community Services	18466	12631	OPEX	12631	12631	12631	12631	Confirmation of waste collection by ward councillors /Valuation roll And collection schedule

KPA 2: SERVICE DELIVERY												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target 30/06/21	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
	Well being		services (Phalaborwa town, Gravelote, Namakgale and Lulekani by 30/06/2021									
2.5.3	Protect Environment and Community Well being	Sustain the Environment	Number of rural Households with access to basic waste removal services (Mashishimale & Makhushane by 30/06/2021	Senior Manager Community Services	17415	17415	OPEX	17415	17415	17415	17415	Confirmation of waste collection by ward councillors
2.5.4	Protect Environment and Community Well being	Sustain the Environment	Number of indigent Households receiving free basic waste removal service by 30/06/2021	CFO	541	541	OPEX	541	541	541	541	Indigent Register

KPA 3:

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

MS No.	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target 30/06/21	Budget	2020/21 Quarterly Projections				Evidence Required	
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)		
1 Financial Management													
1.1	Good governance and administration	Good corporate governance and public participation	Number of approved budget planning schedule by 31/08/2020 (Legislated date)	Chief Financial Officer	1	1	OPEX	1	n/a	n/a	n/a	n/a	approved budget planning schedule and Council resolution
1.2	Good governance and administration	Good corporate governance and public participation	Number of approved 2021/22 Draft Budget by Council by 31/03/2021 (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
1.3	Good governance and administration	Good corporate governance and public participation	Number of approved 2021/22 Final Budget by Council by 31/05/2021 (1 month before the start of the new financial year)	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	n/a	Final Budget approved by Council; Council resolution
1.4	Good governance and administration	Good corporate governance and public participation	Number of reviewed budget related policies by 30/06/2021	Chief Financial Officer	21	21	OPEX	n/a	n/a	n/a	21	n/a	Approved budget related policies and Council resolution
1.5	Good governance and administration	Good corporate governance and public participation	Number of Supply Chain structures / Committees members appointed by 07/07/2020	Municipal Manager	3	3	OPEX	3 (Specification, Evaluation and Adjudication)	n/a	n/a	n/a	n/a	Appointment letters of bid committees members
1.6	Governance and administration	Improve financial viability	Number of quarterly movable asset verifications conducted by 30/06/2021	Chief Financial Officer	4	4	OPEX	1	2	3	4	4	Quarterly assets verifications reports
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 30/06/2021	Chief Financial Officer	12	12	OPEX	3	6	9	12	12	Monthly strings Proof of submission within 10 days.

1.8	Governance and administration	Improve financial viability	% of improvement in revenue collection monthly (improvement from 65 to 80% by 30/06/2021 budget year	Chief Financial Officer	71%	80%	OPEX	20%	40%	60%	80%	Quarterly reports on revenue collection
1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2021	Chief Financial Officer	2%	80%	OPEX	20%	40%	60%	80%	Quarterly reports on current debt collection
1.10	Good governance and administration	Good corporate governance and public participation	Number of updated indigent register by 30/06/2021	Chief Financial Officer	1	1	OPEX	n/a	n/a	n/a	1	Updated indigent register
1.11	Good governance and administration	Improve financial viability	Expenditure spent quarterly on MIG by 30/06/2021	Chief Financial Officer	R42,372,924 m	R41.2 M	CAPEX	R10m	R15m	R35,m	R41.2	Finance reports, MIG monitoring report/payment certificates
1.12	Good governance and administration	Improve financial viability	% of quarterly Municipal Capital Budget spent by 30/06/2021	Chief Financial Officer	82%	100%	OPEX	25%	50%	75%	100%	Finance reports
1.13	Good governance and administration	Improve financial viability	% of quarterly Municipal Personnel Budget spent by 30/06/2021	Chief Financial Officer	82%	100%	OPEX	25%	50%	75%	100%	Expenditure report

KPA 4:

LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target 30/06/21	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
4.1 Job creation												
4.1.1	Economic	Promotion of local economy	Number of jobs created quarterly through capital Projects by 30/06/2021 (Temporary Jobs)	Senior Manager Technical Services	94	105	CAPEX	58	80	n/a	105	ID Numbers ,payment registers and employment contracts
4.1.2	Economic	Promotion of local economy	Number of full time equivalent jobs created quarterly through EPWP	Senior Manager Technical Services	58	63	OPEX	n/a	63	n/a	n/a	ID Numbers ,payment registers and employment contracts
4.1.3	Economic	Promotion of local economy	Number of quarterly LED Forums meetings held by 30/06/2021	Senior Manager Planning and Development	2	2	OPEX	1	n/a	n/a	1	Invitations, Attendance register and minutes
4.2 Enterprise Support												
4.2.1	Economic	Promotion of local economy	Number of SMIMES supported quarterly through the municipal SCM (procurement) by 30/06/2021	Chief Financial Officer	272	100	OPEX & CAPITAL	25	50	75	100	System generated Expenditure report with SMIMES supported.

KPA 5:

Municipal Transformation and Institutional Development

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target 30/06/21	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of reviewed Municipal Organizational structure by 30/06/2021	Acting Senior Manager Corporate Services	1	1	OPEX	n/a	n/a	n/a	1	Council Resolution on Reviewed organizational structure with dates.
5.1.2	Good governance and administration	Good corporate governance and public participation	Number of HR Policies Reviewed per quarter by 30/06/2021	Acting Senior Manager Corporate Services	6	2	OPEX	n/a	n/a	n/a	2	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 30/06/2021	Acting Senior Manager Corporate Services	23	20	OPEX	5	15	n/a	20	Appointment letters; appointment register, details of new employees and copies of adverts
5.2 Employment Equity												
5.2.1		Good corporate governance and	Number of employees	Acting Senior	5	1	OPEX	n/a	n/a	n/a	1	Appointment letters; appointment register,

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target 30/06/21	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
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 30/04/2021 (Number of people trained in terms of Work Skills Plan)	Acting Senior Manager Corporate Services	1	1	OPEX	n/a	n/a	n/a	1	WSP & proof of submission to LG SETA
5.3.2	Good governance and administration	Attract, develop and retain best human capital	Amount of Municipal budget allocated and spent on work skills development per quarter 30/06/2021 (1% legislation)	Acting Senior Manager Corporate Services	R1 639 028	R4071676.58m	OPEX	R1m	R2.3m	R3.3m	R4m	Expenditure reports; implementation reports
5.4 Performance Management System												
5.4.1	Good governance and administration	Good corporate governance and public participation	Number of S5&S7 signing of Annual	Municipal Manager	6	6	OPEX	6	n/a	n/a	n/a	Copies of signed Performance Agreements with dates complying the legislated time line&

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target 30/06/21	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
5.4.2	Good governance and administration	Good corporate governance and public participation	Performance Agreements by 30/07/2021 (One month after the start of each financial year	Municipal Manager	0	2	OPEX	n/a	n/a	1	2	Approved Schedule of Individual Performance Assessments, Assessments records, attendance registers and Scorecards and reports
5.5. OHS												
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of schedule Institutional OHS quarterly meetings by 30/06/2021	Senior Manager Corporate Services	3	4	OPEX	1	2	3	4	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 (30/06/20)	Annual Target (30/06/21)	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
6.1 Council and Executive Management												
6.1.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled quarterly Council meetings held by 30/06/2021	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 monthly Exco meetings by 30/06/2021	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 30/06/2021	Municipal Manager	9	4	OPEX	1	2	3	4	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 30/06/2021	Municipal Manager	52.4%	53%	OPEX	100%	100%	100%	100%	Resolution register
6.1.5	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly senior management meetings held by 30/06/2021	Municipal Manager	14	11	OPEX	3	5	8	11	Minutes of EXCO meetings, attendance registers
6.1.6	Good governance	Good corporate	Number of	Municipal	55	55	OPEX	15	30	45	55	Minutes of Portfolios

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target (30/06/21)	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
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 30/06/2021	Municipal Manager	3	1	OPEX	n/a	n/a	n/a	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 30/06/2021	Municipal Manager	4	4	OPEX	1	2	3	4	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of consolidated monthly reports of Ward Committee meetings scheduled and convened by 30/06/2021 (Functionality of ward committees)	Municipal Manager	7	11	OPEX	3	5	8	11	Consolidated Ward Committee monthly reports
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of quarterly Mayoral Izimbizos and	Municipal Manager	4	4	OPEX	1	2	3	4	Izibizo reports and invitations

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target (30/06/21)	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
6.2.4	Good governance and administration	Good corporate governance and public participation	public participation by 30/06/2021	Municipal Manager	94.3%	100%	OPEX	100%	100%	100%	100%	Complains register, batho pele report
6.3 Corporate Governance												
6.3.1	Good governance and administration	Good corporate governance and public participation	Number of Audit Committee quarterly meetings held by 30/06/2021	Municipal Manager	8	7	OPEX	2	4	5	7	Copies of approved minutes, attendance registers
6.3.2	Good governance and administration	Good corporate governance and public participation	Number of approved Audit Committee Charter by 30/06/2021	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Audit Committee Charter
6.3.3	Good governance and administration	Good corporate governance and public participation	Number of Audit Steering Committee quarterly meetings held by 30/06/2021	Municipal Manager	12	12	OPEX	3	6	9	12	Approved minutes and attendance registers. (Exco and Management)
6.3.4	Good governance and administration	Good corporate governance and public participation	Number of Risk-based Audit Plan reviewed and approved by 30/06/2021	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Risk-based audit plan.

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target (30/06/21)	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
6.3.5	Good governance and administration	Good corporate governance and public participation	% Implementation of IA Plan per quarter by 30/06/2021	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 30/06/2021	Municipal Manager	66%	80%	OPEX	50%	60%	70%	80%	Internal Audit Follow-up Report
6.3.7	Good governance and administration	Good corporate governance and public participation	Number of quarterly Audit/ Performance Audit Committees Reports presented to Council by 30/06/2021	Chief Executive Audit	6	4	OPEX	1	2	3	4	Audit Committee Reports and Council Resolution number for presentation of the report to Council
6.3.8	Good governance and administration	Good corporate governance and public participation	% Implementation of Audit Committee Resolutions	Municipal Manager	57%	80%	Opex	60%	70%	75%	80%	Audited Audit Committee Resolution Register
6.3.9	Good governance and administration	Good corporate governance and public participation	% of Community satisfaction with public services by 30/10/2020	Senior Manager Planning & Development	52%	100%	OPEX	n/a	100%	n/a	n/a	Community Satisfaction Survey Report
6.3.10	Good governance and administration	Good corporate governance and public participation	Number of 2019/20 AFS and Annual Performance Report	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	Submission letter and copy of final AFS

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target (30/06/21)	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
6.3.11	Good governance and administration	Good corporate governance and public participation	Number of developed AG Action Plan approved to address the 2018/19 AG Report findings by 31/03/2021.	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Approved AG Action Plan by Council
6.3.12	Good governance and administration	Good corporate governance and public participation	% of quarterly implementation on AG Action Plan by 30/06/2021	Municipal Manager	40%	30%	OPEX	n/a	n/a	n/a	30%	Audited AG Action Plan and Portfolio of Evidence
6.3.13	Good governance and administration	Good corporate governance and public participation	Number of monthly Local Labour Forum meetings held by 30/06/2021	Senior Manager Corporate Services	13	11	OPEX	3	5	8	11	LF 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 30/06/2021	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved fraud and Anti-Corruption strategy by council (Council resolution)
6.4.2	Good governance and administration	Good corporate governance and public participation	Number of Reviewed Institutional Strategic Risk	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Institutional Strategic Risk register

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target (30/06/21)	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
6.4.3	Good governance and administration	Good corporate governance and public participation	Register approved by 30/06/2021	Municipal Manager	4	4	OPEX	1	2	3	4	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 30/06/2021	Municipal Manager	0%	100%	OPEX	100%	100%	100%	100%	Investigation reports
6.5 HIV/AIDS												
6.5.1	Good governance and administration	Provision of sustainable integrated infrastructure and services	Number of quarterly outreach programmes conducted by 30/06/2021	Municipal Manager	18	16	OPEX	4	8	12	16	Outreach programmes reports
6.6 Security management												
6.6.1	Governance and Administration	Good corporate governance and public participation	Number of quarterly Security Management reports for Safeguarding of Council	Municipal Manager	4	4	OPEX	1	2	3	4	Security Management Reports

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target (30/06/21)	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
6.7 Disaster Management												
6.7.1	Governance and Administration	Good corporate governance and public participation	Number of quarterly disaster awareness campaigns conducted by 30/06/2021	Municipal Manager	4	4	OPEX	1	2	3	4	Invitations, Agenda, Attendance register and reports
6.8 Performance Management System												
6.8.1	Governance and Administration	Good corporate governance and public participation	Number of Mid-Year Budget and Performance Assessment Report submitted to council by 31/03/2021	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council approval and resolution
6.8.2	Governance and Administration	Good corporate governance and public participation	Number of 2019/20 Draft Annual Report approved by 31/01/2020	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved 2019/20 Draft Annual Report with Council Resolution
6.8.3	Governance and Administration	Good corporate governance and public participation	Number of Oversight Report on 2019/20 Draft Annual Report approved by 31/03/2021	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved Oversight Report and Council Resolution
6.8.4	Good governance and administration	Good corporate governance and public participation	Number of reviewed 2020/2021 SDBIP	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Reviewed SDBIP signed by the Mayor and council resolution

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target (30/06/21)	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
6.8.5	Good governance and administration	Good corporate governance and public participation	Number of Draft 2021/22 SDBIP submitted to the Mayor for approval by 14/06/2021 (14 days after the adoption of the IDP and Budget)	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	2021/22 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 2021/22 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	2021/22 Draft 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 31/07/2020	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	Council Approved IDP, Budget, PMS Process Plan
6.9.2	Governance and Administration	Good corporate governance and public participation	Number of 2021/22 Draft IDP approved by 31/03/2021	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council resolution (Council approve 2021/22 Draft IDP)

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/20)	Annual Target (30/06/21)	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 20)	2 nd Quarter (1 Oct – 31 Dec 20)	3 rd Quarter (1 Jan – 31 Mar 21)	4 th Quarter (1 Apr – 30 Jun 21)	
6.9.3	Governance and Administration	Good corporate governance and public participation	Number of 2021/22 Final IDP approved by 28/05/2021	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Council resolution (Council approve 2021/22 Final IDP)
6.10 Communication												
6.10.1	Governance and Administration	Advance good corporate governance	Number of Communication Strategy reviewed and approved by Council by 30/06/2021	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Communication strategy and Council resolution
6.10.2	Governance and Administration	Advance good corporate governance	% for submission of information for publishing on the website as according to legislation checklist by 30/06/2021	Municipal Manager	100%	100%	OPEX	100%	100%	100%	100%	Legislation checklist
6.10.3	Governance and Administration	Advance good corporate governance	Number of quarterly Local Communicators Forum held by 30/06/2021	Communication manager	4	4	OPEX	1	2	3	4	Invitations, Minutes and attendance registers

CAPITAL PROJECTS PER RESPONSIBLE MANAGER

18	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2020/21				Evidence required
							1 st Quarter 01 Jul - 30 Sept 2020	2 nd Quarter 01 Oct - 31 Dec 2020	3 rd Quarter 01 Jan - 31 Mar 2021	4 th Quarter 01 Apr - 30 Jun 2021	
Roads and storm water											
	Senior Manager Technical	Tambo phase 2 upgrading of Internal Streets	R2723400.00	01/07/20	30/06/21		Payment on standing time	n/a	n/a	n/a	Payment certificate for standing time
INEG											
	Senior Manager Technical	Electrification Namakgale D and Selwane	R5000 000.00	01/07/20	30/06/21		Specification, Advertise, Evaluation, adjudication, appointment of contractor. Handover of the site	Construction Site meeting	Construction Site meeting	Construction Site meeting	Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate
ESSD											
	Senior Manager Technical	Replacement of Streets lights	R4,500 000.00	01/07/20	30/06/21		Specification, Advertise, Evaluation, adjudication, appointment	Construction Site meeting	Construction Site meeting	Construction Site meeting	Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate

SDBIP APPROVAL

<p>Approval by the Mayor</p> <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 adjusted 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 adjusted Top Layer SDBIP is submitted to the Mayor within 28 days for the approval of the Budget.</p>	<p>Monitoring</p> <p>Progress against the objectives set out in the Reviewed SDBIP will be monitored and reported on a monthly, quarterly, and annual basis.</p>	<p>Signatures</p> <p>REVIEWED TOP LAYER SDBIP 2020/21 Compiled by:</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>M.I Moakamele Municipal Manager</p> <p><i>M.I Moakamele</i></p> <p>-----</p> <p>Date 31/03/2021</p> </div> <div style="text-align: center;"> <p>M.M Malati Mayor</p> <p><i>M.M Malati</i></p> <p>_____</p> <p>Approved by</p> <p>Date 31/03/2021</p> </div> </div>
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Annexure A

Methodology

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

Technical Definitions

AFS

AFS stands for Annual Financial Statements

BPM

BPM stands for Ba-Phalaborwa Municipality

HH

Household

Baseline

The performance of the previous year

Urban Areas

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

Reduction in water losses

This is calculated as follows: Lepelle bill less BPM bill / Lepelle bill x 100.

Reduction in electricity losses

This is calculated as follows: Eskom bill less BPM bill / Eskom bill x 100.

2.5 Kilometres of roads upgrade from gravel to tar/paving

This relates 2.4 km of Tambo phase2

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

SME- Small Medium and Micro Enterprise

Number of business supported